

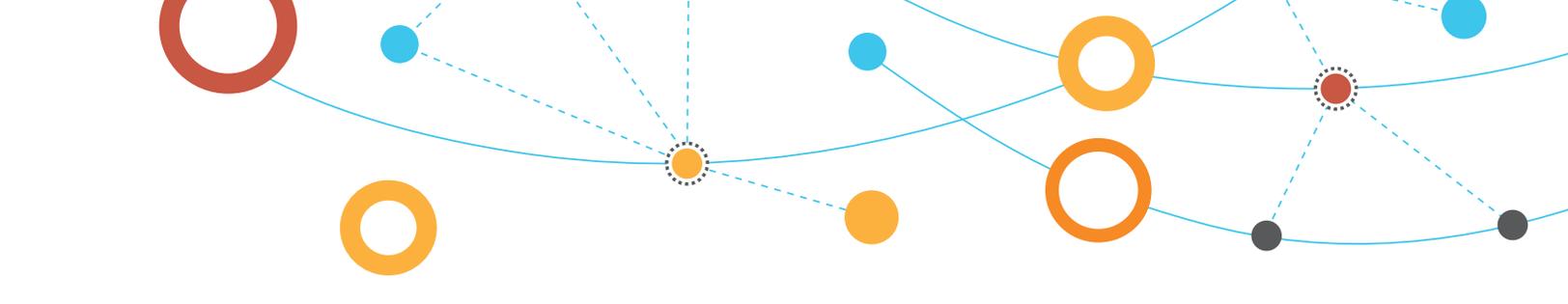


Municipal Development Plan

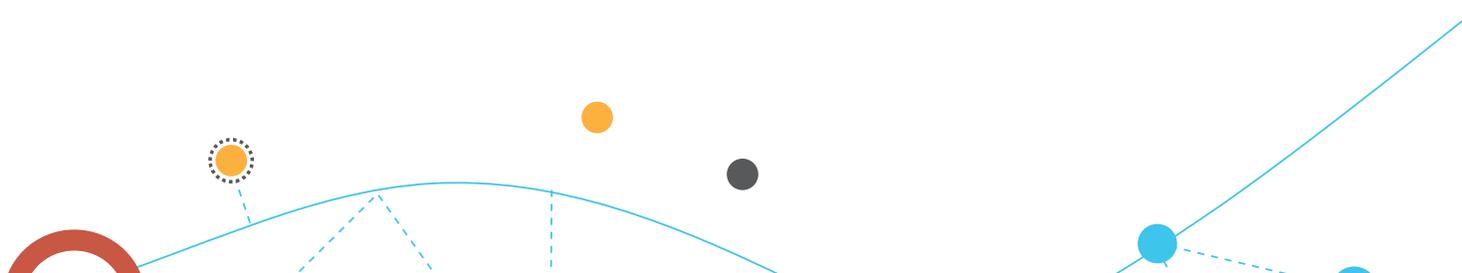
# CONNECTION TO OUR FUTURE

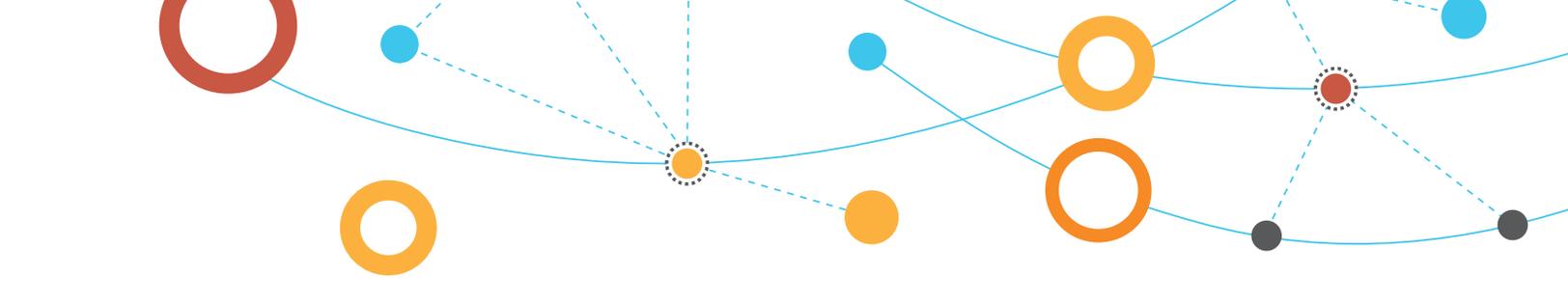
March 2023 Draft





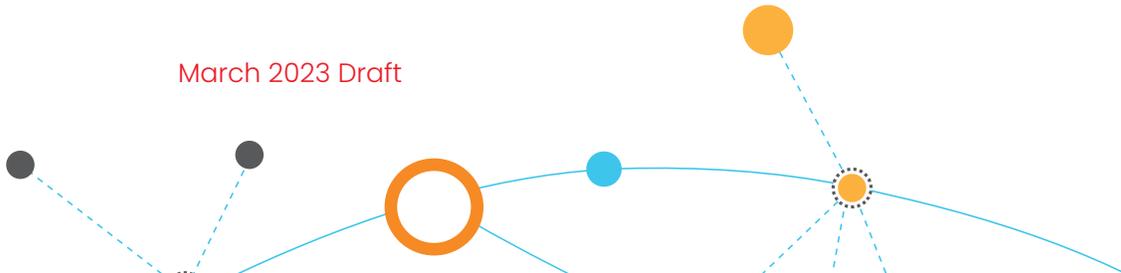
This Municipal Development Plan (MDP) is developed in compliance with Part 17 of the Municipal Government Act (the "Act") Revised Statutes of Alberta 2000, Chapter M-26 of the Province of Alberta. More specifically, the MDP addresses all requirements with respect to Section 632(1) of the Act

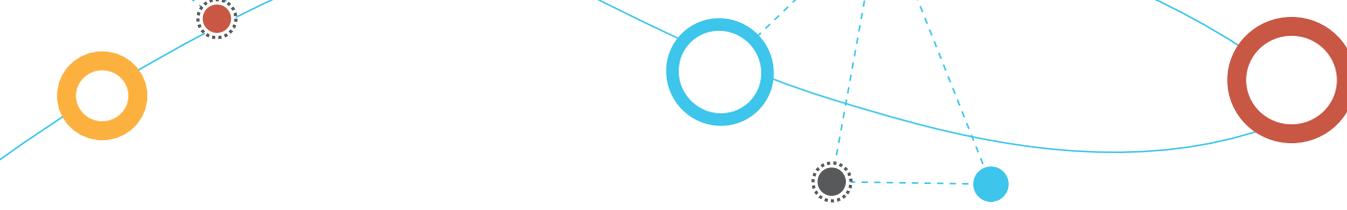




# OUR CITY OUR FUTURE CONNECTED

March 2023 Draft





# Table of Contents

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- 1. Our Context..... 7**
  - 1.1 Historic Growth .....8
  - 1.2 Existing urban fabric and land use pattern.....11
  - 1.3 Social and Cultural Assets .....15
  - 1.4 Existing Infrastructure.....17
  - 1.5 Economic Trends.....19
  - 1.6 Parks and Open Spaces.....20
  - 1.7 Mobility.....22
  - 1.8 Planning Framework.....26
  - 1.9 Growth Projections.....28
  
- 2. Our Values, Preferences, and Anticipated Outcomes..... 31**
  - 2.1 Overview.....32
  - 2.2 Our Values.....33
  - 2.3 Community Drivers.....35
  - 2.4 Preferences for the Community Drivers..... 36
  
- 3. Our Future Urban Form ..... 43**
  - 3.1 Future Land Use Concept..... 44
  - 3.2 Future Open Space Network Concept.....47
  - 3.3 Future Urban Structure Framework..... 49
  - 3.4 Neighbourhood Villages .....52
  
- 4. Our Connection to the Future ..... 55**
  - 4.1 Belonging ..... 56
  - 4.2 Culture.....62
  - 4.3 Ecology ..... 68
  - 4.4 Innovation..... 73
  - 4.5 Community Health .....79
  - 4.6 Initiative .....92
  
- 5. How Do We Connect?..... 101**
  - 5.1 How We Connect? .....102
  - 5.2 Advocacy .....103
  - 5.3 Study .....103
  - 5.4 Regulation/Administrative Process.....106
  - 5.5 Grants/Programs/Incentives/Funding .....107
  - 5.6 Partnerships.....108
  - 5.7 Monitoring.....108
  
- 6. Definitions ..... 110**

# Land Acknowledgement

The City of Lloydminster acknowledges that we are located on Treaty 6 Territory, and the City of Lloydminster respects the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community.



# Building on our Past, **Connecting to Our Future**

## **Our city, as a collection.**

Lloydminster is a collection: an assembly of people, places, infrastructure, and buildings. It is also a collection of ideas, cultures, activities, and aspirations. Lloydminster is a system of human interactions within a built and natural environment we call home.

As a city, we constantly evolve, reshape, and rethink how we can best serve ourselves and each other, and how the city can provide the amenities and support to its existing population and future generations.

By building on our past, we can connect to our future. Connection To Our Future is how we imagine our future city, incorporating the things we value today with our aspirations for the future.





# 1. Our Context

## Canada's only border city.

Lloydminster is Canada's only border city, straddling the Alberta-Saskatchewan provincial border and located approximately halfway between Edmonton and Saskatoon. The city has a reputation for having a positive business environment with good economic opportunities, serving a trade area of approximately 150,000 people. Lloydminster is positioned as the primary destination for recreation, retail and social activity in the region. The city has a diversified regional economy involving industries such as forestry, agriculture, oil & gas and mining.

## 1.1 Historic Growth

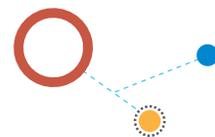
Lloydminster has developed as a place of congregation for many years. Over 100 years ago, European settlers began to develop what is now Lloydminster. By understanding our past, we can plan for a better future. The following list highlights some of the key turning points in the history of Lloydminster.

- **Pre-1903:** Although Lloydminster is believed to have not been directly settled by Indigenous people, the Lloydminster area may have been in the traditional hunting and trapping region of indigenous people of the area.
- **1903:** Settlers of the Barr Colonists from England, led by Reverend E. Lloyd, began to establish Lloydminster. The city gets its name from the Reverend Lloyd and “minster”, which means “mother church”.
- **1905:** The village of Lloydminster becomes part of both Alberta and Saskatchewan as provincial boundaries are officially drawn. Before the border drawing, the city was part of the Northwest Territories.
- **1905:** The Canadian Northern (CN) Railways builds lines that connect Lloydminster to Edmonton and Saskatoon.
- **1930:** Lloydminster becomes a Town in both Alberta and Saskatchewan jurisdictions while under one municipal authority. It is the only municipality under shared provincial jurisdiction!
- **1958:** The Town of Lloydminster receives its charter and becomes the City of Lloydminster.
- **1970:** The Trans-Canada Highway opens, connecting Lloydminster to both Canadian coasts.
- **1998:** Lloydminster Municipal Airport (YLL) becomes operational.
- **2002:** Lloydminster reaches 20,000 residents!
- **2014:** Lloydminster reaches 30,000 residents!

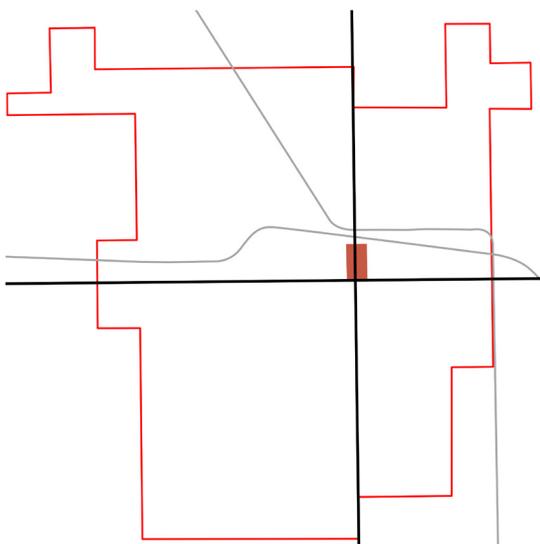
For the 50-year period between 1906 and 1956, the majority of Lloydminster’s population lived on the Saskatchewan side of the city. Since 1961, the majority of Lloydminster’s population has lived on the Alberta side of the city. Originally representing 25% of Lloydminster’s population in 1906, Alberta’s share of the city’s population steadily increased over 99 years to a high of 66% from 2005 through 2009. Since 2009, Saskatchewan’s proportionate share of Lloydminster’s population has steadily increased from 34% to 37% in 2016.



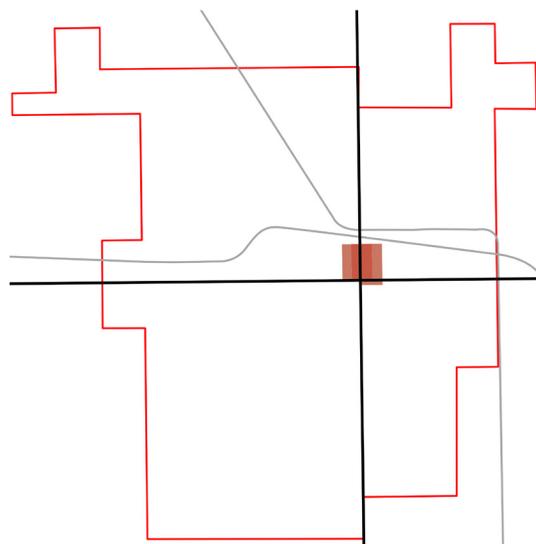
Lloydminster Post Office, 1951



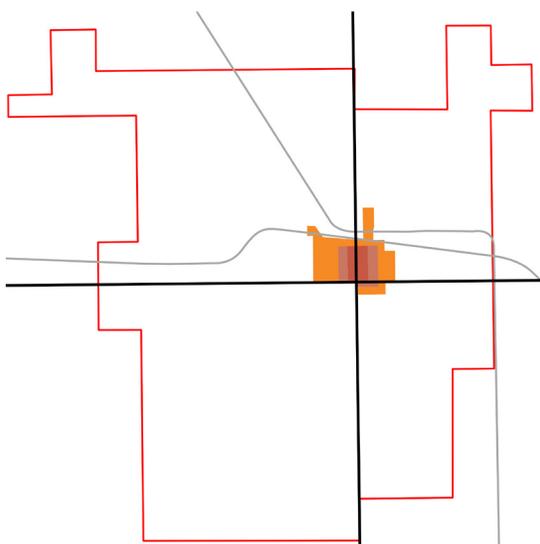
Lloydminster has continuously evolved and changed throughout its 100-year history since being settled in 1903. With each coming decade, people moved in, started families, built railroads, opened businesses, and grew Lloydminster into what it is today.



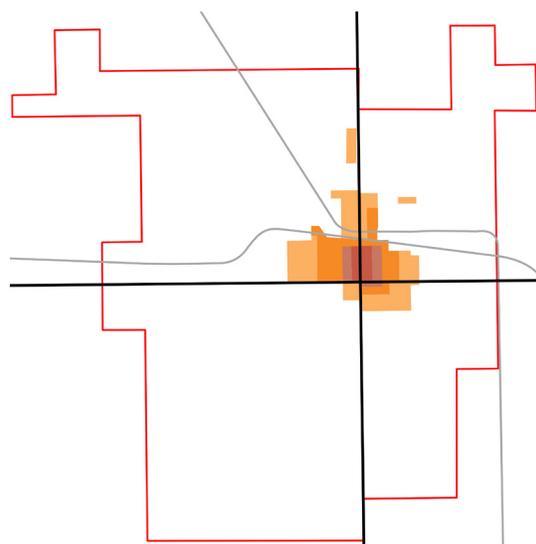
**1903:** Settlers began establishing homesteads



**1920:** CN Railway constructed rail lines and Lloydminster became a trading post.

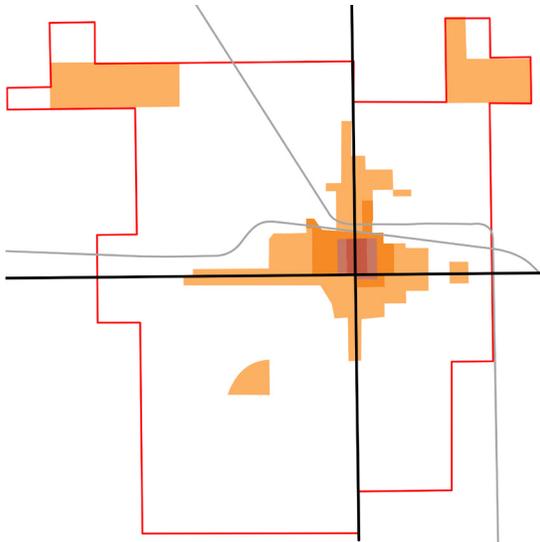


**1940:** Industrial expansion attracted new residents and Lloydminster developed residential neighbourhoods on the Saskatchewan side.



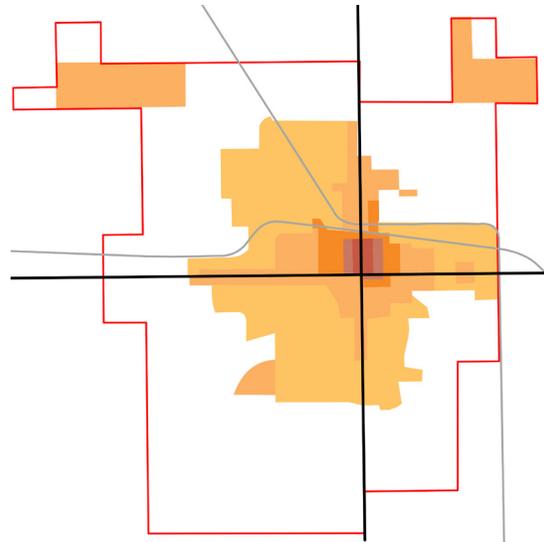
**1960:** Development began to extend south and west of Highway 16/44 Street.



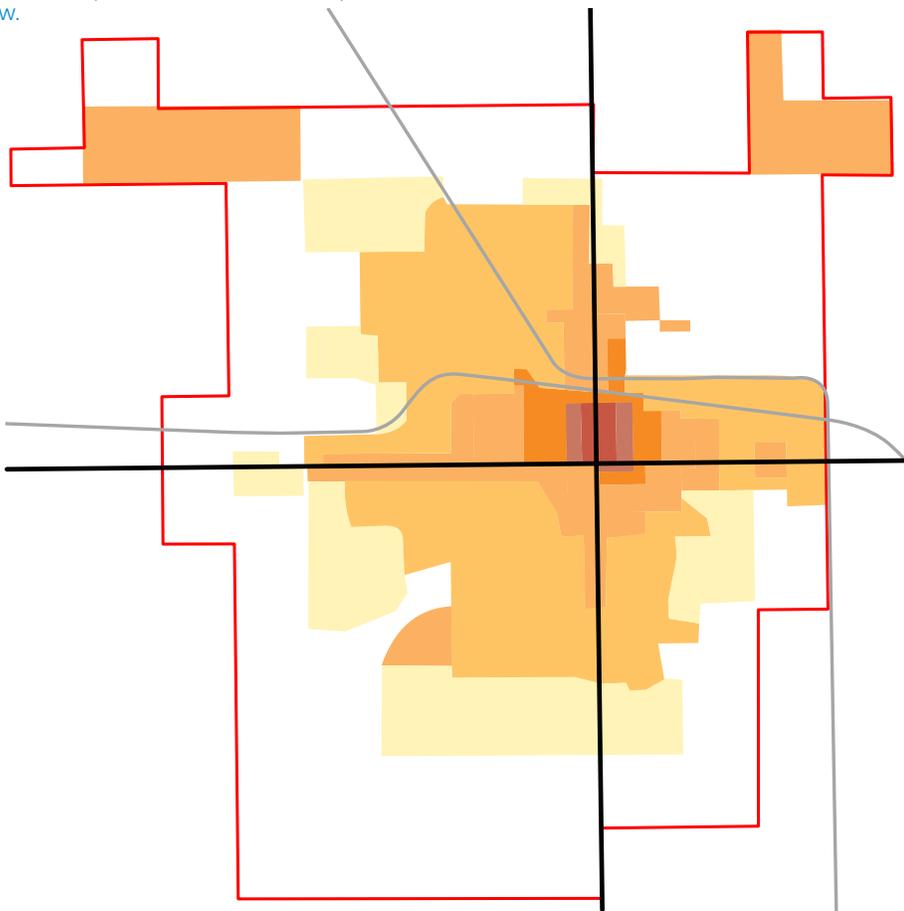


**1970:** The City of Lloydminster Waste Management Facility was built in the northeast corner of the city.

**1980:** The airport was built as the city continued to grow.



**2000:** Lloydminster underwent rapid residential growth and urban expansion. More development occurred on the Alberta side of the city.



**2022:** Where we are now! Over the past 20 years, the city experienced another period of rapid residential growth. Urban expansion has reached the city limits. As a result, the City annexed new land in 2022 on the Alberta side to accommodate future growth.

**Source:** The growth maps provide a high level overview of historic growth patterns in Lloydminster. These maps were developed based on historic aerial photos and information received from the Lloydminster Regional Archive.

## 1.2 Existing urban fabric and land use pattern

The City of Lloydminster is situated on both sides of the provincial border between Alberta and Saskatchewan. The border forms a central feature of Lloydminster, identified with the iconic orange border markers. The city is incorporated by both provinces as a single city with a single municipal administration. The city is intercepted by Highway 16/44 Street, which runs in the east-west direction and Highway 17/50 Avenue, which runs in the north-south direction.

Lloydminster's existing urban fabric, as identified in **Map 1**, is characterized by the following development patterns. These development patterns are not static in nature but are evolving as new infill and greenfield development happens in the city. By being situated directly on the Alberta/Saskatchewan border, Lloydminster's urban fabric adds to the possibilities around the future land use pattern as the city evolves and grows.

### Downtown

Downtown Lloydminster has always been its commercial, cultural, historical, political and geographical center as well as the heart of the community. Downtown extends on both sides of the Alberta-Saskatchewan border. The south edge is bound by Highway 16/44 Street and Highway 17/50 Avenue runs north-south through its center. The downtown core is primarily composed of commercial, office, institutional uses, and some residential development. It is anchored by major civic buildings and spaces and is also home to a variety of cultural and social amenities and destinations.

Downtown has a grid street pattern with smaller blocks and curbside sidewalks. Buildings located downtown are generally built to the property line and sit on smaller lots.



Aerial view of Downtown Lloydminster

## Mature Neighbourhoods

There are three mature neighbourhoods in Lloydminster: North Lloydminster, West Lloydminster, and East Lloydminster. These neighbourhoods were built between 1903 to 1957.

The mature neighbourhoods consist of a grid street pattern lined by boulevard sidewalks and mature trees, typically Elm. Prominent features include centrally located park and school sites, the community's close proximity to the downtown and small-scale commercial land uses along the edges of the neighbourhood. The street network has a high degree of permeability and multiple access points to major roadways along the edges. These neighbourhoods were the first to be developed in Lloydminster and include older housing stock and some new infill development replacing older structures.



Aerial view of Downtown and a mature neighbourhood

## Established Neighbourhoods

A majority of Lloydminster's residential development can be categorized as established neighbourhoods, such as Parkview Estates, Southridge, Larson Grove, Aurora, Steele Heights, and College Park. The development of these neighbourhoods typically began around the 1950s and continue to receive investments to date.

Established neighbourhoods consist of two types of street patterns, fragmented grids and curvilinear roads with loops and cul-de-sacs. Fragmented grid patterns typically consist of boulevard sidewalks without trees, linear trail networks located at the rear of residential properties and often a centrally located collector roadway with access to the city's broader arterial road network. Curvilinear patterned neighbourhoods often contain grassed boulevards without trees along looping collector roadways, curbside sidewalks on local roads with a pattern of loops and cul-de-sacs, winding trail networks, a centrally located park and school site, and a limited number of access points to the surrounding arterial roadway.

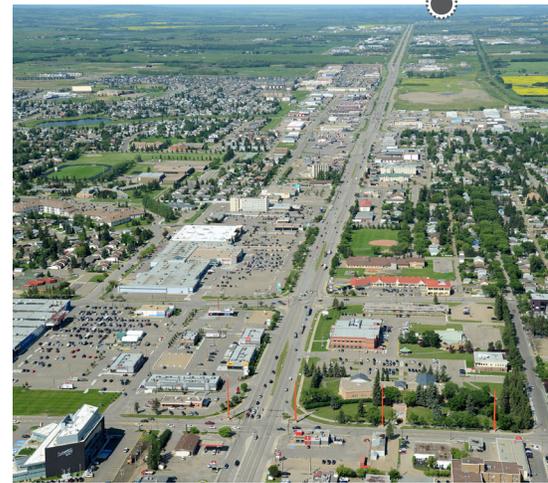


Aerial view of an established neighbourhood

## Commercial Corridors

Commercial corridors in Lloydminster are located along the major highways (Highway 16/44 Street and Highway 17/50 Avenue). The pattern of development along these corridors is considered coarse-grained, meaning larger lots and buildings. The urban blocks are large and development is set back from the front property line and dominated by surface parking lots. Development along these areas is considered auto-oriented as there are limited sidewalks connecting business entrances to the public roadway.

Both highways are lined with a wide range of commercial uses such as hotels, grocery stores, gas stations, corner stores and restaurants, with minor light industrial uses. There is a cluster of larger big box stores on the west end of Highway 16/44 Street. The big box stores, the Lloydminster Mall and the Downtown commercial area are the city's main commercial nodes.



Aerial view of a commercial corridor

## Industrial Sectors

Most of the city's industrial uses are in the northwest corner. The Cenovus Energy Refinery is located in the northwest industrial area and Cenovus Energy Upgrader is outside city limits to the city's southeast. Both are major employers.

Industrial sectors are the manufacturing and production hubs of Lloydminster. They are located within close proximity to major highways and rail lines. The pattern of development includes large buildings and storage structures, parking, and lay-down yards on larger tracts of land.



Aerial view of an industrial sector

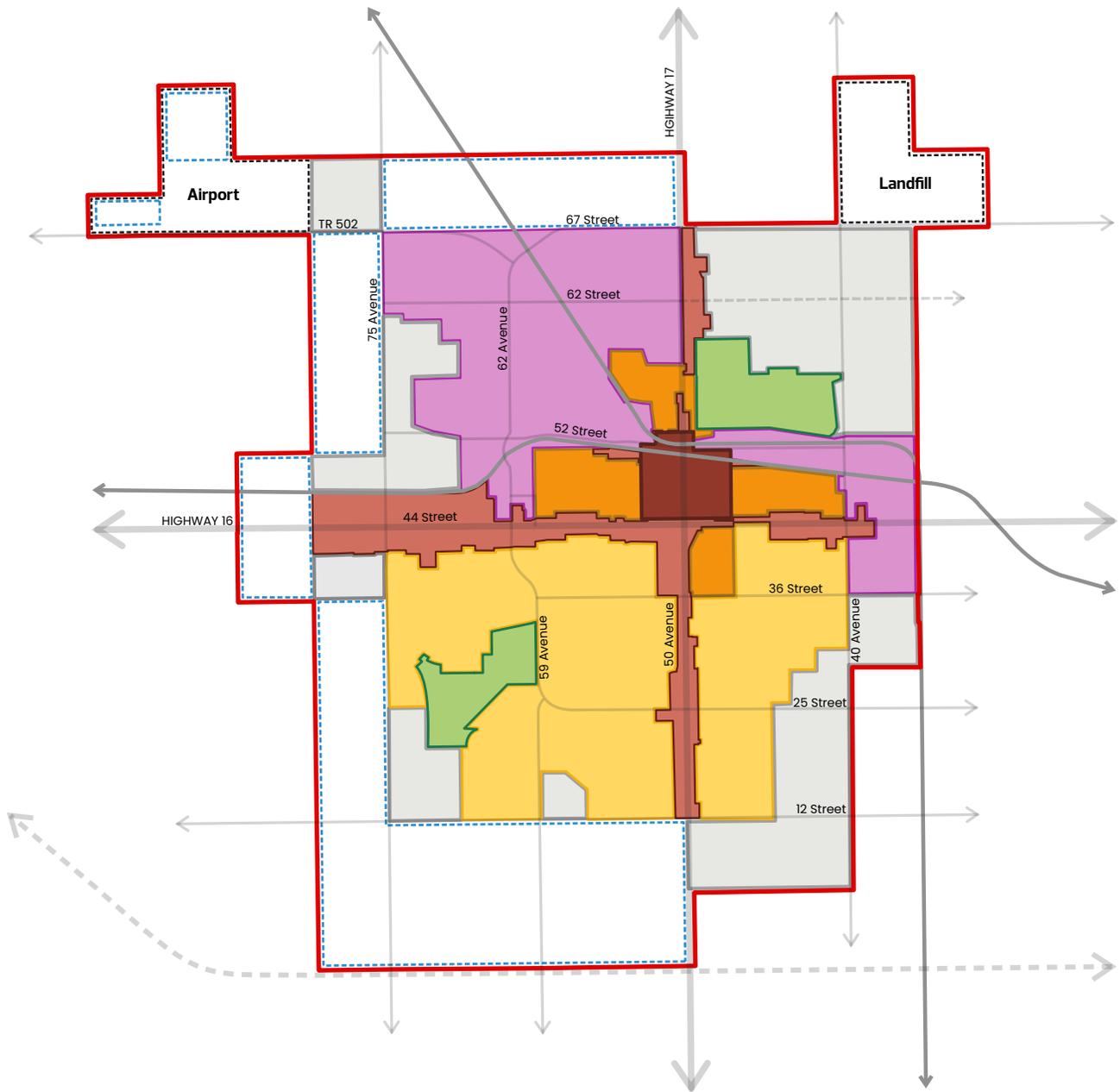
## Developing Areas

Developing areas include land that has been allocated for future development through an approved Area Structure Plan (ASP) process. The actual development timeline for these areas would be subject to market demand and will be led by local developers who own those parcels through a Neighbourhood Structure Plan (NSP).

## Newly Annexed Land

In 2022, the City annexed approximately 23.5 quarter sections of land to help accommodate the city's future 50-year growth needs. New development in this area will be in accordance with approved Area Structure Plans and Neighbourhood Structure Plans.

# Map 1: Existing Urban Fabric and Land Use Pattern



## Legend

- |                     |                            |                                |
|---------------------|----------------------------|--------------------------------|
| City boundary       | Downtown                   | Industrial areas               |
| Highway             | Commercial Corridor        | Large-scale open space/amenity |
| Railway             | Mature neighbourhoods      | Developing areas               |
| Newly annexed areas | Established neighbourhoods | Proposed Highway 16 bypass     |

## 1.3 Social and Cultural Assets

Lloydminster's rich history and heritage are some of its greatest assets. The city is home to several cultural and social hubs that make Lloydminster a great city to live in and share experiences with friends and the community.

Social assets can be defined as networks, organizations, or institutions where people and communities come together, build and share knowledge. Simply put, these assets are associated with people and their social activities.

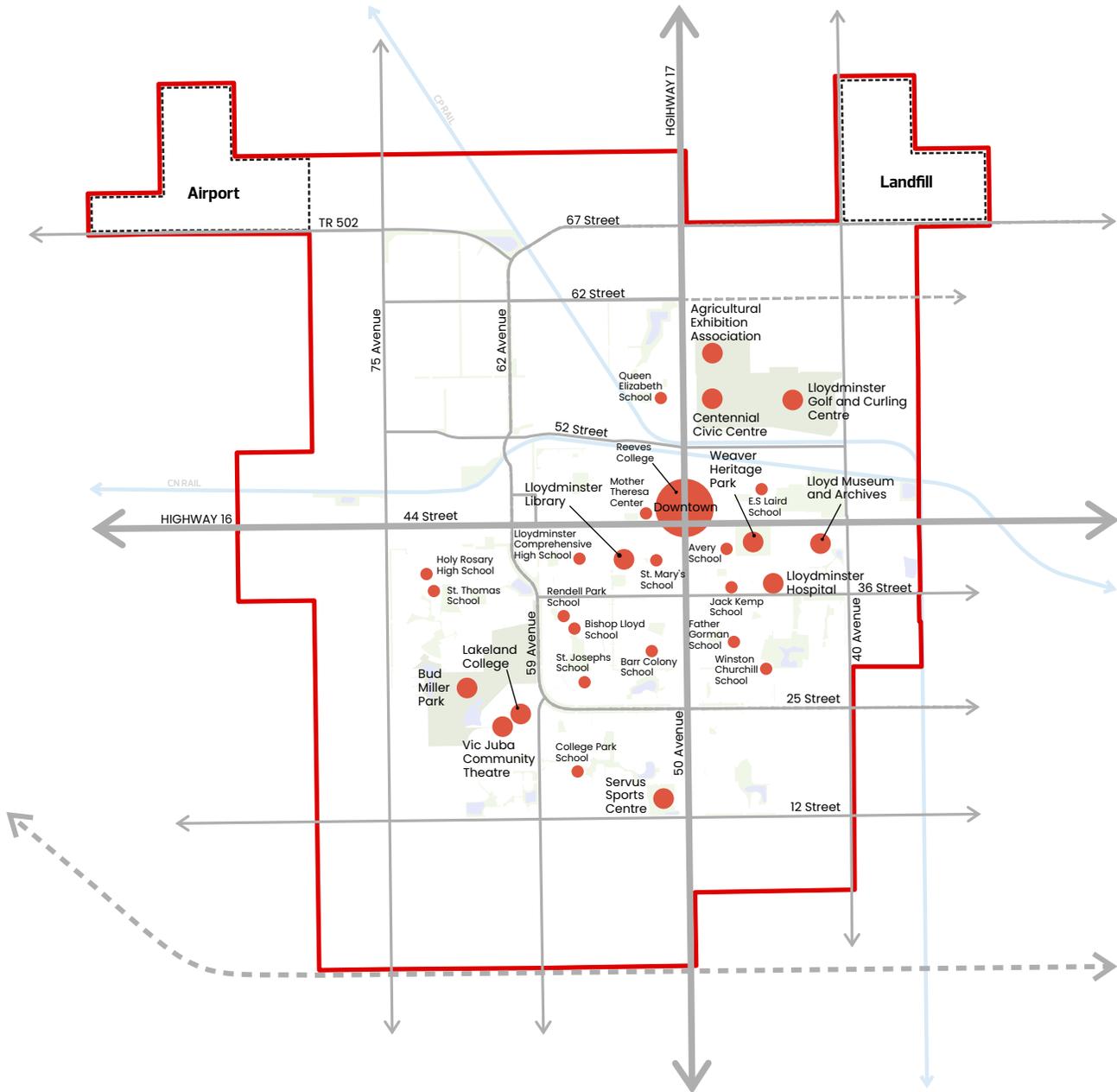
Cultural assets are associated with place(s). They are the buildings, locations, or other features of a community that are considered historically or culturally significant.

The key educational assets include elementary schools, middle schools, and high schools. Lakeland College and Reeves College serve the higher education needs of the wider regional population. Lakeland College is a key focal point in the community and also home to regional recreational and sports amenities.

By identifying the social, cultural and educational assets within Lloydminster, we can understand how to capitalize on their potential to improve the future of our City. Social, cultural and educational assets in Lloydminster are identified on **Map 2**.



## Map 2: Social and Cultural Assets



### Legend

- City boundary
- Social, Cultural, & Educational Assets
- Key roadways
- ↔ Railway
- Proposed Highway 16 bypass



## 1.4 Existing Infrastructure

The city's municipal servicing infrastructure serves the daily needs of residents and businesses. Understanding the existing strengths and weaknesses of the infrastructure network will help us plan to accommodate future growth while maintaining appropriate levels of service within existing developed areas.

### Water

The water supply for Lloydminster comes from the North Saskatchewan River located approximately 32 km north of the city. The North Saskatchewan River supplies raw water to the city which is either treated within the Water Treatment Plant and sold as potable water or diverted to other consumers as raw water. Potable water from the city's Water Treatment Plant is distributed through a pressurised pipe network to residents and businesses as well as sold through various potable water sales agreements to third parties including, but not limited to, the Saskatchewan Water Corporation, the Cenovus Energy Upgrader, and the Alberta Central East Water Corporation, among other smaller consumers. The Water Treatment Plant is located along 67 Street approximately 600m east of 50 Avenue (Highway 17).

Accompanying the Water Treatment Plant is the city's West End Reservoir which stores treated water which is then fed into the water distribution pressurized pipe network. The West End Reservoir would act as the city's main location for storage of potable water during hours when the Water Treatment Plant is not operational. The West End Reservoir is located along 43 Street between 63 Avenue and 66 Avenue.

### Sanitary network

The sanitary sewer collection system consists of a gravity collection system.

The city's sanitary sewer collection system has two main sanitary trunk sewers that drain into the Waste Water Treatment Facility: the East Trunk and the North Trunk. The two trunks collect flows from seven smaller trunk sewers, each serving an individual collection area.

The two main sanitary trunk sewer convey flows the the city's Waste Water Treatment Facility where the sewage is treated and disposed of. It is anticipated that upon completion of the new Waste Water Treatment Plant the effluent will either be sold as re-use water for industrial process purposes or discharged back into the North Saskatchewan River. the Waste Water Treatment Facility is located along 67 Street approximately 800m east of 40 Avenue.

The sanitary sewer collection system is predominantly separate from the storm sewer system, except for a small area of combined sewer located within the downtown core. Combined sewers are disconnected and separated as they are encountered during annual capital replacement programs.

## Waste Management

### Old Landfill

The City of Lloydminster operated a landfill located at the far east end of 49 Street between 43rd Avenue and 40 Avenue. The site was thought to have operated prior to the 1950's and through the late 1970's. Based on aerial photographs, the site may have covered 3 hectares; anecdotal evidence indicates that waste was likely burned. Through grant funding, capping of the old landfill site was completed in 1991. The site is currently used as a soccer field.

### Active Landfill

The City of Lloydminster owns and operates a Waste Management Facility located in the northeast corner of the City at the intersection of 40 Avenue and 67 Street. The facility covers an area of approximately 50 hectares. Landfilling at this site dates back to the 1970's with waste generally disposed of in long trenches. The first engineered landfill cell was put in operation in 2007. The Leachate management system was constructed and operational by 2020. The facility and the planned waste footprint is projected to meet the City's needs until 2060.

The 2016 Waste management facility Master Plan provides direction for the future expansion of the city's landfill to manage future demand as the city grows.

## Stormwater Management

The city's stormwater collection system consists of a gravity storm sewer collection system, stormwater management facilities, a number of drainage channels, culverts, catch basins, and roadways. To ensure adequate capacity and system stability, upgrades will be required to storm sewer collection systems, particularly in the downtown area in the coming decades. An identified area of concern is the amount of flow entering the Northwest Drainage Channel and the underlying flood risk which will need to be mitigated in the near future. Recent stormwater management studies suggest the need to investigate alternative drainage routes that won't further stress the existing system.

The Neale Edmunds wetland complex, which is located in the northeast portion of the city, forms an important component of the city's existing stormwater management system. As the city grows, the conceptual plan established in the 2015 Stormwater Master Plan provides direction for the potential locations of future stormwater management facilities.



Stormwater management lake at College Park

# 1.5 Economic Trends

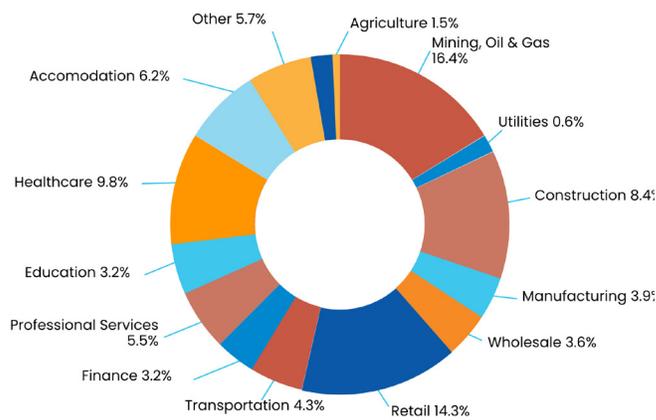
Lloydminster is home to high-tech and innovative industries with a trade area of over 150,000 people. It is an attractive place to locate for up-and-coming industrial operations due to its position along the Trans-Canada Highway, CN rail line, CP rail line, as well as the City's business-friendly attitude and good land availability.

Lloydminster's largest employment industry is oil, gas and mining, comprising approximately 16% of the community's workforce.

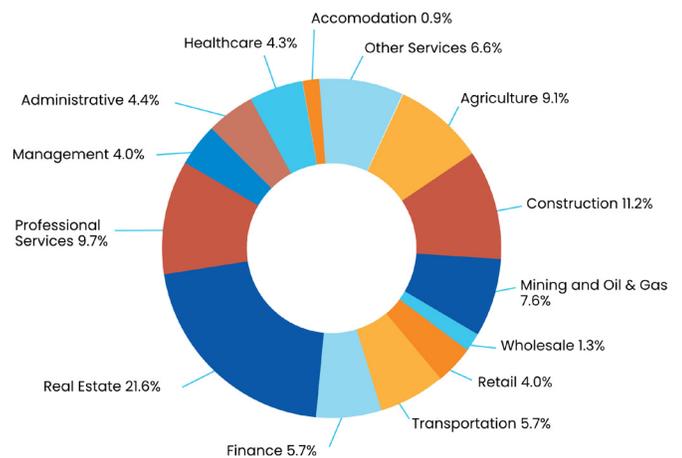
Despite larger economic trends and pressures, Lloydminster's economy has shown steady growth.



**Labour force by industry:**



**Business Industries:**



## 1.6 Parks and Open Spaces

Lloydminster's existing open space network, as identified on **Map 3**, consists of a wide range of publicly owned parks, privately owned amenity areas, transportation rights-of-way and joint-use school sites. The following map shows some key open space categories in the city including:

- Regional parks and amenities (Bud Miller All Seasons Park, Lloydminster Golf and Curling Centre);
- Publicly owned neighbourhood-level parks and sports field facilities (Approximately 33+ parks);
- Boulevard areas within key transportation corridors (Along 75 Avenue, 62 Avenue, 59 Avenue, Highway 17/50, 40 Avenue, 67 Street, 52 Street, Highway 16/44 Street, 36 Street, 25 Street, and 12 Street);
- Joint-use sites associated with schools; and
- Linear green spaces and trails.

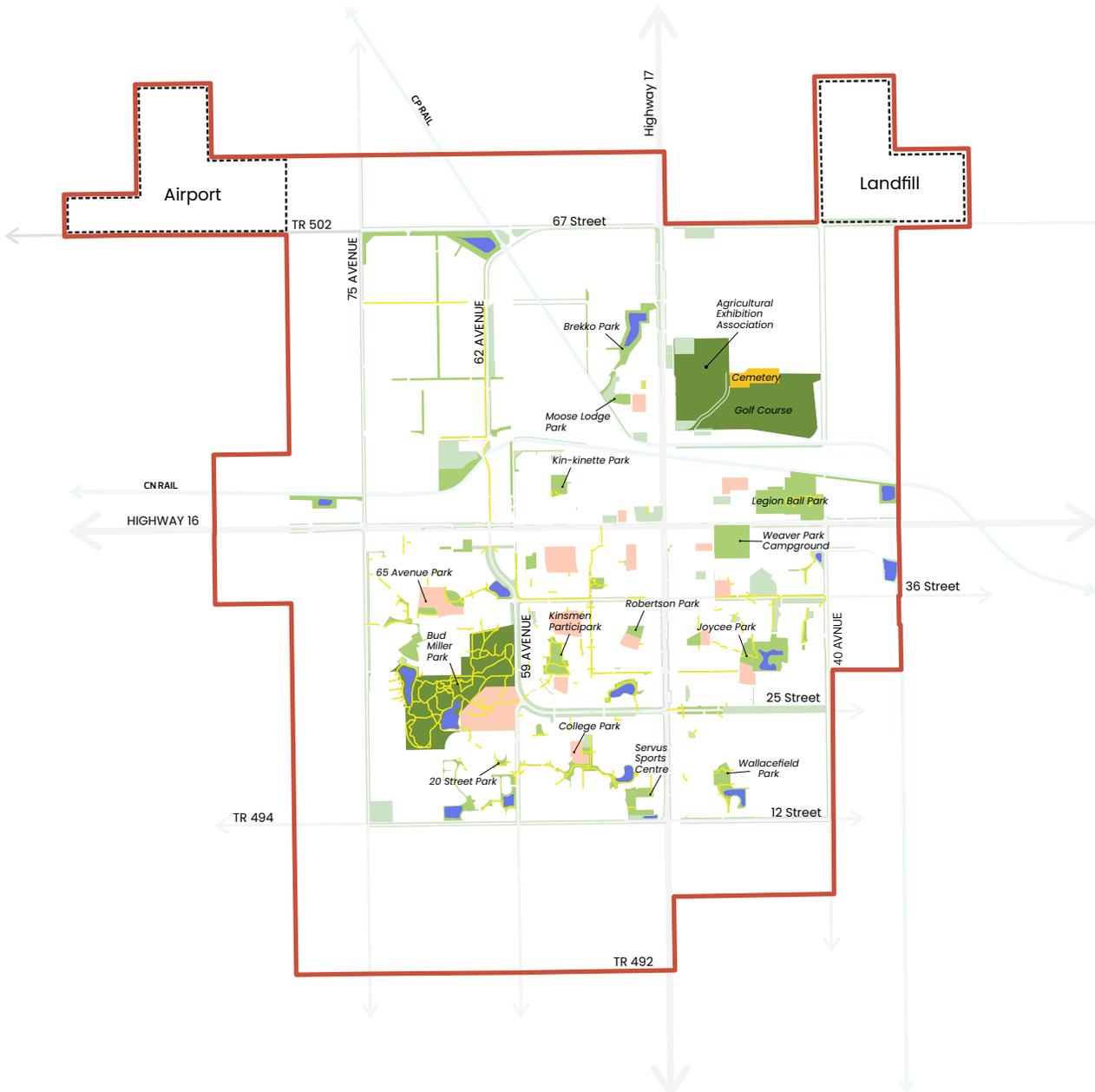


Bud Miller Park Playground

The open space and trail network in the southern half of the city is comparatively well-developed than the northern half.



# Map 3: Existing Parks and Open Spaces



## Legend

- City boundary
- Large-scale open space/amenity
- Public parks/sports fields
- Boulevard green space and utilities
- School park
- Stormwater pond
- Trail

## 1.7 Mobility

Lloydminster's mobility network, as identified on **Map 4** enables residents to connect to destinations throughout the city by multiple transportation modes. These connections help citizens to access parks, open spaces, amenities, shopping areas, work areas, and other destinations using a variety of transportation modes.

### Highway

Highway 16 (Trans-Canada Highway) and Highway 17 intersect at the center of Lloydminster located within the downtown core. These major highways allow for interregional connections to other major metropolitan centers such as Edmonton and Saskatoon.

### Arterial Roads

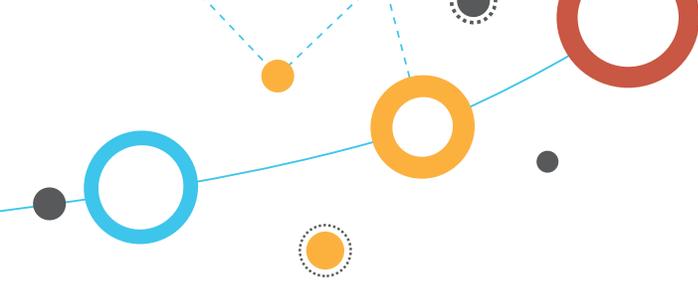
Arterial roadways in Lloydminster are characterized by wider rights-of-way and provide access to various residential, commercial and industrial areas. Arterial roadways include 75 Avenue, 62 Avenue, 59 Avenue, 40 Avenue, 12 Street, 25 Street, 52 Street and 62 Street. Arterial roadways in residential areas are generally flanked by rear frontages and fences of low-density housing lots. The rights-of-way of these arterial roadways in residential areas include sidewalks or trails along at least one side of the roadway. Arterial roadways in industrial areas are generally flanked by frontages of a wide range of industrial buildings.

### Collector Roadways

The majority of residential collector roadways in Lloydminster are flanked by frontages of low-density residential housing types with sidewalks on both sides. This contributes to establishing a pedestrian-friendly environment along these collector routes. The building orientation along existing collector roadways provides opportunities for residential or mixed-use infill projects along these corridors. Residential collector roadways south of Highway 16/44 Street are curvilinear in nature and provide access to local roadways.



Collector Roadway - 70 Avenue



## Local Roads

Local roads are designed to move and connect people who drive, walk, and bike to their destinations. They are typically designed for slower speeds. In Lloydminster's mature neighbourhoods, local roads often have straight-faced curbs and a grassed or treed boulevard between the sidewalk and roadway. In most established neighbourhoods, local roads are designed to have rolled-faced curbs and curbside sidewalks, directly adjacent to the road.

## Rear Alleys

Rear Alleys provide multiple functions in Lloydminster. Often, they are used to access the rear of a private parcel of land but also serve as rights-of-way for utilities, drainage, and waste collection.

## Trails and Pathways

Trails and pathways in Lloydminster are designed to connect people walking, rolling, scooting, and biking. These connections often lead to parks, employment areas, or amenities that are a short distance away. Although Lloydminster does not currently have a public transit system, many amenities within the city are accessible by active modes.



Local roadway (49 Street and 55 Avenue)



Trails in Bud Miller Park

## Railways

Railways are an essential means of transportation of goods for Lloydminster. Their history ties into the arrival of settlers. Initially, it served the emerging agriculture industry in the area. The discovery of oil in the area brought new industries and added rail traffic.

As the City grew in population and expanded, the interface between the railway, other means of transportation, land use, and the public became very important, especially regarding controlled intersections. Rail safety remains a priority for the City of Lloydminster, the railway companies and the federal government. They are operated by Canadian National Rail (CN) and Canadian Pacific Railway (CPR) and regulated by Transport Canada.



CN Railway line

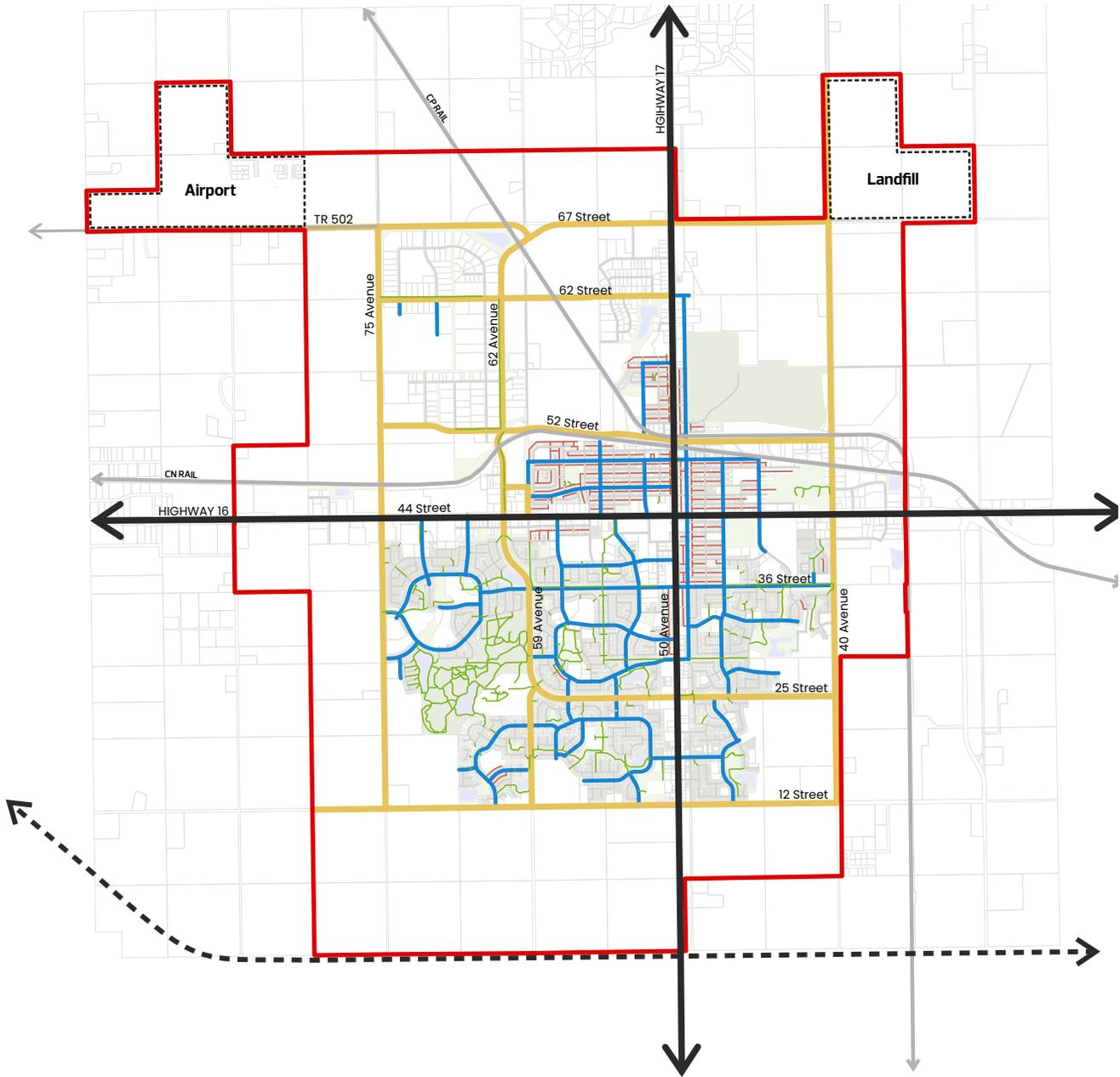
## Lloydminster Airport

The Lloydminster Municipal Airport is located in the northwest of the city and is accessed via Township Road 502A. The airport provides daily non-stop flights to Calgary and provides other services such as hangar rentals and on-site fuel sales. The Airport Master Plan was developed in 2020, which designates areas to accommodate future development. The Airport aims to leverage Lloydminster's economy and airport catchment to enable more flights, spur investment and continue to improve inter-community transportation.



Lloydminster Airport

# Map 4: Mobility



## Legend

- |  |  |
|--|--|
|  City boundary                        |  Arterial road    |
|  Highway                              |  Collector road   |
|  Proposed Highway 16 Bypass alignment |  Local road       |
|  Railway                              |  Rear alley       |
|  |  Trails and paths |

## 1.8 Planning Framework

Land use planning and development in Lloydminster falls under Part 17 of the Alberta Municipal Government Act (MGA) for the city as a whole, with the exception of subdivision. The planning framework for the city is part of a hierarchy of documents and legislation that governs how land should be used, managed, protected, developed, and planned.

The chart below describes the hierarchy of the planning framework within Lloydminster.

### Alberta's Land Use Framework

#### Intermunicipal Development Plan (IDP) (Alberta Side)

The IDP serves to establish a regional framework for attracting economic opportunities and managing land use, subdivision and development in the IDP area. This forges a partnership between the City and the County of Vermillion River that facilitates development in the area and orientates administrations' goals and vision towards the future.

#### The Lloydminster Charter

The Lloydminster Charter recognizes the City of Lloydminster as a local government. It is created and empowered by both Alberta and Saskatchewan. The Lloydminster Charter confirms that Part 17 of the MGA applies to the whole city except for intermunicipal disputes and subdivision of land within the portion of the city located within the Province of Saskatchewan.

#### MDP

A Municipal Development Plan (MDP) is a statutory document that is intended to guide the growth and development of the city over several years. The MDP serves to provide direction to Area Structure Plans (ASPs) and Area Redevelopment Plans (ARPs).

#### ASP/ARP

Area Structure Plans (ASPs) provide specific details on the growth and future development of new areas in the city. ASPs describe proposed land uses and outline the general location of roadways and public utilities. Area Redevelopment Plans provide direction for the redevelopment of existing areas.

#### LUB

The Lloydminster Land Use Bylaw (LUB) regulates and establishes all uses and developments of land within the city. It is objective in nature and ensures fair, orderly, and economic development of land. Land Use Bylaws typically achieve this by designating districts and land use classes.

### Saskatchewan's Planning and Development Act

#### The Lloydminster Planning District Official Community Plan (LPDC)(Saskatchewan Side)

The Lloydminster Planning District Official Community Plan between the City of Lloydminster, Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472 addresses the need for future land use planning in the Planning District as well as other matters related to its physical, social and economic development. The policies are intended to provide the LPDC and the member municipalities with direction and guidelines for establishing bylaws, programs and decision-making on future land use and development proposals in the Planning District.

In Lloydminster, Neighbourhood Structure Plans are non-statutory documents that provide additional direction to implement the vision established in Area Structure Plans.

In addition to the above planning framework, the direction set forward to prepare the Connection To Our Future document emanates from the priorities established in Lloydminster Council's Strategic Plan. The 2022-25 Council Strategic Plan provides residents, businesses, and other stakeholders with an overview of the Council's vision for the future of Lloydminster. It contains a series of goals and strategies to support the Corporation in setting short and long-term priorities.



## 1.9 Growth Projections

Growth projections are an important tool to utilize when trying to understand how to plan the future of a city. By understanding the growth rate for population and employment for a city, plans can be put in place to ensure there are adequate services and amenities, such as housing, infrastructure, park and recreation, etc. to serve the population.

Lloydminster has completed two growth studies in the last ten years:

- **A Comprehensive Growth Strategy (CGS):** completed in 2013, which recommended annexing 24 quarter sections of land from the County of Vermilion River; and
- **A Joint Regional Growth Study (JRGS):** completed in 2019, which was created to support annexation negotiations undertaken by the Intermunicipal Annexation Negotiation Committee (IANC).

The Joint Regional Growth Study includes projected population and employment growth over a 30-year timeframe, in this case, up to 2051. The IANC supported a medium population growth scenario of 1.5%-1.9% growth per year (see **Table 1**). With this projection, the population would be expected to be slightly less than double by 2045.

**Table 1. Medium Growth Scenario**

	2015	2045	Average Annual Growth Rate
Population	31,727	56,390	1.9%
Employment	19,124	30,232	1.5%

The projections were updated after receiving the 2016 Census data, and a new medium-high growth scenario of 2.1%-2.2% per year was generated. Under this scenario, the population would be expected to more than double by 2051.

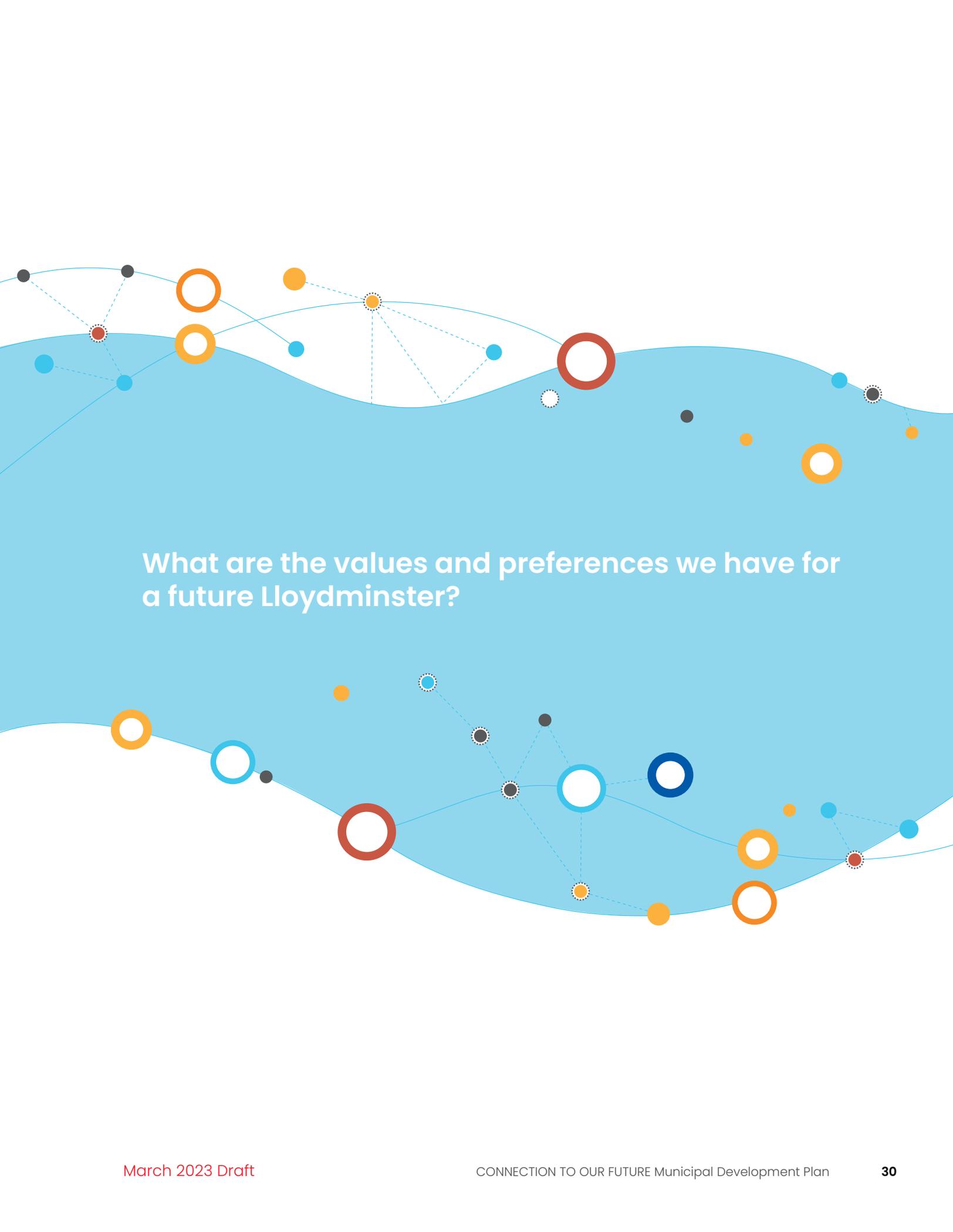
Both the medium and medium-high growth scenarios direct 70% of all residential and non-residential growth to the Alberta side and 30% to the Saskatchewan side of Lloydminster. By 2045, the City is estimated to require an additional 17.7 quarters of land to sustain the projected population growth (see **Table 2**).

**Table 2. Gross Developable Land Needs by Land Use**

Side of the City	Residential (quarters)	Commercial (quarters)	Industrial (quarters)	Institutional (quarters)	Total (quarters)	Ultimate total (quarters)
Alberta (beyond boundary)	10.1	2.6	4.0	0.8	17.7	17.1
Saskatchewan (beyond boundary)	-1.7	0.7	-0.1	0.4	-0.7	-2.0
County of Vermillion River	8.4		7.0	0.0	15.4	varies

**Source:** City of Lloydminster and County of Vermillion River Joint Regional Growth Study (2019). Page 80, table 45.





What are the values and preferences we have for a future Lloydminster?



## 2. Our Values, Preferences, and Anticipated Outcomes



## 2.1 Overview

**Connection To Our Future** is a plan that will set our course to ensure we have a healthy, prosperous, and resilient future for ourselves and future generations. It is a 30-year vision based on the things we value and an action plan on how to get there.

**Values** are desirable qualities we strive to achieve in our future community. The values form the foundation of the plan's policy statements.

**Community Drivers** are the aspects of our community that directly inform city-building.

**Preferences** are the choices, as a community, we are making for each community driver. These choices will inform our actions necessary to achieve the intended outcomes for each community driver.

**Intended Outcomes** are the conditions that result from the choices and preferences we want for the future of Lloydminster.



## 2.2 Our Values

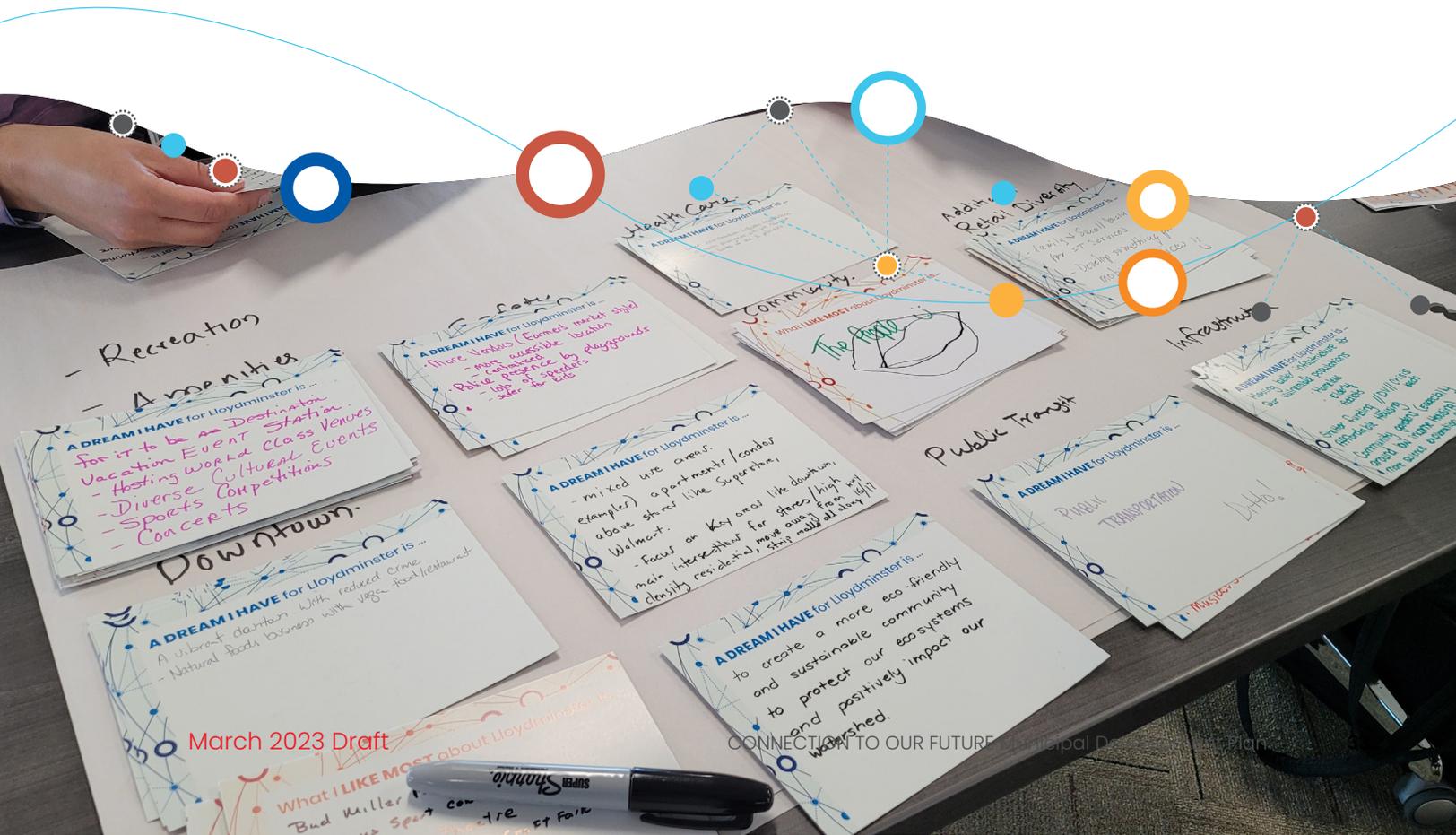
Every aspect of community growth is guided by a strong set of foundational values that guide the choices we make for the future of our city. Ours is derived through a comprehensive process of engaging with the community. These values will guide how we make decisions about our city and our future while keeping us grounded on our collective aspiration for Lloydminster.

### How Our Values Were Created

Between May and June of 2022, we called upon the Lloydminster community to begin the work of developing Connection To Our Future. By engaging with citizens, we charted a course to realizing a healthy, prosperous, and resilient future for ourselves and future generations.

In order to ensure diverse perspectives were heard, a Community Advisory Committee (CAC) was established for this project representing a wide range of community leaders. In addition, a Technical Advisory Committee (TAC) was also established to ensure all technical aspects are thoroughly reviewed by Administration and to achieve buy-in from all City departments.

In order to create a strong foundation for the future, we asked community members to tell us what they like about Lloydminster, and what they dream for the future. Members of the Technical Advisory Committee (TAC) and Community Advisory Committee (CAC) worked together and confirmed the core values of the community.



March 2023 Draft

## Our Values for Connection To Our Future

The core values include:



**Belonging:** Lloydminster will promote equity and inclusion for everyone and provide ample opportunities to contribute towards city-building and community well-being. Everyone will feel a strong sense of belonging in our city.



**Culture:** Lloydminster will provide a wide range of opportunities for arts, recreation, and culture. It will also celebrate the diverse cultures of its citizens.



**Ecology:** Lloydminster will achieve resilience, promote environmental accountability, and strive to preserve and enhance its natural systems.



**Innovation:** Lloydminster will promote educational excellence, economic diversification, creativity, and strive to achieve prosperity for everyone.



**Community Health:** Lloydminster will strive to enhance personal and community well-being, improve accessibility and promote healthy lifestyles for all ages and abilities.



**Initiative:** Lloydminster will promote coordination, cooperation, and collaboration between various stakeholders; provide transparent governance; and establish a business-friendly environment by getting things done in a timely manner.

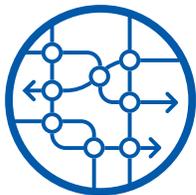
## 2.3 Community Drivers

Community drivers are the physical and nonphysical aspects that directly inform city-building. They are tangible topics or characteristics that we as a community can look to when we make decisions about our future.

There are five drivers that contribute to city-building in Lloydminster. They include:



**Urban form**, which refers to the physical characteristics of what we build in the city, including the shape, size, density, and configuration of buildings and infrastructure.



**Mobility and connectivity**, which refers to the ways that are available for people and goods to move around the city and the levels of connection they provide.



**Climate resilience**, which refers to our ability to anticipate, prepare for, and respond to hazardous events or disturbances related to climate.



**Social equity**, which refers to our ability to provide education, justice, equitable opportunities, diversity, and inclusion for all people in our community.



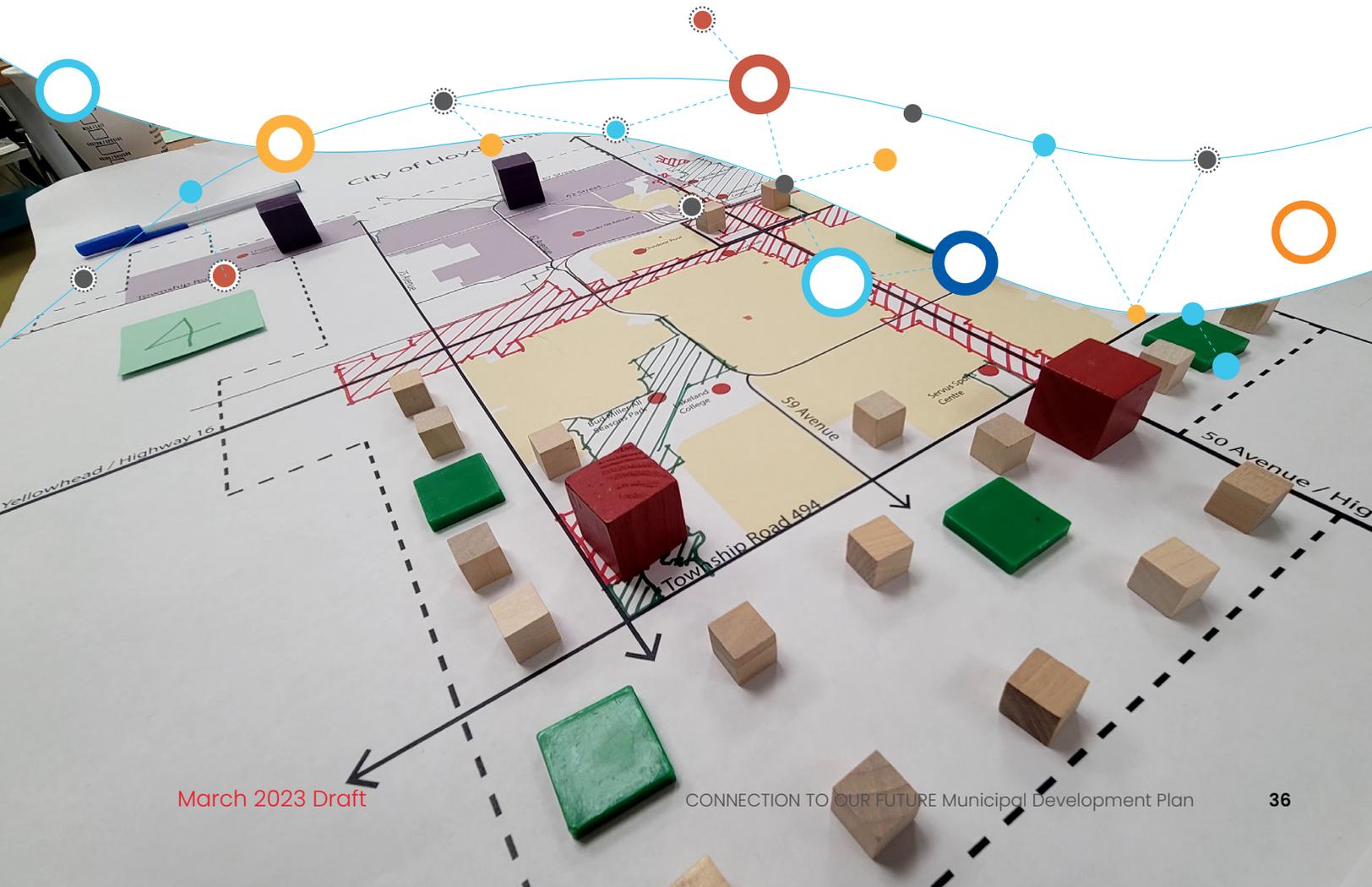
**Fiscal responsibility**, which refers to our ability to find a balance, just right for us, between the services our municipal government provides and what we are willing to spend.

## 2.4 Preferences for the Community Drivers

The city-building process is a result of decisions we make and preferences we choose for various community drivers such as urban form, mobility and connectivity, climate resilience, social equity, and fiscal responsibility. These preferences can sometimes vary substantially between who you ask. For example, some prefer to drive to the store to get their groceries, while others prefer to walk or ride a bike. It's also important to consider that some may not be able to do either.

City-building is also about understanding what our collective preference is; considering the preferences of people in the future; and ensuring we build an equitable city for everyone. By grounding our future decision-making in these three aspects (the desires of the community, consideration for the future, and equity), Lloydminster will continue to serve the needs of all citizens and businesses within its jurisdiction.

For each community driver, the project team identified three potential approaches. Each approach has a different set of benefits and trade-offs that impact city-building.



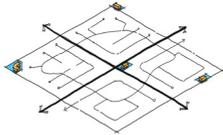
# Urban Form



## Approaches

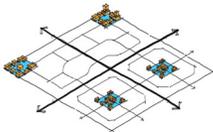
## Description

**Scattered:** Development occurs in a scattered manner.



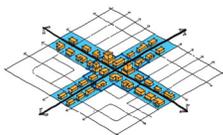
- Commercial, residential, institutional and industrial activities are scattered throughout the community.
- Services that people need are sometimes not nearby.
- It is very likely that activities that make sense to be close to each other may be far apart (for example: homes could be far from schools, shopping, and medical).
- Very likely that the services you need are far from where you live.
- It is very likely that you will need a personal vehicle for many daily trips (for example: work, school, groceries, medical.)

**Neighbourhood Villages:** Development occurs in ways that create little “neighbourhood villages” within residential areas.



- Most homes are near services.
- Some homes are built at the same location as services (residential and commercial uses at the same location).
- Parks and pathways allow pedestrian and bicycle connections within the “village”.
- Services that you need are clustered close to where you live.
- Very likely that services may be within walking or biking distance.
- Less likely that you need a personal vehicle for daily trips.

**Nodes and Corridors:** Development occurs where existing clusters of services already exist.



- Development takes place along major roads and at major intersections.
- Some homes are near services.
- A network of open spaces and pathways connect major clusters of services to residential areas.
- Services that you need will be located along the edge of your neighbourhoods within walking distance.
- Options are available for people to walk and bike around the city.
- Less likely that you will need a personal vehicle for daily trips.

### Community’s Preference for Urban Form

### Neighbourhood Villages

Development occurs in ways that create neighbourhood villages. Neighbourhood villages are mixed-use pedestrian-oriented developments designed to provide neighbourhood amenities and services within walking distance of residential areas.

# Mobility and Connectivity



Approaches	Description
<p><b>Scattered:</b> The design of Lloydminster supports the use of personal automobiles for easy access to daily amenities.</p>	<ul style="list-style-type: none"> <li>• People predominantly move around the city using vehicular roadways with limited access to active modes of transportation.</li> <li>• Our transportation system serves cars and trucks well.</li> <li>• People who have personal automobiles have easy access to the city.</li> <li>• People who do not have personal automobiles or do not drive have difficulty accessing services in the city.</li> </ul>
<p><b>Neighbourhood Villages</b></p>	<ul style="list-style-type: none"> <li>• Roads are the primary infrastructure by which people move around the city.</li> <li>• A network of paths and sidewalks provide alternatives to driving within neighbourhood villages.</li> <li>• Our transportation system serves cars and trucks well.</li> <li>• People who have personal automobiles have easy access to the city.</li> <li>• People who are able to walk, bike, and scooter are able to access nearby services.</li> </ul>
<p><b>Nodes and Corridors</b></p>	<ul style="list-style-type: none"> <li>• Roads are the primary infrastructure by which people move around the city.</li> <li>• A network of paths and sidewalks provide alternatives to driving within and between neighbourhood villages.</li> <li>• Public transit serves along the main roadways.</li> <li>• Our transportation system serves cars and trucks well.</li> <li>• People who do not have personal automobiles or do not drive can still access the majority of services in the city using public transit.</li> <li>• People who are able to walk, bike, scooter are able to access services across most of the city.</li> </ul>
<p><b>Community’s Preference for Mobility and Connectivity</b></p>	<p><b>Nodes and Corridors</b></p> <p>Improve vehicular and pedestrian connectivity along key existing and future corridors in Lloydminster. Improve vehicular, pedestrian, and open space connections towards potential neighbourhood villages.</p>

# Climate Resilience



Approaches	Description
<p><b>Reactive:</b> We react to climate changes when they happen. We take little action to address climate change.</p>	<ul style="list-style-type: none"> <li>• We contribute to climate change.</li> <li>• We may not be ready to address changes we will experience.</li> <li>• Reacting to climate changes could be costly.</li> </ul>
<p><b>Passive:</b> We take some action to prevent or prepare for climate changes. We focus on education and voluntary climate action.</p>	<ul style="list-style-type: none"> <li>• We encourage individuals to reduce their contributions to climate change, but they may still contribute to climate change.</li> <li>• Our passive response to climate challenges could incur some long-term costs for our community.</li> </ul>
<p><b>Proactive:</b> We work together proactively to prevent and prepare for climate changes. We have a practical action plan to prevent and prepare for climate change.</p>	<ul style="list-style-type: none"> <li>• We reduce our contributions to climate change.</li> <li>• We are ready to address the changes we will experience.</li> <li>• We have clear, measurable targets and require stakeholders to achieve those targets within an established timeline.</li> <li>• We are climate resilient.</li> </ul>
<p><b>Community's Preference for Climate Resilience</b></p>	<p><b>Proactive/Passive Hybrid</b></p> <p>Achieve an appropriate balance between proactive and passive approaches described below.</p> <ul style="list-style-type: none"> <li>• <b>Proactive:</b> We work together proactively to prevent and prepare for climate changes. We have a practical action plan to prevent and prepare for climate change.</li> <li>• <b>Passive:</b> We take some action to prevent or prepare for climate changes. We focus on education and voluntary climate action.</li> </ul>



# Social Equity



Approaches	Description
<p><b>Reactive:</b> We react to social equity challenges when they become a hot issue.</p>	<ul style="list-style-type: none"> <li>We mainly depend on volunteer efforts of various organizations for the provision of cultural, social, housing, and other initiatives.</li> <li>We provide no major new incentives or grants for affordable housing, social, or cultural initiatives.</li> <li>We provide limited municipal support for various housing, social, and cultural initiatives.</li> </ul>
<p><b>Passive:</b> We take some action to prevent or address social equity challenges.</p>	<ul style="list-style-type: none"> <li>We encourage private sector developments to include affordable housing within their developments.</li> <li>We encourage social, cultural, and other groups to work together to deliver city-level celebrations/programs.</li> <li>We provide moderate municipal support for various housing, social, and cultural initiatives.</li> </ul>
<p><b>Proactive:</b> We proactively act to prevent and address social equity challenges.</p>	<ul style="list-style-type: none"> <li>We establish partnerships with local groups to provide better opportunities for city-level celebrations.</li> <li>We provide short-term and long-term municipal grants for social, cultural and other events and programs.</li> <li>We create conditions for various social, cultural, and other groups to work collaboratively with each other and ensure effective delivery of their services and programs.</li> <li>We develop a comprehensive municipal affordable housing policy and an incentive program.</li> </ul>
<p><b>Community’s Preference for Social Equity</b></p>	<p><b>Proactive</b></p> <ul style="list-style-type: none"> <li>We proactively act to prevent and address social equity challenges.</li> <li>We provide a wide range of educational opportunities for all citizens to address their current and future needs.</li> </ul>

# Fiscal Responsibility



Approaches	Description
<b>Reactive:</b>	<ul style="list-style-type: none"> <li>We continue to work with existing industries such as mining, oil and gas and ensure they continue to thrive in Lloydminster.</li> <li>We continue the current development practices.</li> </ul>
<b>Passive:</b>	<ul style="list-style-type: none"> <li>We continue to work with existing industries such as mining and oil and gas, and ensure they continue to thrive in Lloydminster.</li> <li>We explore and engage with new business sectors that may be suitable for Lloydminster.</li> <li>We encourage new developments to utilize a smaller footprint.</li> <li>We encourage the private sector to design fiscally responsible.</li> </ul>
<b>Proactive:</b>	<ul style="list-style-type: none"> <li>We take proactive actions to help diversify our economy.</li> <li>We create conditions to attract skilled and creative workforce.</li> <li>We require new development to be self-sustainable and minimize the financial burden on the municipality. This may include higher density targets, compact communities, and similar measures.</li> </ul>
<b>Community's Preference for Fiscal Responsibility</b>	<p><b>Proactive/ Passive Hybrid</b></p> <p>Achieve an appropriate balance between proactive and passive approaches described below.</p> <ul style="list-style-type: none"> <li><b>Proactive:</b> We take proactive actions to help diversify our economy. We create conditions to attract a skilled and creative workforce. We require new development to be self-sustainable and minimize the financial burden on the municipality.</li> <li><b>Passive:</b> We continue to work with existing industries such as mining and oil and gas, and ensure they continue to thrive in Lloydminster. We explore and engage with new business sectors that may be suitable for Lloydminster.</li> </ul>

## 2.4.1 Intended Outcomes

After confirming the community's preferences for each of the city-building drivers, the project team developed a series of outcomes associated with each community identified value and the city-building driver. The following outcomes were confirmed through consultation with the Community-led Advisory Committee and Technical Advisory Committee. These outcomes form the foundation for the policy framework of the Connection To Our Future document.

	<b>BELONGING</b> Equity, inclusion, opportunities to contribute	<b>CULTURE</b> Arts, recreation, celebration	<b>ECOLOGY</b> Resilience, accountability, natural systems	<b>INNOVATION</b> Economic diversity, prosperity, opportunity	<b>HEALTH</b> Community well-being, accessibility	<b>INITIATIVES</b> Get it done, coordination, cooperation, collaboration, transparency
<b>URBAN FORM</b> 	Roadways, public spaces, and infill development contribute to a built environment that enhances the sense of belonging for a diverse population.	Public spaces are appropriately distributed throughout the city and designed to accommodate diverse abilities, ages, and cultures.	Existing ecological features are identified and incorporated into greenfield developments while being sensitive to the existing urban fabric.	Neighbourhood design and planning create value for the community by applying novel solutions to address housing affordability and innovation in community design.	Neighbourhood and urban space design promote healthy lifestyles and overall community well-being.	Collaboration among all orders of governments to deliver public projects and their predictable outcomes conveys a level of certainty which is vital for the private sector to respond to public policies.
<b>We provide MOBILITY and CONNECTIVITY options for all</b> 	Active and passive mobility networks provide access to barrier-free spaces, services, facilities, and economic and social activities	The mobility network connects people safely to cultural and recreational activities.	Public and private transportation systems accommodate the well-being of natural systems.	We design technologically advanced movement systems and networks to add valuable mobility opportunities to our community.	The mobility network provides easy and equitable access and connectivity to alternative modes of transportation.	We continually invest to improve and expand the mobility systems and transportation networks to incrementally develop a long-term mobility plan in an efficient, collaborative manner.
<b>We are a CLIMATE RESILIENT community / city</b> 	We demonstrate shared leadership and collective responsibility as stewards of our environment and investors in our community.	As a border city, Lloydminster embodies a culture of efficient, sustainable community design, development and living.	Natural and physical systems ensure security and resilience against extreme weather events and other environmental hazards.	A diverse economy is supported by embracing services and affordable, alternative technologies adaptable to the impacts of climate change.	Residents have access to naturalized areas, wetlands, active transportation networks as well as alternative energy sources such as solar, wind, geothermal, and hydro energy.	Our economic assets strengthen our future prosperity. Our investment commitments align with innovative initiatives that promote and advocate for a more climate resilient community.
<b>SOCIAL EQUITY</b> 	Equitable opportunities to be involved in and to contribute to the well-being and identity of Lloydminster are encouraged, welcomed, and facilitated.	Opportunities are provided for diverse citizen groups to express their culture and celebrate diversity.	Access to natural areas is equitable to all residents and is barrier free.	Opportunities for education and economic prosperity are provided everyone.	Our Community is designed to foster the improved well-being of all residents of all abilities and social status.	We support groups working to improve education, justice, equity, diversity and inclusion.
<b>FISCAL RESPONSIBILITY</b> 	The fiscal health of the municipality is considered when decisions are made regarding allocation of resources.	Our cultural, arts, and recreational programs are maintained and fiscally sustainable.	The long-term health of ecological systems is included in our financial decisions.	Services are delivered in innovative and efficient ways that provide value to residents and businesses alike.	The long-term financial health of the municipality is included our financial decisions.	Public institutions, businesses, community organizations and residents use their fiscal resources collaboratively.



# 3. Our Future Urban Form

## 3.1 Future Land Use Concept

Highway 16/44 Street and Highway 17/50 Avenue are the main transportation corridors that bisect Lloydminster into defined quadrants. These two corridors accommodate the majority of Lloydminster's commercial development. Lloydminster's major facilities for recreational, institutional, transportation, and utility purposes are located north of 44 Street. They include the City of Lloydminster's Municipal Airport, Lloydminster Cemetery, Lloydminster Landfill, the Lloydminster Agricultural Exhibition, and Lloydminster Golf and Curling Centre. The exceptions to this pattern are the Lloydminster Hospital, Bud Miller All Seasons Park, and Servus Sports Centre, which are located in the southern half of the municipality.

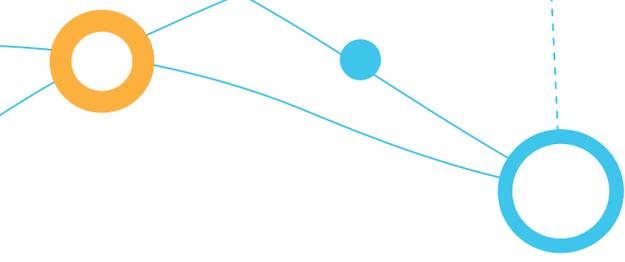
**Map 5** acknowledges Lloydminster's existing development pattern while providing direction for future infill and greenfield opportunities.

### Residential

Lloydminster's residential growth pattern evolved initially on the Saskatchewan side and around downtown, resulting in today's mature neighbourhoods such as East Lloydminster and North Lloydminster. Then, development shifted to the Alberta side, where West Lloydminster, another mature neighbourhood, was developed. As the city grew, residential development continued expanding to the south quadrants on Alberta and Saskatchewan sides, where established neighbourhoods currently exist.

Fast Forward to 2051, new greenfield residential neighbourhoods will continue to be located in the south quadrants expanding toward municipal boundaries. Infill development will happen at scales and intensities appropriate to their contexts, as described in the Future Urban Structure Framework.

New residential neighbourhoods will be developed as complete communities providing opportunities for a variety of uses and building types.



## Commercial

Major commercial development in Lloydminster is located along Highway 16/44 Street and Highway 17/50 Avenue corridors. The majority of existing commercial sites located along these corridors are fully built. The most visible characteristics of this development pattern include car-friendly access and parking.

The impact of the proposed Highway 16 bypass on businesses along Highway 16/44 Street is unknown. However, as traffic exposure decreases, the policies governing commercial development along these corridors provide opportunities for intensification, revitalization, and repurposing. As redevelopment occurs, opportunities for mixed-use and pedestrian friendly environments are envisioned along these commercial corridors.

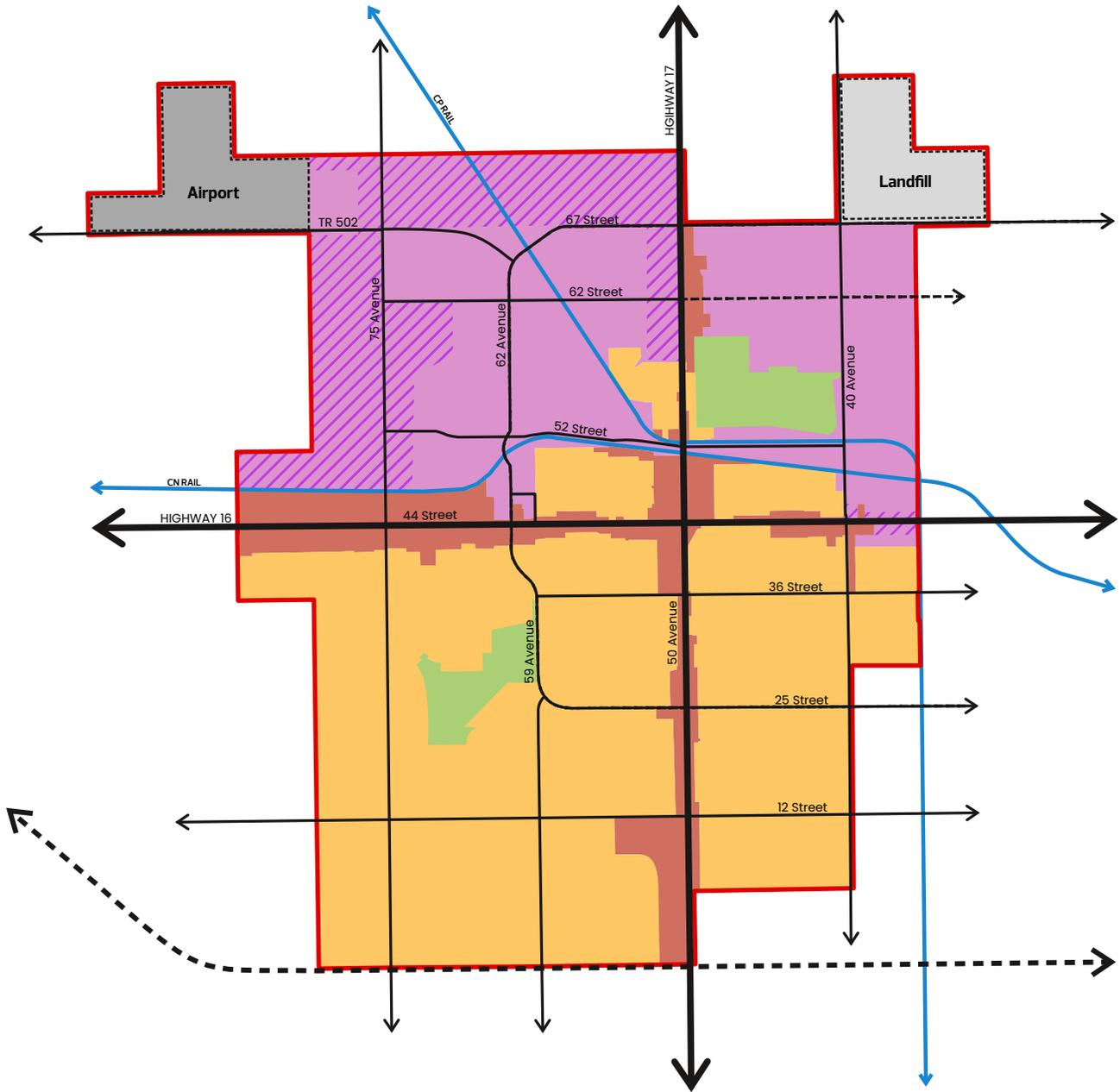
## Industrial/commercial mixed-use

Transportation corridors such as 75 Avenue, 40 Avenue, 67 Street, and to a certain extent, Highway 17/50 Avenue provide new opportunities for industrial/commercial mixed-use developments. This type of development fronting these corridors will be light industrial and commercial in nature with a higher standard of building and landscaping appearance. Improving pedestrian safety is critical to creating corridors where people are willing to walk, roll, or bike. Equally important is ensuring a convenient and safe pedestrian environment. Industrial/commercial mixed-use areas will provide a buffer from more traditional types of medium and heavy industrial development in the interior of urban blocks.

## Industrial

Industrial development was settled initially in the northwest quadrant of Lloydminster. From there, it expanded by capitalizing on the alignment of the CP and CN railways and the availability of large land tracts. Future industrial expansion will predominantly happen in the northeast quadrant of the municipality in accordance with the Northeast Area Structure Plan and the Hill Industrial Area Structure Plan.

# Map 5: Future Land Use Concept



## Legend

- |                                |                                 |                                   |
|--------------------------------|---------------------------------|-----------------------------------|
| City boundary                  | Industrial/commercial mixed use | Potential arterial road alignment |
| Residential neighbourhoods     | Industrial                      | Proposed Highway 16 bypass        |
| Commercial                     | Highway                         | Railway                           |
| Large-scale open space/amenity | Arterial road                   |                                   |

## 3.2 Future Open Space Network Concept

### Existing Open Space Assets

The City of Lloydminster has incrementally built parks, plazas, and other open spaces. The bulk of existing open spaces of varied scales and recreational purposes is located south of 44 Street within the residential neighbourhoods. Overall, there are over 33 parks in Lloydminster owned and maintained by the City.

In addition to neighbourhood parks, two large-scale open spaces including Bud Miller All Seasons Park and Lloydminster Golf and Curling Centre (LGCC) draw citywide attendance. Bud Miller All Seasons Park is a 200-acre park located in Lloydminster's southwest quadrant. This park is a network of interconnected ecosystems comprising a variety of vegetation, trees, and wildlife that showcase the natural biodiversity of the prairies. A 10-acre artificial lake supports aquatic wildlife, fish, and plants, whereas natural vegetation and formal gardens are the habitats of large and small animals. The park also provides a range of active recreational opportunities and is used as the scenery of many private and public events. Lloydminster Golf & Curling Centre is a public 18-hole golf course located in the northeast quadrant.

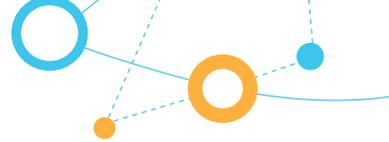
In addition to open spaces, the City operates three other facilities that complement and support the recreational opportunities at residents' disposal. These facilities include the Lloydminster Museum and Archives, Bioclean Aquatic Centre, and Servus Sports Centre.

### Future Open Space Network Vision

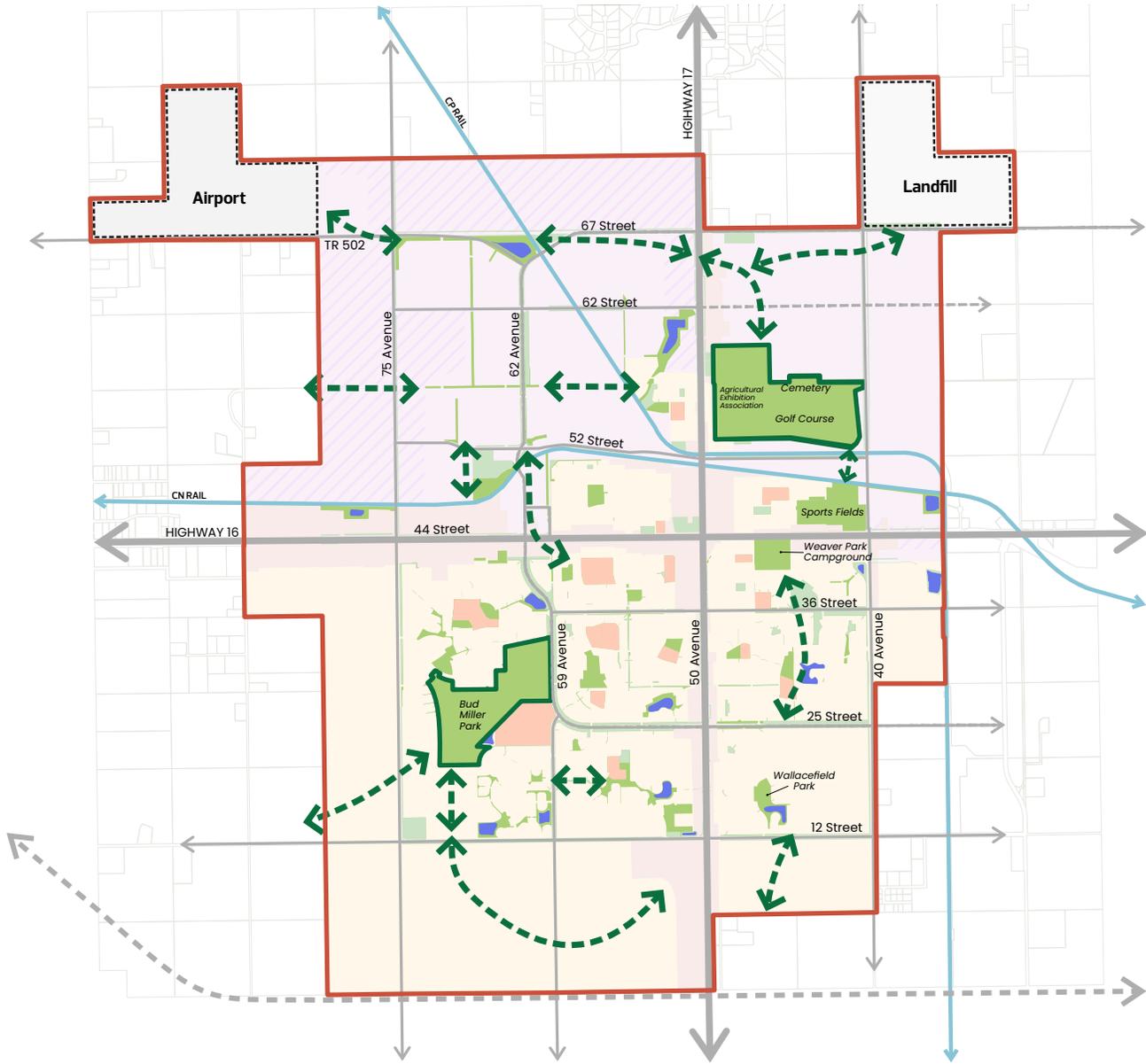
Building on the existing open spaces locations, sizes, and complementary recreational facilities, the City's vision for future open space network is identified on **Map 6**. The open space network related goals for the timeframe of this MDP are twofold.

Firstly, the City will continue expanding the number of neighbourhood-level parks and open spaces as new neighbourhoods unfold. Large-scale greenfield development must dedicate Municipal Reserve lands established through the Area Structure Plan and Neighbourhood Area Structure Plan process. These comprehensive plans will inform Neighbourhood Structure Plan development. There will be opportunities to implement Municipal Reserve dedication requirements at the policy planning level. The City will then require that the Municipal Reserve be delineated to provide for parks, schools, pathways, and trails.

Secondly, a network of trails, pathways, shared-use paths, and sidewalks will connect existing residential areas and open spaces to future parks, open spaces, community facilities, and commercial nodes. This approach would provide opportunities for people of all ages and abilities to access this network. Opportunities exist within major transportation road rights-of-way to widen the sidewalks or to develop pathways and shared-use paths. The Transportation Master Plan review and update process and the future Complete Streets Design Standards will explore these opportunities. Implementing those connections will require the allocation of funds through the capital budget process and alternative funding options.



## Map 6: Future Open Space Concept



### Legend

- |   |                                     |   |                                   |
|---|-------------------------------------|---|-----------------------------------|
|  | City boundary                       |  | Stormwater pond                   |
|  | Open space/parks                    |  | Highway                           |
|  | Boulevard green space and utilities |  | Arterial road                     |
|  | School park                         |  | Potential arterial road alignment |
|  | Potential open space connections    |  | Proposed Highway 16 bypass        |
|   |                                     |  | Railway                           |

## 3.3 Future Urban Structure Framework

The future urban structure framework envisioned for Lloydminster is identified on **Map 7**. It provides an overview of future urban fabric envisioned for the city including downtown, primary corridors, secondary corridors, and neighbourhood villages.

### Downtown

In 2020, Council adopted a new Downtown Area Redevelopment Plan (DARP). Implementation of the DARP includes a detailed implementation schedule with short-, medium-, and long-term actions to bring the plan to fruition. The implementation schedule describes the priority hierarchy, level of investment, and public support for each implementation action. In addition, a critical social factor of the implementation schedule was the formation of the Downtown Area Redevelopment Committee (DARC). The membership brings together a cross-section of community members to coordinate efforts. Council's support for this committee will convey to the community that downtown is a high priority.

The DARP envisions a walkable district with mixed-use developments to create vibrant public spaces. Retail opportunities focus on pedestrian-scale uses such as boutiques, grocery stores, restaurants, and entertainment venues.

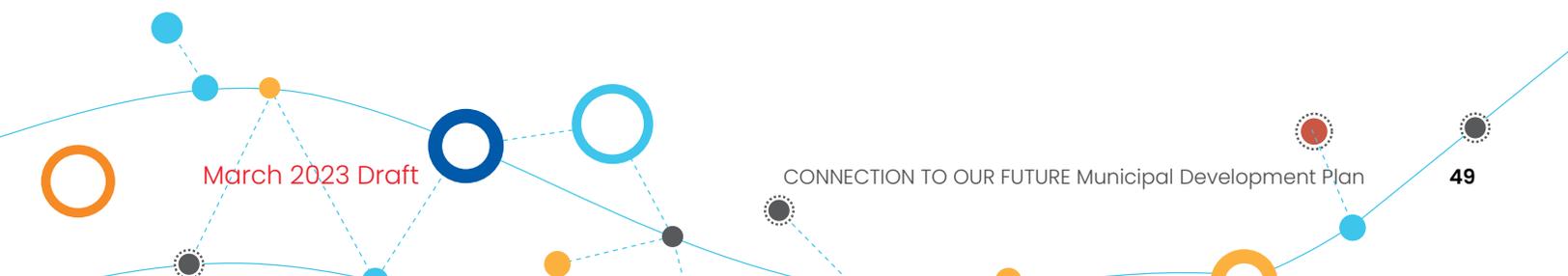
In addition, increasing the number of people on the streets creates a critical mass for attending street-related activities such as art performances, festivals, and farmer's markets. Having more people on the streets is paramount for brick-and-mortar businesses that are typically located downtown and rely on pedestrian traffic to succeed.

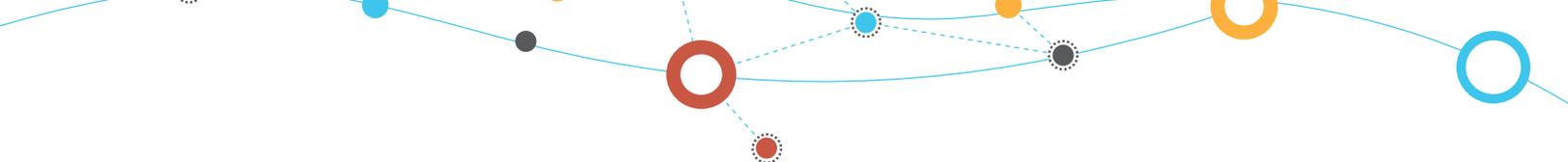
### Primary corridors

Highway 16/44 Street and Highway 17/50 Avenue are the primary transportation corridors to travel across Lloydminster in the east-west and north-south directions. Given their visibility to vehicular traffic, they became the preferred location for big-box commercial businesses.

Development of these commercial forms requires large tracts of land for the structure and ancillary functions, such as parking and loading operations. In addition, it creates opportunities for other satellite businesses to locate on the same site as they can take advantage of the exposure generated from anchor big-box businesses.

Site organization is critical to ensure an attractive and safe environment for people to circulate in this type of vehicular-oriented setting. Moreover, curb appeal through appropriate facade design, parking design, lighting and landscaping provides visitors with a first glance at the quality of its urban design.





Mixed-use pedestrian-friendly developments with an enhanced aesthetic appeal are envisioned along primary corridors. New buildings should have their frontages along primary corridors and contribute towards creating a welcoming image for the traveling public.

## Secondary corridors

Secondary corridors are identified on **Map 7**. As development and redevelopment happens the roadway design should incorporate opportunities for enhanced pedestrian and bike infrastructure along secondary corridors. In addition, buildings should orient their frontages along secondary corridors and provide spaces for social interactions.

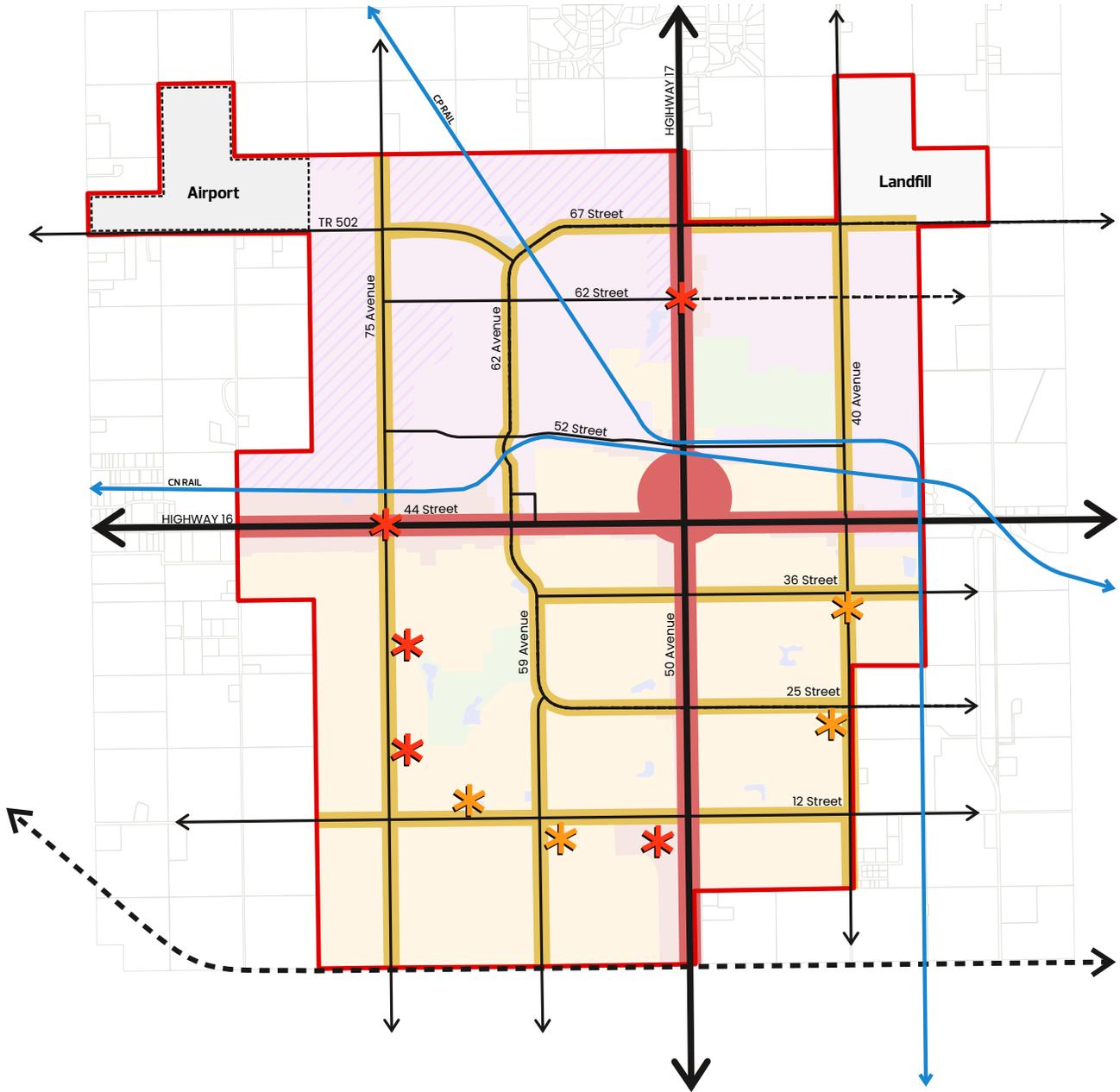
## Neighbourhood villages

Neighbourhood villages are developments that are mixed-use, walkable and characterized by human-scale built environments. For Lloydminster, the scale of a typical neighbourhood village may be approximately four (4) to six (6) short blocks from one end to another. They feature a compact mix of uses and diverse demographics, ethnicity, education, and income, to list a few.

Features such as a compact urban fabric, a mixture of residences and services, walkability, and the general built-to-human-scale environment all play vital roles in city-building. The planning and design of neighbourhood villages emphasize coordinating aspects such as appropriate land use, built form, and connected street network so that incremental changes over time amount to a coherent, appealing, urbanized, and pedestrian-friendly environment.

Public open spaces need to create a unique and identifiable sense of 'place' for the villages. Placemaking is a critical component of developing the theme and identity of each village. Placemaking facilitates inspired patterns of activities and connections that help to define a place and supports its ongoing evolution.

# Map 7: Future Urban Structure Framework



## Legend

- |                     |                            |                                |
|---------------------|----------------------------|--------------------------------|
| City boundary       | Downtown                   | Industrial areas               |
| Highway             | Commercial Corridor        | Large-scale open space/amenity |
| Railway             | Mature neighbourhoods      | Developing areas               |
| Newly annexed areas | Established neighbourhoods | Proposed Highway 16 bypass     |

## 3.4 Neighbourhood Villages

### Concept

Lloydminster is poised for substantial growth but with a desire to maintain a small town feeling through a network of liveable neighbourhoods. Creating a series of neighbourhood villages is vital to achieving this goal. Neighbourhood villages can deliver a new option of the high-quality sense of community that many people desire.

Neighbourhood villages are mixed-use walkable communities. They feature a compact environment where residents and visitors can reduce daily commuting distances and live more locally. The main features of this form of development described below allow for incremental implementation of the villages, reducing high front-end capital investment.

### Design

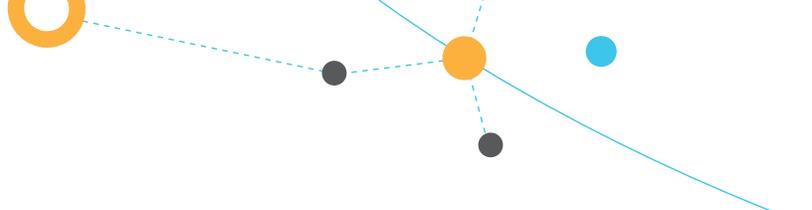
Compact design of urban fabric and built form in neighbourhood villages will help establish an environment where buildings, public structures and streets are of a size and shape that is reasonable for human beings to interact with. This approach when applied to development maximizes environmental, social, and economic prospects of density and connections between uses. Compact neighbourhoods are walkable, bikeable, and strollable environments where people can travel by foot, ride a bicycle, or take public transportation within reasonable commute times.

### Housing Types

A typical neighbourhood village may include a variety of ground-oriented housing types such as townhouses, row houses, live-work units, courtyard housing, and mid-rise apartments. Small- to medium-scale housing will serve as a way for the neighbourhood to transition to various levels of density.

### Main Street

Neighbourhood villages may feature a main street with many retail, services and entertainment options for shopping, social interaction, and recreation. The village's main street could be typically located in close proximity to the primary or secondary corridor and serve as a focal point for the community. Its mixed-use character should permeate to adjacent blocks and secondary streets, transitioning both the scale of the buildings and the intensity of land uses. The main street should include uses such as cafes, amenities, personal services, convenience stores that serve day-to-day needs of the neighbourhood. In addition, opportunities for public gathering and social interaction should be incorporated in the Main Street design.



## Mobility

Establishing a mixed-use, compact, and walkable urban fabric helps neighbourhoods to be ready for accommodating future transit service. Future transit options will also improve the overall accessibility to neighbourhoods and other destinations. In order to achieve this long-term vision, neighbourhood villages should include an interconnected roadway network. The internal pedestrian network within the neighbourhood village should be well-connected to the surrounding trails and open space network.

## School Site

School sites may be planned within or immediately adjacent to the new neighbourhood villages in new neighbourhoods in accordance with the Neighbourhood Structure Plan developed by the developer. School sites should generally be developed along neighbourhood collector roads with appropriate considerations for well-designed student drop-off zones.

## Neighbourhood Village Location Criteria

Neighbourhood villages could be developed at a variety of locations including mature neighbourhoods, established neighbourhoods or new neighbourhoods within the City of Lloydminster. The typical locations may include:

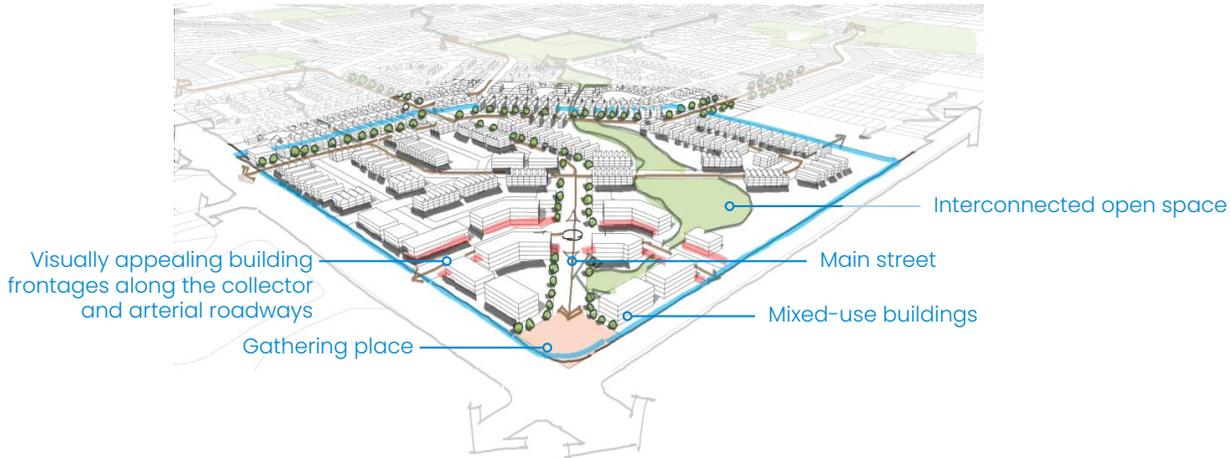
- Key urban nodes within the mature and established neighbourhoods where potential exists for mixed-use developments.
- At the edge of new neighbourhoods within newly developing areas.
- At the center of new neighbourhoods within newly developing areas.

The preferred locations for potential neighbourhood villages are identified on **Map 7**. It should be noted that **Map 7** provides a general direction for the City's preferred locations for such villages. The exact scale and location of each future neighbourhood village may differ from the locations identified on **Map 7**, subject to the approved Neighbourhood Structure Plan.

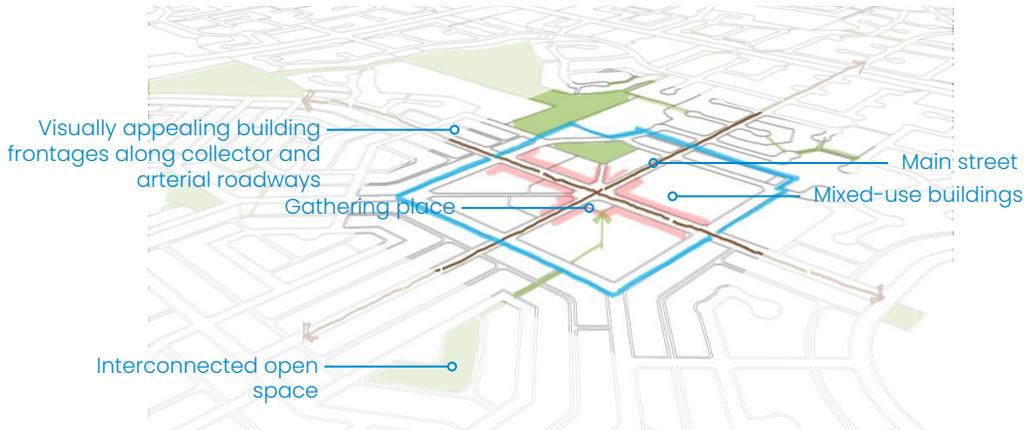
## Outcomes

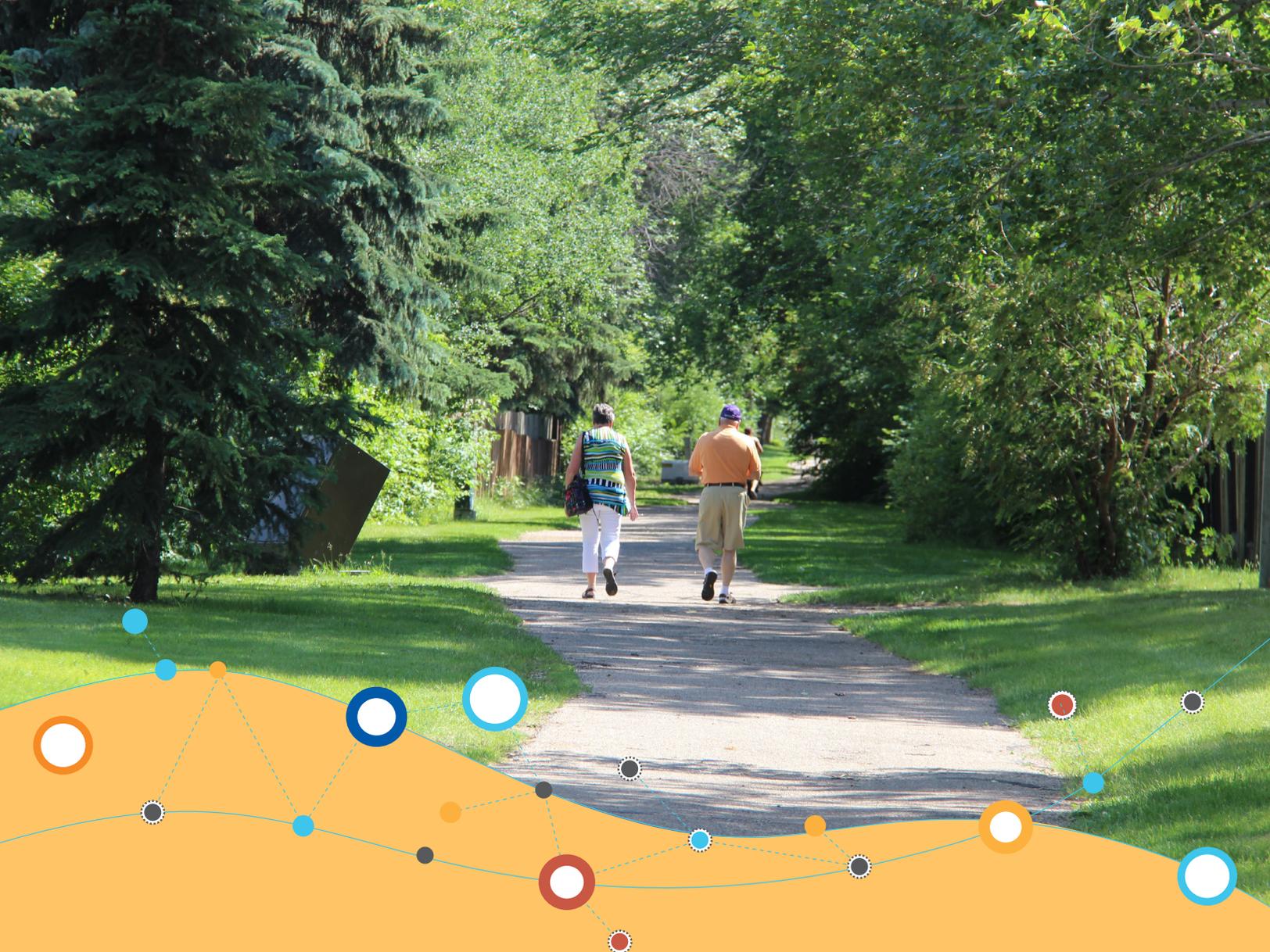
By focusing on housing and community development, neighbourhood villages allow people of all ages and backgrounds to find affordable accommodations. The mix-use nature of neighbourhood villages will enable residents to access day-to-day amenities and services within walking distance and help enhance their overall quality of life. Neighbourhood Villages will advance the community character and stability and meet the cities' fiscal objectives.

## Neighbourhood Village - Edge of the Neighbourhood



## Neighbourhood Village - Centre of the Neighbourhood





## 4. Our Connection to the Future



## 4.1 Belonging

Lloydminster will promote equity and inclusion for everyone and provide ample opportunities to contribute towards city-building and community well-being. Everyone will feel a strong sense of belonging in our city.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Roadways, public spaces and infill development contribute to a built environment that enhances the sense of belonging for a diverse population.



### 4.4.1 Compatibility of Land Use

Development shall complement existing land uses in the surrounding context by:

- Providing appropriate buffer areas; and
- Addressing privacy and health and safety concerns.

### 4.4.2 Mixed Use Neighbourhoods

New neighbourhoods shall be required to incorporate a wide range of institutional and community facilities in accordance with the approved Area Structure Plan (ASP) and Neighbourhood Structure Plan (NSP).

### 4.4.3 Neighbourhood Revitalization

4.4.3.1 The City shall continue to invest in the existing neighbourhoods to ensure city-owned infrastructure such as roads, sidewalks, open spaces, and municipal underground utilities are maintained and upgraded to ensure level of service and adhere to applicable City standards.

4.4.3.2 The City shall continue to develop new Area Redevelopment Plans (ARP) to establish long-term visions for existing neighbourhoods that in its opinion are in need of revitalization.

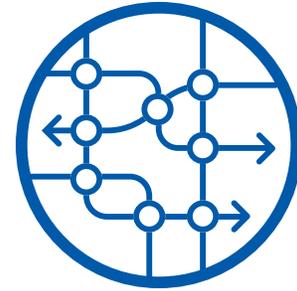
### 4.4.4 Safe Spaces

Development shall incorporate Crime Prevention Through Environmental Design (CPTED) principles in their design using approaches such as:

- Providing Passive surveillance;
- Providing appropriate pedestrian level lighting;
- Minimizing blind spots; and
- Providing entrances and windows along public roadways where feasible.

## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** Active and passive mobility networks provide access to barrier-free spaces, services, facilities, and economic and social activities.



### 4.4.5 Improving Connections to the Surrounding Areas

New large-scale infill development projects shall demonstrate integration with the surrounding urban fabric by:

- Aligning the site's vehicular and pedestrian accesses and routes with the surrounding context; and
- Providing open spaces of appropriate scale that complement the scale and nature of the open spaces in the surrounding context.

### 4.4.6 Pedestrian-oriented Developments in Downtown

The City shall promote pedestrian-oriented mixed-use developments in downtown to reposition downtown as a focal point in the city with a wide range of uses including retail, office, arts, culture, housing, civic and entertainment facilities.

### 4.4.7 Universal Accessibility

- 4.4.7.1 New Building design and neighbourhood design should be encouraged to provide universal accessibility utilizing measures such as:
- Curb cuts and corresponding curb ramps at all intersections;
  - New trail connections from residential areas to neighbourhood level and city level destinations;
  - Accessible entryways for buildings; and
  - Any other additional approaches identified by the Development Authority.
- 4.4.7.2 The City should consider installation of audible signals at intersections located along key primary and secondary corridors and other busy intersections along pedestrian routes leading to key destinations.

## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** We demonstrate shared leadership and collective responsibility as stewards of our environment and investors in our community.



### 4.4.8 Reduce, Reuse, and Recycle

The City shall continue to promote principles of reduce, reuse, and recycle, where feasible.

### 4.4.9 Solar Energy

The City should promote the use of solar powered street lights and pedestrian-oriented lights within public parks and along public trail networks, where feasible.

### 4.4.10 Urban Forests

The City shall endeavour to increase the number and quality of trees, shrubs, and groundcover located on public land by:

- Establishing tree planting targets;
- Establishing a tree inventory program to manage the urban forest and identify heritage trees;
- Protecting existing trees where feasible;
- Establishing minimum requirements in the Municipal Development Standards for roadway designs that accommodate tree planting in boulevards and medians within new neighbourhoods; and
- Preparing an approved residential tree plant list.

### 4.4.11 Alternative Uses for Underutilized City-owned Land

The City shall consider potential community-oriented uses such as community gardens for underutilized City-owned land in downtown and other areas.

### 4.4.12 Alternative Transportation

The City shall promote alternative transportation methods that utilize clean sources of energy which may include, but are not limited to, sustainable fuel, electric scooters, electric bikes, and electric cars.

## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** Equitable opportunities to be involved in and to contribute to the well-being and identity of Lloydminster are encouraged, welcomed, and facilitated.



### 4.4.13 Opportunities for Celebration

The City shall work with local businesses and cultural organizations to provide opportunities for celebrations, gatherings, and all-season activities for everyone.

### 4.4.14 Support Voice of Youth and Young Adults

The City shall continue to support educational institutions and social organizations that may help mobilize the voice of youth and young adults in our community.

### 4.4.15 Affordable Services

The City shall continue to offer affordable services and activities through City run social and recreational facilities and programs. Such activities may include, but are not limited to, programs such as:

- Free or low-cost educational and recreational opportunities; and
- Other similar initiatives aspired by the community based on ongoing need.

### 4.4.16 Opportunities to Contribute

The City shall support opportunities of residents of all backgrounds, experiences, and abilities to share their gifts through community engagement, and volunteerism.

### 4.4.17 Social Services

The City shall encourage equitable access to social services throughout the city.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** The fiscal health of the municipality is considered when decisions are made regarding allocation of resources.

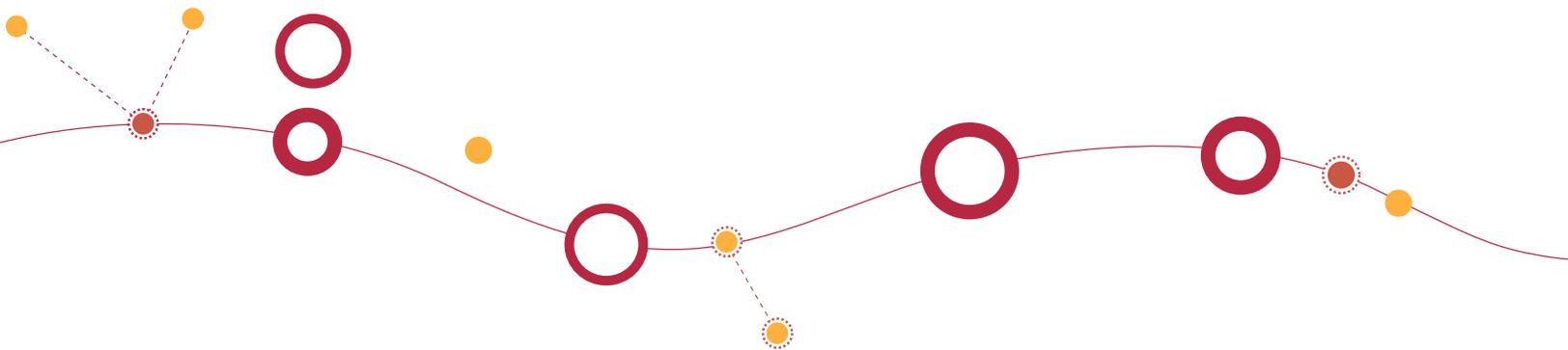


### 4.4.18 Sustainable Procurement Practices

The City shall continue to incorporate Environmental, Social, and Governance (ESG) principles into procurement processes and policies, in an effort to ensure that business with suppliers, vendors, and contractors is conducted in a manner that aligns with the values outlined within the Municipal Development Plan (MDP) and Strategic Plan.

### 4.4.19 Shared Economy

The City shall continue to support shared economy related business opportunities.





## 4.2 Culture

Lloydminster will provide a wide range of opportunities for arts, recreation, and culture. It will also celebrate the diverse cultures of its citizens.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Roadways, public spaces and infill development contribute to a built environment that enhances the sense of belonging for a diverse population.



### 4.4.20 Response to Heritage

The City shall ensure that development on sites adjacent to heritage properties is carried out in a manner that is compatible in terms of height, mass, setbacks, and overall architectural treatment.

### 4.4.21 Inventory of Heritage Properties

The City should establish an inventory of heritage properties and sites including significant archaeological sites using existing community resources which include people, artifacts, and records.

### 4.4.22 Historical Resource Impact Assessment

The City may require a Historical Resource Impact Assessment (HRIA), or at a minimum, a referral prior to the advancement of proposed developments or subdivisions to the Heritage and Museums section of Alberta Culture and Status of Women and Saskatchewan Parks, Culture and Sport to determine the need for a Historical Resource Impact Assessment (HRIA).

### 4.4.23 Celebrate History

The City shall celebrate history by supporting initiatives such as outdoor museums, experiential tourism, and improved placemaking.

### 4.4.24 Winter City Design

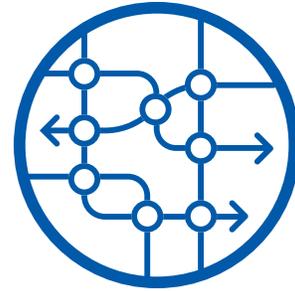
The City shall promote Lloydminster as a winter destination city by:

- Celebrating the city's winter identity through the arts, recreation, events, storytelling, and winter-responsive design;
- Providing infrastructure to promote being physically active throughout all seasons; and
- Requiring development to incorporate winter city principles in the design of buildings and public spaces.



## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** The mobility network connects people safely to cultural and recreational activities.



### 4.4.25 Supportive Transportation

- 4.4.25.1 The City shall explore the feasibility of supportive transportation initiatives such as private rideshare as well as on-demand transit for seniors and other vulnerable sections of the society. Such service could run along key corridors in Lloydminster connecting residential areas to key civic destinations.
- 4.4.25.2 The City should continue discussions with the school boards to improve transportation and access issues related to school drop-off areas.

### 4.4.26 Connections to Key Cultural and Recreational Destinations

- 4.4.26.1 At the Neighbourhood Structure Plan (NSP) stage, new neighbourhood design shall demonstrate how the proposed trail, sidewalk and bike networks can improve the connectivity of residential areas to the existing and planned cultural and recreational destinations.
- 4.4.26.2 The City shall endeavor to improve trail, sidewalk, and bike connections from mature residential areas to existing and planned cultural and recreational destinations.

## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** As a border city, Lloydminster embodies a culture of efficient, sustainable community design, development and living.



### 4.4.27 Energy Efficient Buildings

The City shall support the transition to a low carbon footprint future by promoting energy efficient buildings that may utilize features such as, but are not limited to:

- Net-zero design approaches;
- Rainwater harvesting;
- Passive solar design methods;
- Green roofs;
- Residential wind turbines; and
- Promote and facilitate cogeneration with residents and local industry.

### 4.4.28 Reduce Greenhouse Gas Emissions

The City shall support residents, organizations, and businesses to reduce energy use and greenhouse gas emissions and adapt to climate change.

### 4.4.29 Promote the Use of Local Species in Landscaping

The City shall promote inclusion of local species in public and private landscape projects.

## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** Opportunities are provided for diverse citizen groups to express their culture and celebrate diversity.



### 4.4.30 Public Art

- 4.4.30.1 The City shall continue to invest in public art in ongoing municipal projects in accordance with the City's Public Art Policy for public sector projects.
- 4.4.30.2 The City shall continue to work with the private sector, Lloydminster Museum and Archives, and school boards to develop a public art program that encourages the display of artworks by local and regional artists in private sector and school projects.

### 4.4.31 Affordable Access to Cultural Activities and Amenities

The City shall continue to work with the local cultural groups to help celebrate diverse cultures through initiatives that provide affordable access to cultural activities. Such initiatives may include, but are not limited to:

- Busking at events/public spaces;
- Music in the park;
- Multicultural events and demonstrations;
- Open mic sessions; and
- Collaboration with drama departments at local schools to offer low cost/ free plays to the public.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Our cultural, arts, and recreational programs are maintained and fiscally sustainable.

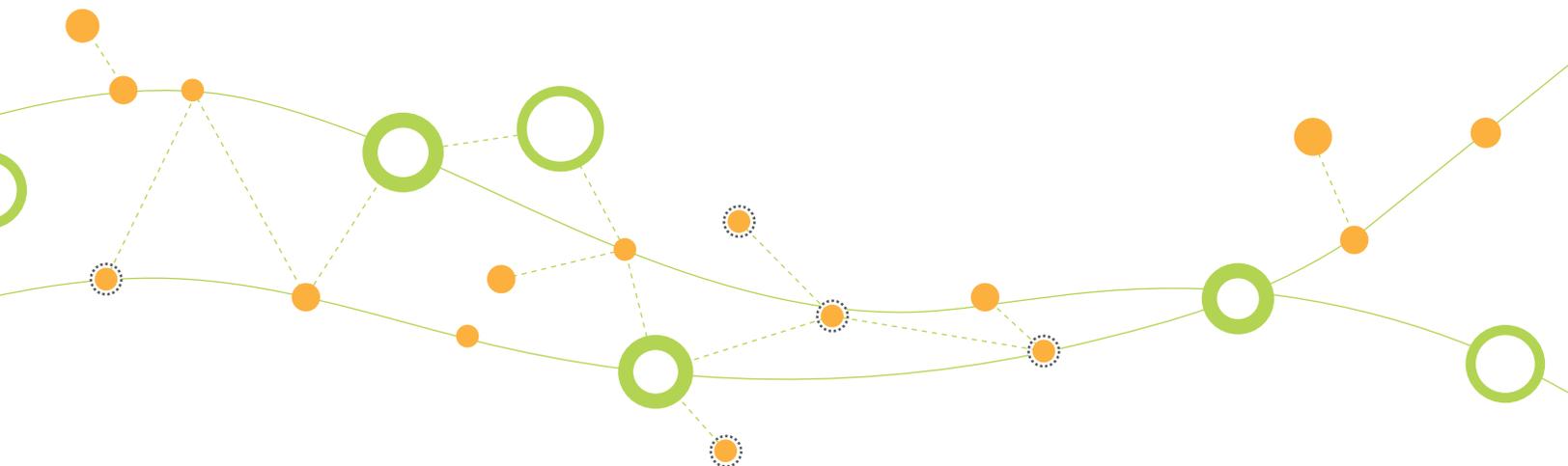


### 4.4.32 Work with Schools and Community Groups

- 4.4.32.1 The City shall collaborate with schools, cultural, theatrical, and library groups to determine their specific needs and establish the best method to address them.
- 4.4.32.2 The City shall collaborate with schools to explore opportunities for the joint planning and provision of recreational and other amenities.
- 4.4.32.3 Joint use of the City and School facilities shall be promoted and encouraged through Joint Use Agreements.

### 4.4.33 Cultural Initiatives

The City shall collaborate with the private sector, service providers, and other orders of government to attract new cultural institutions, festivals, and sporting events to Lloydminster in an effort to enhance the arts and culture scene in Lloydminster throughout the year.





## 4.3 Ecology

Lloydminster will achieve resilience, promote environmental accountability, and strive to preserve and enhance its natural systems.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Existing ecological features are identified and incorporated into greenfield developments while being sensitive to the existing urban fabric.



### 4.4.34 Biophysical or Geotechnical Assessment

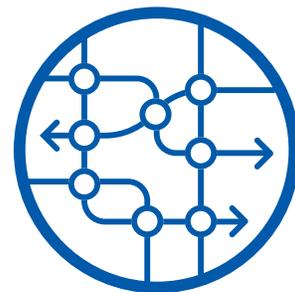
In order to assess the environmental features of the site, the City may require applicants to provide a biophysical assessment and or a geotechnical assessment undertaken by a qualified professional.

### 4.4.35 Ecologically Sensitive Areas

The City should develop and maintain an inventory of relevant local ecologically sensitive areas that may complement the province's ecologically significant areas inventory.

## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** Public and private transportation systems accommodate the well-being of natural systems.



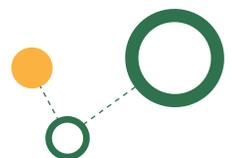
### 4.4.36 Low-carbon Mobility System

The City shall support low-carbon mobility systems by:

- Enabling publicly accessible electric vehicle charging stations; and
- Encouraging development to be electric-vehicle ready.

### 4.4.37 Bike Facilities

The City shall endeavor to improve the bike infrastructure in the city by partnering with businesses and organizations to provide enhanced facilities such as bicycle repair stations and covered and secure bicycle parking areas at key destinations.



## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Natural and physical systems ensure security and resilience against extreme weather events and other environmental hazards.



### 4.4.38 Environmental Site Assessment (ESA)

The Development Authority may require applicants to provide an Environmental Site Assessment (ESA) report undertaken by a qualified professional in accordance with the Canadian Standards Association Guide, as amended from time to time, in support of a rezoning, a subdivision, development permit, an Area Structure Plan (ASP), an Area Redevelopment Plan (ARP), or a Neighbourhood Structure Plan (NSP) application. The decision as to whether or not an Environmental Site Assessment (ESA) is required shall be subject to:

- The nature of the proposed use;
- The current and historical use of the subject property and surrounding lands; or
- Information from other sources that suggest the subject property may contain environmental contaminants.

### 4.4.39 Protection of Natural Areas

The City shall promote the protection and conservation of natural or ecologically sensitive areas by the following means:

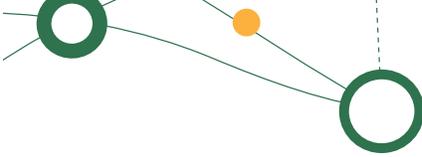
- Environmental Reserve (ER) dedication;
- Municipal Reserve (MR) dedication;
- Environmental Reserve Easements (ERE);
- Conservation Easements;
- Donations and bequests; and
- Acquisition through purchase or land trades.

### 4.4.40 Environmental Reserve (ER) Dedication

The City shall require as part of a subdivision application the protection of environmentally sensitive lands in accordance with the provisions of the Municipal Government Act (MGA).

### 4.4.41 Use of Environmental Reserve (ER) Easement (Alberta)

The City shall require the lands dedicated as Environmental Reserve (ER) or Environmental Reserve Easement (ERE) to remain in their natural state and/or be used as a part of a naturalized trail system where necessary to ensure a continuous, integrated trail system.



#### 4.4.42 Use of Environmental Reserve (ER) Easement (Saskatchewan)

The City may require the owner of land that is the subject of a proposed subdivision to provide part of that land as Environmental Reserve (ER), in any amount and in any location deemed appropriate in accordance with the Planning and Development Act, 2007, as amended from time to time.

#### 4.4.43 Conservation Reserve and Conservation Reserve Easement

4.4.43.1 At the discretion of the Subdivision Authority, the use of a conservation easement may be considered as an alternative to a traditional Environmental Reserve (ER) during the subdivision process.

4.4.43.2 A conservation easement is a voluntary agreement that landowners may enter into to protect the natural values of all or a part of their land. Conservation Easements may be granted for the following purposes:

- The protection, conservation, and enhancement of the environment including without limitation;
- The protection, conservation, and enhancement of biological diversity;
- The protection, conservation, and enhancement of natural scenic or aesthetic values; and
- Providing for any or all of the following uses of land that are consistent with purposes set out above;
  - Recreational use;
  - Open space use;
  - Environmental education use; or
  - Use for research and scientific studies of natural ecosystems.

#### 4.4.44 Greenfield Development

Greenfield development should respect the overall ecological character of the site, be sensitive to existing natural features, and protect any significant natural features within the site.

## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** Access to natural areas is equitable to all residents and barrier free.



### 4.4.45 Equitable Access

- 4.4.45.1 The City shall work with the development industry to achieve equitable distribution of open spaces, trails, and school sites throughout Lloydminster.
- 4.4.45.2 Developments shall be completed in a manner that encourages pedestrian connectivity to existing and future corridors and neighbourhood villages in Lloydminster.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** The long-term health of ecological systems are included in our financial decisions.



### 4.4.46 Environmental Impact Assessment (EIA)

The City may require an Environmental Impact Assessment (EIA) for any proposed development that, in the opinion of the Development Authority, may pose negative environmental effects.

### 4.4.47 Natural Capital

- 4.4.47.1 The City shall continue to assess and enhance Lloydminster's natural capital by protecting natural ecosystems, embracing local biodiversity, and implementing effective management of surface water.
- 4.4.47.2 Key large-scale public and private projects should be encouraged to undertake life cycle cost analysis to understand and evaluate short-term and long-term outcomes that may negatively impact the natural environment.



## 4.4 Innovation

Lloydminster will promote economic diversification, creativity, innovation, and strive to achieve prosperity for everyone.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Neighbourhood design and planning create value for the community by applying novel solutions to address housing affordability and innovation in community design.



### 4.4.48 Vehicle-oriented Commercial

New vehicle-oriented commercial developments shall be required to provide the following features:

- Enhanced architectural treatment for buildings;
- All season landscaping;
- Screened parking and loading areas from public roadways, where feasible and consistent with CPTED principles; and
- Seating areas and public gathering places of appropriate scale for outdoor activities.

### 4.4.49 Revitalization of Established Mature Commercial Areas

The City shall support the revitalization of established mature commercial areas and promote opportunities for facade improvements as well as public realm improvements within these areas.

### 4.4.50 Premature Fragmentation of Farmland

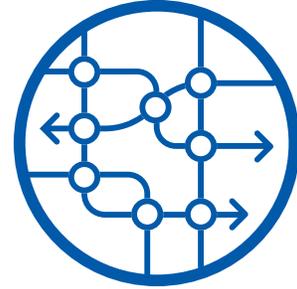
The City shall promote orderly and efficient urban expansion to prevent premature subdivision and fragmentation of agricultural lands identified for future residential neighbourhoods, industrial and commercial developments within Lloydminster's boundary.

### 4.4.51 Alternative Housing Forms

The City shall support alternative housing forms such as tiny homes and tiny home communities provided such development is vetted through comprehensive public engagement.

## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** We design technologically advanced movement systems and networks to add valuable mobility opportunities to our community.



### 4.4.52 Active Living

New neighbourhoods shall include design features that:

- Promote walkability;
- Promote pedestrian comfort and sense of safety; and
- Provide spaces for casual social interaction.

### 4.4.53 Trail Development

4.4.53.1 New trails shall be developed in accordance with the City's Open Space Master Plan and Trails and Sidewalks Master Plan and strive to improve connectivity between existing and future open spaces.

4.4.53.2 The location of new trails shall improve the connectivity between existing residential areas, neighbourhoods, and city-wide destinations including school sites, recreation facilities, cultural facilities, and commercial corridors.

### 4.4.54 Future Integration of Public Transit

New neighbourhood designs shall incorporate roadway designs and standards for collector roadways that allow for easy implementation of public transit service as the need for a transit system increases.

## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** A diverse economy is supported by embracing services and affordable, alternative technologies adaptable to the impacts of climate change.



### 4.4.55 Air Quality

The City shall continue to work with local industries to establish mitigation measures that may help improve the overall air quality of Lloydminster.

### 4.4.56 Clustering of Industrial Development

The City shall promote clustering of industrial development to nourish partnerships and efficiencies between industrial park tenants consistent with eco-industrial planning principles.

### 4.4.57 Low Impact Development (LID)

The City shall encourage development in new neighbourhoods to apply Low Impact Development (LID) strategies to reduce unnecessary stormwater runoff. The LID strategies shall be established at the Area Structure Plan and Neighbourhood Structure Plan stage.

### 4.4.58 Public Education

The City shall develop and maintain a communication strategy that informs citizens of its ongoing efforts and achievements regarding waste reduction, water conservation and pollution prevention.

### 4.4.59 Alternative Energy

The City shall explore the feasibility of including solar energy systems and infrastructure within all new public buildings.

## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** Opportunities for economic prosperity are provided with facilitated engagement and promotion to all residents.



### 4.4.60 Housing Strategy

The City shall develop a housing strategy to address the distribution of housing types in neighbourhoods to ensure neighbourhoods have a broad and varied distribution of unit types and sizes that meets the needs of all demographic, age and income groups.

### 4.4.61 Universally Accessible Design and Age Friendly Design

The City shall incorporate universally accessible design and age friendly design to all public buildings to provide equitable access to people of all abilities and age groups, especially children and the elderly.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Services are delivered in innovative and efficient ways that provide value to residents and businesses alike.



### 4.4.62 Agri-Business

The City shall promote and encourage the establishment of agri-businesses in Lloydminster by taking advantage of Lloydminster's status as an important transportation hub for agricultural and oil and gas commodities.

### 4.4.63 Main Street Program

The City shall develop, fund, and implement a Main Street strategy to support the economic viability of commercial and retail businesses located outside existing vehicular-oriented commercial and shopping centres. The strategy shall apply to aspiring Main Streets in existing neighbourhoods and planned ones in new neighbourhood villages.

### 4.4.64 Land Reclamation for Energy Projects

On every energy development project, the City shall communicate to oil and gas representatives from Alberta Energy Regulator (AER) and Saskatchewan Ministry of Energy and Resources, as applicable, about its long-term vision and expectation for the lands to be reclaimed, once the project is over.



## 4.5 Community Health

Lloydminster will strive to enhance personal and community well-being, improve accessibility, and promote healthy lifestyles for all ages and abilities.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Neighbourhood and urban space design promote healthy lifestyles and overall community well-being.



### 4.4.65 Complete Neighbourhoods

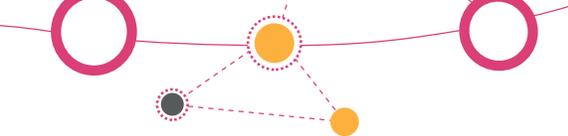
The City shall promote the development of complete communities by requiring developers to include a mix of uses, a variety of housing types, enhanced streetscape design, and incorporation of interconnected trail systems in the design of neighbourhoods.

### 4.4.66 Redevelopment and Intensification

- 4.4.66.1 The City shall support redevelopment in all neighbourhoods whenever it would facilitate and encourage walkability and other active modes of transportation as a primary means of mobility.
- 4.4.66.2 The City shall promote redevelopment within areas that are prone to revitalization as walkable, mixed-use environments and where the existing infrastructure capacity already exists to support intensification.

### 4.4.67 Neighbourhood Villages

- 4.4.67.1 Each new Area Structure Plan (ASP) located within the 'residential neighbourhoods' designation on **Map 5** shall identify a mixed-use neighbourhood village area with a mix of uses and higher residential densities than the rest of the neighbourhood. Each neighbourhood village may serve one or multiple neighbourhoods as per the customized vision established within the ASP.
- 4.4.67.2 The neighbourhood village areas shall be characterized by the following:
  - Higher density residential building types;
  - Mix of uses including opportunities for commercial, institutional, and recreational areas;
  - Enhanced public realm and a unique sense of place; and
  - Inclusion of pedestrian-oriented spaces.



#### 4.4.68 Primary Corridors

The City shall encourage mixed-use developments along primary corridors identified on **Map 7**. New developments shall be required to:

- Provide frontages along public roadways;
- Provide architectural and landscaping features to enhance image;
- Align pedestrian and vehicular accesses with the surrounding pedestrian and vehicular network; and
- Provide outdoor amenities.

#### 4.4.69 Secondary Corridors

4.4.69.1 The City shall endeavor, at a minimum, to develop pedestrian trails and trees along one side of secondary corridors identified on **Map 7**.

4.4.69.2 Corner sites along secondary corridors may be considered for future mixed-use developments. Such developments shall be required to provide frontages along secondary corridors.

4.4.69.3 New development along secondary corridors should provide opportunities for enhanced pedestrian and bike infrastructure within their sites along secondary corridors.

#### 4.4.70 Sense of Community

The City shall equitably allocate funds to establish and plan neighbourhoods that support programs and soft infrastructure such as:

- Community gathering spaces for leisure activities and social interaction;
- Active mobility networks that allow residents to live more locally;
- Enhancements to parks, trails, and green spaces that encourage passive and active recreation activities; and
- Long-term program to support investment in the adaptive use of the neighbourhood housing stock to provide options for residents to remain in the neighbourhood as it matures.

#### 4.4.71 Area Structure Plan (ASP) Level Growth Analysis

At the Area Structure Plan (ASP) stage, the City shall require the applicant to submit an analysis to illustrate how the proposed mix of uses, built forms, and overall development pattern can address the potential market demand as well as accommodate the short-term and long-term growth in Lloydminster.

#### 4.4.72 Future Land Use Concept

The City shall make decisions regarding land use and development consistent with **Map 5** and policies of this Municipal Development Plan. The City Administration shall inform decision-makers of the social, economic, and fiscal impacts of decisions that depart from this policy framework, including the due process to amend the plan if necessary to support those decisions.

- Areas with residential neighbourhood designation may include a wide range of residential, neighbourhood commercial, institutional open space, and recreational uses to serve the day-to-day needs of the community.
- Areas with commercial mixed use designation along Highway 16/44 Street and Highway 17/50 Street corridors may include a wide range of commercial uses to serve the traveling population and city-level commercial needs. These corridors may incorporate mixed-use residential developments to the satisfaction of the Development Authority.
- Industrial areas may include a wide range of light and heavy industrial uses.
- Industrial mixed-use areas may include a wide range of industrial uses as well as commercial uses that may complement industrial areas.

#### 4.4.73 High Quality Urban Design Throughout Lloydminster

The City shall prepare and adopt design guidelines for areas with special characteristics and/or opportunities to exercise better design control over development along major roadway corridors, entrance ways, and proposed neighbourhood villages.

#### 4.4.74 Siting of Buildings

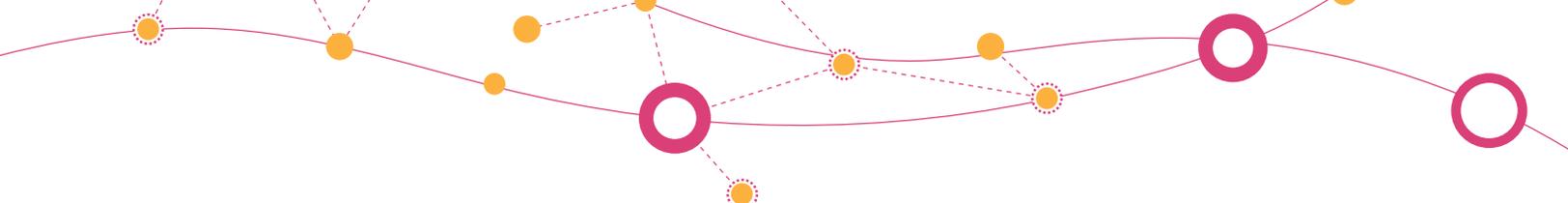
Where possible, buildings should be sited with a particular emphasis on winter city design techniques to mitigate impacts such as snow drifting along sidewalks and casting of shadows on public spaces.

#### 4.4.75 Location of Vehicle Oriented Commercial

Future large-scale vehicle-oriented developments shall be located along major arterials to minimize their impacts on the existing neighbourhoods.

#### 4.4.76 Industrial Development Standards

Industrial development shall address building siting, site access, and landscaping with the goal of achieving quality development and appropriate interface with surrounding land uses.



#### 4.4.77 Location of Retail and Employment

New neighbourhoods shall be required to provide a mix of uses and adequate areas for the development of neighbourhood level retail and commercial to implement the neighbourhood village concept.

#### 4.4.78 Setbacks from Oil and Gas Pipelines and Wells

The City should work with the Energy Resources Conservation Board (ERCB) in Alberta and the Ministry of Energy and Resources (MER) in Saskatchewan to ensure development setbacks from oil and gas pipelines, wells, and facilities are achieved in accordance with the City's Oil and Gas Policy during the subdivision or development permit approval process.

#### 4.4.79 Policing/Safer Community

The City should continue to promote crime prevention through public education campaigns, community policing, collaboration between police and community agencies and requiring new developments to incorporate Crime Prevention Through Environmental Design (CPTED) principles.

#### 4.4.80 Hazard Lands

In the opinion of the Development Authority, development within areas that are prone to flooding, erosion, landslides, subsidence or any other natural or human-induced hazards shall not be allowed, unless measures developed by a qualified professional are proposed to the satisfaction of the Development Authority. Development on or in proximity to hazard areas may be considered only if recommended in a geotechnical study prepared by a qualified professional and if adequate setbacks are provided.

#### 4.4.81 Siting Criteria for Multi-unit Developments

Higher density residential developments such as apartments should generally be located:

- In neighbourhood villages;
- Along collector roadways; and
- Within close proximity of parks, school sites, and commercial or institutional developments.

Proposals involving apartment developments within the interior of the neighbourhood or on interior lots shall be considered on a case-by-case basis subject to the specific merits of the proposal and incorporation of privacy, massing, and transition measures to minimize the negative impact of the development on the surrounding low density residential developments.

#### 4.4.82 Secondary Suites, Garden Suites and Garage Suites

The City shall allow the development of secondary suites, garden suites, and garage suites as a means of increasing the supply of attainable housing to new and existing neighbourhoods.

#### 4.4.83 Manufactured Housing

Manufactured home multi-lot subdivisions or parks shall only be considered if it is demonstrated that such housing is compatible with other forms of housing and conforms to the approved Neighbourhood Structure Plan (NSP).

#### 4.4.84 Separation/Buffering from Noxious Industry

4.4.84.1 Adequate separation distance and transition between industrial and non-industrial uses shall be maintained in the siting of potentially noxious industry that may create land use conflicts with regard to noise, dust, vibration, smoke, odour, potential environmental contamination, or pose safety and risk management issues.

4.4.84.2 Separation distances and buffering requirements may be determined through such methods as, but are not limited to, noise attenuation and industrial risk assessment studies undertaken by qualified professionals to the satisfaction of the City.

#### 4.4.85 Avoiding Land Use Conflicts with Industrial Development

Appropriate mitigation measures for noise, dust, sound, and smell impacts shall be provided when industrial development is located adjacent to residential developments in accordance with the following:

- Consideration for the prevailing winds;
- Enhanced landscape buffers including a berm and a fence; and
- Emergency preparedness in the event of an industrial incident.

#### 4.4.86 Location Criteria for Schools

New schools shall be located with consideration for the following criteria:

- Provide easy connection to active mobility networks such as walking and biking;
- Be located along collector roadways; and
- Where feasible, provide frontage along at least two public roadways.

## 4.4.87 Crime Prevention Through Environmental Design (CPTED)

New buildings, open spaces, pathways and parking areas shall address safety concerns by incorporating Crime Prevention Through Environmental Design (CPTED) principles in the design of these spaces.

## 4.4.88 Noise Attenuation

The City may require appropriate noise attenuation measures to be implemented to ensure acceptable noise level standards for new residential development adjacent to major arterial and collector roadways, highways and railways. These measures would be determined through a Noise Attenuation Study conducted by a qualified professional to the satisfaction of the City.

## 4.4.89 Referrals to Neighbouring Municipalities

4.4.89.1 Development and subdivision applications within the intermunicipal fringe area shall comply with the Lloydminster Planning District Official Community Plan (OCP) and the County of Vermilion River and City of Lloydminster Intermunicipal Development Plan (IDP).

4.4.89.2 With regards to the preparation of any statutory plans within the referral areas, the City will provide an opportunity for input by adjacent municipalities during the discussion and/or preparation stage of the document.

## 4.4.90 Railway Proximity Mitigation

New development shall be required to provide appropriate landscape buffer and noise mitigation measures in accordance with the applicable regulations and Canadian National (CN) and Canadian Pacific (CP) Railway guidelines.

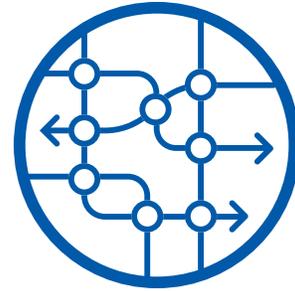
## 4.4.91 Infill Design Guidelines

The City shall develop Residential Infill Design Guidelines to inform the scale and typology of infill development within mature and established neighbourhoods.



## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** The mobility network provides easy and equitable access and connectivity to alternative modes of transportation.



### 4.4.92 Development Adjacent to Transit

Higher density residential and employment developments shall be promoted in close proximity to existing or planned public transit infrastructure.

### 4.4.93 Distribution of Public Open Space and Parks

The City shall work to incrementally expand its parks and open space systems to create an interconnected network of parks and open spaces.

### 4.4.94 Criteria for Neighbourhood Commercial

Neighbourhood commercial sites should be located along collector or arterial roadways and where appropriate provide connections to walking and biking networks within the neighbourhoods.

### 4.4.95 Municipal Reserve (MR) Dedication

4.4.95.1 The aggregate amount of land that the City requires for Municipal and/or School Reserve must not exceed 10% of the area of land remaining in the proposed Area Structure Plan (ASP) or subdivision after deducting lands if any, provided for Environmental Reserve (ER), Conservation Reserve (CR) or made subject to an Environmental Reserve Easement.

4.4.95.2 At the discretion of the City:

- Reserve allocations shall be consistent with approved Area Structure Plans and Neighbourhood Structure Plans.
- Reserve may be deferred until such time as the reserve land is required for development, which shall include the identification of school requirements in consultation with affected school boards.
- Reserve may be taken in the form of cash-in-lieu in non-residential areas where the demand for park space and other typical reserve land uses is minimal.
- Where a Municipal Reserve (MR) parcel has been transferred to a school authority, and subsequently these lands are deemed unnecessary for school needs, that parcel shall be transferred in title back to the City.

#### 4.4.96 Transportation Master Plan

The City shall evaluate the implementation timelines as identified within the Transportation Master Plan (TMP) against the desired development pattern anticipated within the Municipal Development Plan (MDP). The MDP and TMP shall be consistent with each other.

#### 4.4.97 Municipal Development Standards (MDS)

The City shall update the Municipal Development Standards (MDS) to provide road right-of-way options that can be used to implement the vision established for the city's general mobility network and for specific areas such as downtown, neighbourhood villages, and vehicle-oriented corridors.

#### 4.4.98 Traffic-Calming and Safety

- 4.4.98.1 The City shall monitor the level of service and evaluate the design of roadways against the safety of pedestrians, motorists, and other roadway users by implementing traffic-calming measures where there is a perceived decrease in user safety.
- 4.4.98.2 New neighbourhood designs shall be required to incorporate appropriate traffic-calming measures along residential collector roadways and local roads to improve pedestrian safety and comfort.

## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Residents have access to naturalized areas, wetlands, active transportation networks as well as alternative energy sources such as solar, wind, geothermal, and hydro energy.



### 4.4.99 Stormwater Management Concept

4.4.99.1 The City should apply a holistic approach to stormwater management by:

- Requiring developers to design stormwater management facilities by considering future connections/expansion for abutting parcels to promote efficient and contiguous infrastructure.
- Encouraging developers to incorporate existing wetlands into stormwater management facilities and drainage to promote the reduction of the size of retention ponds and optimize their location.

4.4.99.2 The City shall require:

- Greenfield and infill development to provide efficient on-site stormwater management in a manner that provides drainage into the public system at pre-development rates.
- Existing wetlands in stormwater management facilities to be naturalized to ensure improving and enhancing stormwater runoff water quality.

### 4.4.100 Stormwater Retention Ponds

The City should explore the viability of naturalizing the City's stormwater retention ponds and constructed drainage channels to integrate those facilities into the natural ecology of the adjacent areas.



## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** Our Community is designed to foster the improved well-being of all residents of all abilities and social status.



### 4.4.101 Social Services and Health Facilities

- 4.4.101.1 The City shall continue to support community organizations that offer social programs.
- 4.4.101.2 Public consultation should be undertaken to assess community needs and the allocation of resources for community services in partnership with community stakeholders and service providers.

### 4.4.102 Attainable and Special Needs Housing

- 4.4.102.1 The City shall facilitate the provision of attainable and special needs housing within Lloydminster through partnerships with non-profit groups, developers, and other agencies and groups.
- 4.4.102.2 Residential development that offers innovative and alternative design features that broaden the range of attainable and supportive housing choices shall be encouraged and incentivized.

### 4.4.103 Educational Jobs

The City shall continue to work with school boards and local organizations to attract new global talent to serve the educational sector.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** The long term financial health of the municipality is included our financial decisions.



### 4.4.104 Remediation of Contaminated Sites

Prior to issuing a Development Permit for a contaminated site, a Reclamation Certificate shall be required from a qualified professional, as defined by Alberta Energy Regulator, indicating that appropriate remediation measures have been carried to address environmental issues.

### 4.4.105 Inventory of Industrial Land

The City should maintain an inventory of well-located and serviced industrial sites of various lot sizes and types to meet the needs of business and industry.

### 4.4.106 Oil and Gas Pipeline Inventory

The City should develop and maintain an up-to-date information base on oil and gas pipelines to assist in making sound land use decisions impacted by wells and other oil and gas infrastructure.

### 4.4.107 Coexistence of Existing Development with Oil and Gas Facilities

The City shall develop and adopt an Oil and Gas Policy to establish protocols and expectations for the safe and orderly co-existence between oil and gas facilities and urban development. The Oil and Gas Policy shall at minimum provide requirements for

- Development around existing oil and gas facilities;
- Processes and expectations for new or expanding oil and gas facilities;
- Setbacks from abandoned wells; and
- Provisions in the Area Structure Plan (ASP) and Neighbourhood Structure Plan (NSP).

### 4.4.108 Future Utilities Provision

The City shall monitor and evaluate the implementation of the Water, Sanitary and Stormwater Master Plan recommendations against the desired development pattern and sequence of the development anticipated in this Municipal Development Plan (MDP). The MDP and Utility Master Plans shall be consistent with each other.

#### 4.4.109 Timing of Utility Provision

New development shall be required to be staged and provide municipal services as development of land occurs and in advance of anticipated development. In doing so, municipal services shall be extended in a logical and economically practical manner which has regard for available capacity in the overall system or portions of the system.

#### 4.4.110 Utility Infrastructure Funding

The City shall undertake relevant studies to determine utility infrastructure upgrading requirements essential to accommodate population and industrial growth.

#### 4.4.111 Servicing Costs

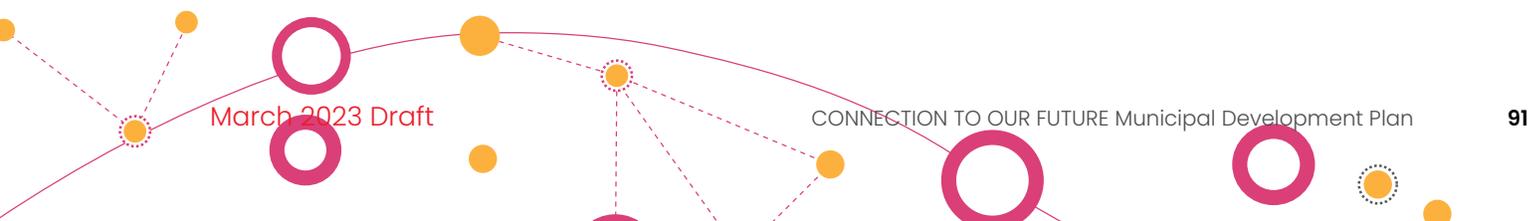
The City shall require developers to enter into a Subdivision and/or Development Agreement. The Subdivision and/or Development Agreement shall include the submission of water, sanitary, and stormwater plans that must be approved by the City. Provisions shall be included to direct developers to bear the costs of off-site and on-site roadway improvements and municipal infrastructure to serve the subdivision or a development site.

#### 4.4.112 Maintain Existing Assets

The City shall maintain and update the existing assets such as recreational facilities, open spaces, neighbourhood nodes, and city-level corridors.

#### 4.4.113 Access to Primary Care

The City should continue its advocacy efforts with various government and industry partners to improve access to primary care and doctors.





## 4.6 Initiative

Lloydminster will promote coordination, cooperation, and collaboration between various stakeholders; provide transparent governance; and establish a business-friendly environment by getting things done in a timely manner.

## Urban Form

- **Preference:** Neighbourhood Village.
- **Intended outcome:** Collaboration among all orders of governments to deliver public projects and their predictable outcomes conveys a level of certainty which is vital for the private sector to respond to public policies.

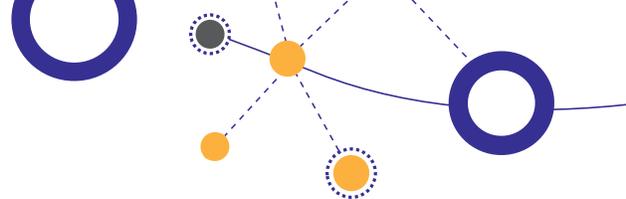


### 4.4.114 Airport Vicinity Area Development

- 4.4.114.1 The City should collaborate with the County of Vermilion River (County) to develop a shared vision to the future expansion of the airport, thus preventing premature subdivisions and land use developments on land adjacent to the airport in the County that are not compatible with the safe operation of the airport.
- 4.4.114.2 The City should continue to collaborate with the County to implement the land use vision established for the airport vicinity area in the Lloydminster Airport Master Plan.

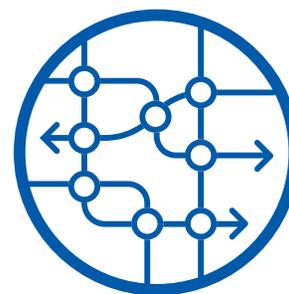
### 4.4.115 Joint Use of Utility and Transportation Corridors

The City shall encourage the joint use of utility and pipeline corridors, transportation corridors, transmission lines, and other utility rights-of-way and structures of a compatible nature to minimize adverse visual, environmental or safety impacts, as well as minimize the fragmentation of properties.



## Mobility and Connectivity

- **Preference:** Nodes and Corridors.
- **Intended outcome:** We continually invest to improve and expand the mobility systems and transportation networks to incrementally develop a long-term mobility plan in an efficient collaborative manner.



### 4.4.116 Complete Streets

The City shall develop and incorporate complete streets design standards into the City's design standards and inform the analysis and recommendations of the Transportation Master Plan (TMP), Area Structure Plans (ASP), Neighbourhood Structure Plans (NSP) and Area Redevelopment Plans (ARP).

### 4.4.117 Intermunicipal Infrastructure Coordination

The City should coordinate roadway and municipal servicing requirements with the County of Vermilion River, the Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472. This could include, but not be limited to, roadways, stormwater management, water, sanitary sewer, and trail and open space linkages.

### 4.4.118 Regional Transportation Network

The City should coordinate with Alberta Transportation, Saskatchewan Department of Highways and Infrastructure, the County of Vermilion River, the Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472, to develop a safe and efficient regional transportation network.

## Climate Resilience

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Our economic assets strengthen our future prosperity. Our investment commitments align with innovative initiatives that promote and advocate for a more climate resilient community.



### 4.4.119 Source Segregation of Solid Waste

Separating waste into different streams shall be encouraged to provide more opportunities to maximize waste diversion through recycling, reuse, or resource recovery.

### 4.4.120 Solid Waste Reduction and Recycling

- 4.4.120.1 The City shall continue to promote the principles of reduce, reuse, and recycle of materials within its own operations, with businesses, and with residents.
- 4.4.120.2 The City should continue to provide recycling services and educational opportunities related to waste reduction.

### 4.4.121 Carbon Capture

The City shall undertake a comprehensive review of existing roadways within the city and identify opportunities for new tree planting within the road right-of-way as part of arterial, collector, and local road renewal projects.

### 4.4.122 Stormwater Drainage Management

The City should ensure that stormwater is being effectively managed within its boundaries and the flows outside are within provincial regulatory guidelines and permits.

## Social Equity

- **Preference:** Proactive.
- **Intended outcome:** We support groups working to improve justice, equity, diversity, and inclusion.



### 4.4.123 Seniors, Supportive, and Social Housing

- 4.4.123.1 The City shall support the development of a range of seniors housing, supportive housing, and social housing by supporting both the private and non-profit sectors throughout Lloydminster. This may include the need to establish partnerships with groups and individuals that can actively encourage increased seniors, supportive, and social housing opportunities.
- 4.4.123.2 Seniors, supportive, and social housing opportunities shall be equitably provided within existing and new neighbourhoods prioritizing locations in close proximity to or that provide mobility options to access shopping, medical services, and other amenities.

### 4.4.124 Public Space Enhancements to Improve Neighbourhood Character

The City shall identify opportunities to enhance existing public spaces and develop new ones in tandem with investment in mobility infrastructure to create destinations, increase connectivity, and improve walkability, livability, and character of neighbourhoods.

### 4.4.125 Promoting Mixed Use

Mixed-use buildings are generally encouraged at locations established through the approved Area Structure Plans, Neighbourhood Structure Plans and Area Redevelopment plans to improve access to services and amenities.

### 4.4.126 Home Businesses, Small-scale Businesses

Development of businesses that promote shared economy, small-scale businesses, and home-based businesses shall be encouraged throughout Lloydminster.

#### 4.4.127 Local Food Production

The City should promote local food production by:

- Supporting urban agriculture initiatives through facilitating development of urban farms, backyard beekeeping, and shared gardens;
- Strengthening the attractiveness of urban agriculture by supporting corporate culture initiatives that aim to create a new relationship of trust with consumers; and
- Considering allowing backyard hens in a regulated manner.

#### 4.4.128 Building Social Capital

The City should continue to support volunteers to help operate programs and/or facilities and create a Volunteer Attraction and Retention Program to strategically retain and reward volunteers.

#### 4.4.129 Community Use of School Facilities

The City shall support the continued and future availability of school buildings and school grounds to Lloydminster residents and non-profit agencies for recreation, cultural activities, and educational programming outside regular school hours.

#### 4.4.130 Inclusive and Safe Communities

Redevelopments in existing neighbourhoods and new developments in emerging neighbourhoods should incorporate social inclusion approaches which may include, but are not limited to, provision of multiple housing types, equitable distribution of social services, and other similar measures.

## Fiscal Responsibility

- **Preference:** Proactive/Passive Hybrid.
- **Intended outcome:** Public institutions, businesses, community organizations, and residents use their fiscal resources collaboratively.



### 4.4.131 Economic Diversification

- 4.4.131.1 The City shall support initiatives to expand, diversify, and sustain Lloydminster's economy. Support measures shall include, but are not limited to:
- Collaborating with Planning and Development to adjust land use and development regulations and the permitting process to reduce red tape and to address specific gaps in Lloydminster's commercial and industrial portfolio, and
  - Collaborating with the corporation to develop and bring forward to Council fiscally sustainable alternatives to attract new businesses.
- 4.4.131.2 The City shall pursue diversification of its economic base by planning and coordinating land availability, services, and utility infrastructure for new businesses and expansion of established businesses in various locations based on market needs.

### 4.4.132 Regional Partnerships

The City should continue to work with the County of Vermilion River, the Rural Municipality of Britannia No. 502, the Rural Municipality of Wilton No. 472, and other agencies in the pursuit of economic development and investment for the region.

### 4.4.133 Heavy Oil

The City shall continue to collaborate with heavy oil and gas organizations such as the Lloydminster Heavy Oil Show to promote initiatives that showcase Lloydminster as a center of excellence for sustainable and profitable production of heavy oil and gas.

### 4.4.134 Marketing and Image-Building

The City shall continue to work with Provincial and Federal governments and other public and private agencies/groups to effectively market the Lloydminster region for business development and as a tourism destination.

#### 4.4.135 Land Supply and Infrastructure

The City shall continue to work with private developers and their own land bank to ensure that there is an adequate supply of serviced industrial land for various types of industrial activities through the Area Structure Plan (ASP) and Neighbourhood Structure Plan (NSP) processes.

#### 4.4.136 Setbacks from Oil and Gas Pipelines and Wells

The City shall continue to work with the Alberta Energy Regulator (AER) in Alberta and the Ministry of Energy and Resources (MER) in Saskatchewan to ensure development setbacks from oil and gas pipelines, wells, and facilities identified in the approved ASP and NSP, are achieved during the Subdivision and/or Development Permit approval process.

#### 4.4.137 Land Requirement for School Sites

The City shall continue to work cooperatively with the school divisions, and the City School Planning Committee on a site-by-site basis to determine the best locations, sizes, and configurations of future school sites consistent with the Saskatchewan School Funding Guidelines (The Infrastructure Project Guidelines), School Site Allocation Agreement and The Lloydminster Charter. Wherever possible, school sites shall be integrated with adjoining neighbourhood parks.

#### 4.4.138 Transit Feasibility

The City shall investigate the feasibility of implementing a transit system within Lloydminster.

#### 4.4.139 Airport Expansion

The City shall promote and support the expansion of the Lloydminster Airport in accordance with the Lloydminster Airport Master Plan.

#### 4.4.140 Rail Transportation

The City shall work with the Canadian National Railway (CNR) and Canadian Pacific Railway (CPR) to mitigate safety concerns and nuisance impacts caused by rail traffic while continuing to protect the viability of rail service by strategically developing adjacent lands for uses requiring rail access and compatibility with railway operations.

#### 4.4.141 Utility Improvements

The City shall investigate opportunities and technologies that provide cost-effective improvements in the efficiency and/or environmental impacts of the provision of municipal underground utilities.

#### 4.4.142 Intermunicipal Collaboration for Solid Waste Management and Municipal Servicing

The City shall work cooperatively with the County of Vermilion River, the Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472, to develop a coordinated solid waste management strategy, stormwater management strategy and where applicable, regional municipal servicing strategies.

#### 4.4.143 Communication and Collaboration with Neighboring Municipalities

The City shall continue to work with the County of Vermilion River, the Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472, on matters of mutual interest.

#### 4.4.144 Shared Services

The City shall continue to investigate potential regional cost-sharing arrangements for services such as economic development and tourism promotions, recreation, planning and development, waste management, and municipal services.

#### 4.4.145 Conflict Resolution

The City shall seek to resolve issues and concerns of the County of Vermilion River, the Rural Municipality of Britannia No. 502, and the Rural Municipality of Wilton No. 472, through the use of alternative dispute resolution mechanisms if and as required in accordance with the established intermunicipal plans.

#### 4.4.146 Tourism Development

The City shall establish a Tourism Strategy to ensure continued visitations and visitor spending in Lloydminster.

#### 4.4.147 Convention and Special Events Market

The City shall continue to promote Lloydminster as a venue of choice for conventions and special events given its strategic location between Edmonton and Saskatoon and its large inventory of hotel rooms.



# 5. How Do We Connect?

## Our Implementation Plan

## 5.1 How We Connect?

Achieving the outcomes established in the Connection to Our Future document requires a collaborative effort from everyone in the city including municipal administration, citizens, civil society, and the business community. The following action plan allocates responsibilities to various City departments to undertake specific actions. It also establishes a high level time frame to potentially complete those actions. The actions are organized into six sub-themes such as advocacy measures, studies, regulatory/administrative processes, grants/programs/incentives/funding, partnerships, and monitoring.

The successful and timely implementation of the following actions will help the City to achieve the expected outcomes for each community driver in alignment with the overall community values, and ultimately connect us with our future aspirations.

	<b>Department/Unit Names</b>	<b>Abbreviation</b>
1	Economic Development	ED
2	Land Development	LD
3	Transportation Services (Operations)	TS
4	Environmental Services (Operations)	ES
5	Planning and Engineering (Operations)	P & E
6	Recreation and Cultural Services (Community Development Services)	R & C
7	Social Programs and Services (Community Development Services)	SP & S
8	Building Maintenance (Community Development Services)	BM
9	Legislative Services	LS
10	Finance	Fin
11	IT	IT
12	FCSS	FCSS
13	Public Safety	PS
14	Emergency Services	ES
15	Assessment & Taxation	AT
16	Communications	Com
17	Health Safety & Wellness	HSW
18	Human Resources	HR
19	Parks and Green Spaces	PGS

## 5.2 Advocacy

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Innovation	Climate Resilient	Public Education	Develop Waste Reduction and Diversion Communication Strategy, Water Conservation Strategy, and Pollution Prevention Strategy.	<b>Lead:</b> ES <b>Support:</b> Com	Short-term
Belonging	Social Equity	NA	Advocate for 'one window' approach for the equitable delivery of services within both Alberta and Saskatchewan parts of the city for the delivery of childcare, healthcare, licensing, education, income support and housing.	<b>Lead:</b> SP & S <b>Support:</b> P&E, HSW	Ongoing
Community Health	Urban Form	Secondary Suites, Garden Suites and Garage Suites	Develop and deliver an education campaign to promote citizen knowledge about the benefits of secondary suites, garage suites and garden suites.	<b>Lead:</b> P&E <b>Support:</b> Com	Short-term
Innovation	Climate Resilient	Public Education	Work with provincial and federal governments to promote Lloydminster as environmental, social and governance (ESG) friendly to ensure we are the world's first choice for oil.	<b>Lead:</b> ED	Short-term

## 5.3 Study

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Belonging	Urban Form	Neighbourhood Revitalization	Assess the condition of existing infrastructure assets such as roads, sidewalks, open spaces, and underground utilities from maintenance, lifecycle costs and asset management on a regular basis.	<b>Lead:</b> P&E	Medium-term
Belonging	Urban Form	Safe Spaces	Amend the Land Use Bylaw to require applicants to submit a CPTED Report developed by a qualified professional as part of the Development Permit Application package, at the discretion of the Development Authority  Provide CPTED training to City staff to enable them to review CPTED assessments submitted by applicants.	<b>Lead:</b> P&E <b>Support:</b> PS	Short-term
Belonging	Climate Resilient	Alternative uses for underutilized City-owned land	Develop an inventory of underutilized City-owned land that may be used for potential urban agriculture related uses	<b>Lead:</b> P&E, ED	Short-term

Belonging	Climate Resilient	Alternative Transportation	Create an electric mobility strategy for e-scooters and e-bikes to include <ul style="list-style-type: none"> <li>• Locations for vehicle pick-up areas;</li> <li>• A set of guidelines about where such electric vehicles are permitted to operate; and</li> <li>• Any other relevant direction necessary for operation of such e-vehicles.</li> </ul>	<b>Lead:</b> ED <b>Support:</b> P&E, PS	Medium-term
Culture	Fiscal Responsibility	Cultural Initiatives	Develop a year-round community events calendar in collaboration with local community groups and make it accessible to everyone through year-round advertising campaigns	<b>Lead:</b> R&C <b>Support:</b> Com, ED, SPS	
Ecology	Social Equity	Equitable Access	Update the City's Trails and Sidewalks Master Plan every 5 years.	<b>Lead:</b> P&E	Medium-term
Ecology	Fiscal Responsibility	Natural Capital	Establish a Terms of Reference document for Life Cycle Cost Analysis of large-scale projects that may impact the environment and natural systems	<b>Lead:</b> P&E	Medium-term
Innovation	Social Equity	Housing Strategy	Develop Lloydminster Housing Strategy.	<b>Lead:</b> SPS <b>Support:</b> ED, P&E	Short-term
Innovation	Social Equity	Universally Accessible Design and Age Friendly Design	Develop Universally Accessible Design and Age Friendly Guidelines.	<b>Lead:</b> P&E <b>Support:</b> SPS	Short-term
		Building Maintenance	Undertake an accessibility audit of existing public buildings.	<b>Lead:</b> BM <b>Support:</b> SPS	Medium-term
		Economic Development	Establish an incentive program to encourage the private sector to undertake a universal accessibility audit of existing buildings.	<b>Lead:</b> P&E <b>Support:</b> SPS	Medium-term
Innovation	Fiscal Responsibility	Agri-Business	Undertake Market Needs Analysis and Retail Gaps Analysis.	<b>Lead:</b> ED <b>Support:</b> Com	Short-term
Innovation	Fiscal Responsibility	Downtown Improvement Program	Establish Downtown Improvement Program.	<b>Lead:</b> ED	Short-term
Innovation	Fiscal Responsibility	Agri-Business	Support provincial and federal efforts to promote and market local agricultural produces in a positive light supported by data.	<b>Lead:</b> ED <b>Support:</b> Com	Short-term
Community Health	Urban Form	High Quality Urban Design Throughout Lloydminster	Develop design guidelines for: corridors, gateways, and neighbourhood villages.	<b>Lead:</b> P&E	Short-term
Community Health	Urban Form	Policing/Safer Community	Develop a Community Safety Plan.	<b>Lead:</b> PS	Short-term
Community Health	Urban Form	Crime Prevention Through Environmental Design (CPTED)*	Develop a Community Safety Plan.	<b>Lead:</b> PS	Short-term

Community Health	Urban Form	Development adjacent to transit	Undertake a Public Transit Feasibility Study to gauge the viability of transit options along key corridors in Lloydminster and improve connectivity of residential areas to key public destinations or urban nodes.	<b>Lead:</b> P&E	Short-term
Community Health	Urban Form	Redevelopment and Intensification	Develop Area Redevelopment Plans for select mature neighbourhoods to guide future intensification in those neighbourhoods.	<b>Lead:</b> P&E	Medium to Long-term
Community Health	Urban Form	Urban Design Guidelines and Residential Infill Guidelines	Develop Urban Design Guidelines for specific areas in the City. Develop Infill Design Guidelines.	<b>Lead:</b> P&E	Medium to Long-term
Community Health	Mobility and Connectivity	Municipal Development Standards (MDS)	Update Municipal Development Standards (MDS).	<b>Lead:</b> PS <b>Lead:</b> P&E	Medium-term
Community Health	Mobility and Connectivity	Traffic-Calming and Safety	Review Accident Incident rates annually (pedestrian-vehicle collisions) as reported by RCMP.  Undertake annual traffic counts at locations identified through citizen complaints, accident incident locations and Department Review.	<b>Lead:</b> PS  <b>Lead:</b> P&E	Short-term  Short-term, Annual
Community Health	Social Equity	Social Policy Framework	Develop a Social Policy Framework	<b>Lead:</b> SP&S	Medium-term
Community Health	Fiscal Responsibility	Inventory of Industrial Land	Develop the inventory of well-located and serviced industrial sites	<b>Lead:</b> ED	Short-term
Community Health	Fiscal Responsibility	Coexistence of Existing Development with Oil and Gas Facilities	Develop Oil and Gas Policy	<b>Lead:</b> P&E <b>Support:</b> ED	Short-term
Community Health	Fiscal Responsibility	Utility Infrastructure Funding	Identify Infrastructure Upgrading requirements	<b>Lead:</b> P&E	Medium-term
Initiative	Mobility and Connectivity	Complete Streets	Develop Complete Street Design Standards	<b>Lead:</b> P&E	Short-term
Initiative	Fiscal Responsibility	Transit Feasibility	Develop Public Transit Feasibility Study.	<b>Lead:</b> P&E	Short-term
Initiative	Fiscal Responsibility	Shared Services	Investigate the feasibility of developing regional cost sharing agreements	<b>Lead:</b> ED	Short to Medium-term
Initiative	Fiscal Responsibility	Intermunicipal Collaboration for Solid Waste Management and Municipal Servicing	Work with regional partners to develop a coordinated solid waste management strategy, stormwater management strategy and where applicable, regional municipal servicing strategies.	<b>Lead:</b> P&E	Medium-term

## 5.4 Regulation/Administrative Process

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Belonging	Urban form	Safe Spaces	The City shall invest in Crime Prevention Through Environmental Design (CPTED) training	<b>Lead:</b> P	Short-term
Belonging	Mobility and Connectivity	Universal Accessibility	City to develop a separate policy for Accessible Parking.	<b>Lead:</b> P&E	Short-term
Belonging	Mobility and Connectivity	Alternative Transportation	Establish a process to issue business licensing for electric scooters, electric bikes etc. for potential service providers	<b>Lead:</b> ED <b>Support:</b> Fin	Medium-term
Belonging	Mobility and Connectivity	Alternative Transportation	Update Parking Standards in the Land Use Bylaw to define the minimum number of electric car charging stations required for major commercial developments.	<b>Lead:</b> P&E	Short-term
Belonging	Fiscal Responsibility	Shared Economy	Review Land Use Bylaw and provide additional clarity to residents and businesses related to shared tourist accommodation related uses.	<b>Lead:</b> P&E	Short-term
Innovation	Urban Form	Vehicle-oriented commercial	Update the Land Use Bylaw to: <ul style="list-style-type: none"> <li>• Include enhanced landscaping standards for vehicle oriented commercial developments</li> <li>• Review and update the Existing Highway Corridor Overlay in the Land Use Bylaw</li> </ul>	<b>Lead:</b> P&E	Short-term
Community Health	Urban Form	Municipal Development Standards	Update Municipal Development Standards to provide additional road right-of-way options	<b>Lead:</b> P&E	Short to Medium-term
Innovation	Urban Form	Alternative Housing Forms	Update Land Use Bylaw to establish tiny homes as a new use class and develop 'specific development regulation' to explain develop requirements associated with tiny homes	<b>Lead:</b> P&E	Short-term
Innovation	Climate Resilient	Low Impact Development (LID)	Create Lloydminster-specific LID Guidebook for developers	<b>Lead:</b> P&E <b>Support:</b> ED	Short-term
Community Health	Urban Form	Industrial Development Standards	Update Land Use Bylaw to include additional industrial development standards	<b>Lead:</b> P&E	Short-term
Initiative	Climate Resilient	Solid Waste Reduction and Recycling	Review and update the Waste Services Bylaw to require source-segregation of solid waste. Establish a long-term Waste Management Strategy to provide ongoing direction for the waste collection, operation, and treatment	<b>Lead:</b> ES <b>Support:</b> LS	Short-term Short-term
Initiative	Social Equity	Promoting Mixed Use	Update Land Use Bylaw to include relevant land use districts to allow more opportunities for mixed-use developments	<b>Lead:</b> P&E	Short-term
Initiative	Social Equity	Home Businesses, Small-scale businesses	Update Land Use Bylaw to allow home-based businesses, outdoor patios, tourist homes, and similar uses	<b>Lead:</b> P&E	Short-term

## 5.5 Grants/Programs/Incentives/Funding

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Belonging	Urban Form	Neighbourhood Revitalization	Explore the feasibility of potential City led Neighbourhood Revitalization Program.	<b>Lead:</b> P&E <b>Support:</b> Com	Medium to Long-term
Belonging	Mobility and accessibility	Universal Accessibility	Undertake a study to review the feasibility of a 'Barrier Free Access - Retrofit Grant'	<b>Lead:</b> ED <b>Support:</b> P&E, Com, Fin, SPS	Medium-term
Belonging	Climate Resilient	Reuse, recycle and reduce	Provide continued support to initiatives such as pitch-in week and green-bin program	<b>Lead:</b> ES <b>Support:</b> Com	Ongoing
Belonging	Social Equity	Support voice of youth and young adults	Establish a grant/incentive program to organizations involved with youth and young adults	<b>Lead:</b> SPS <b>Support:</b> Fin	Short-term
Culture	Urban Form	Compatible Development Adjacent to Heritage Properties	Establish a Heritage Conservation Incentive program	<b>Lead:</b> P&E <b>Support:</b> R&C, ED	Medium to Long-term
Culture	Urban Form	Celebrate history	Establish an incentive program to support experiential tourism in Lloydminster and regional indigenous communities	<b>Lead:</b> ED <b>Support:</b> Com	Medium-term
Culture	Urban Form	Winter City	Undertake a study to establish Lloydminster specific Winter City Design Guidelines	<b>Lead:</b> P&E	Short-term
Culture	Mobility and Connectivity	Supportive Transportation	Undertake a feasibility study for Supportive Transportation initiatives (ride share program, on-demand transit for seniors etc.) as part of the Public Transportation Master Plan	<b>Lead:</b> P&E <b>Support:</b> Com	Short-term
Culture	Climate Resilient	Promote the use of local species in landscaping	Create an inventory of suggested local planting species to be used by the development industry	<b>Lead:</b> PGS	Short-term
Culture	Social Equity	Public Art	Develop a new 'Public Art Program' for private sector projects	<b>Lead:</b> R&C <b>Support:</b> P&E, LS	Medium-term
Innovation	Urban Form	Revitalization of established mature commercial areas	Explore the feasibility for a corner store grant program, commercial retrofit grants program, and facade improvement grant program.	<b>Lead:</b> ED <b>Support:</b> Fin	Short-term
Initiative	Social Equity	Housing	Support/grants/programs for the community partners	<b>Lead:</b> SPS <b>Support:</b> Fin	Long-term (need to develop an approach)
Initiative	Social Equity	Aging Well in Community	Support/grants/programs for seniors	<b>Lead:</b> SPS <b>Support:</b> Fin	Long-term (need to develop an approach)
Initiative	Social Equity	Building Social Capital	Establish a Volunteer Attraction and Retention Program	<b>Lead:</b> SPS <b>Support:</b> Com	Consideration is in the 5 year strategic plan. Need a net new to get it done. Long term.

## 5.6 Partnerships

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Belonging	Social Equity	Opportunities for celebration	Develop new partnerships with local cultural organizations	<b>Lead:</b> SPS <b>Support:</b> R&C	Ongoing, Long-term.
Culture	Fiscal Responsibility	Work with Schools and Community Groups	Partner with schools and community groups for joint use of facilities	<b>Lead:</b> R&C <b>Support:</b> P&E,PGS	Ongoing, Long-term
Community Health	Social Equity	Attainable and Special Needs Housing	Establish new partnerships with non-profit groups, developers and other agencies	<b>Lead:</b> SPS <b>Support:</b> ED, P&E	Ongoing, Long-term
Community Health	Fiscal Responsibility	Access to primary care	Establish partnerships with Lloydminster & District Health Advisory Council and Lloydminster Bi-Provincial Committee to develop a Social Policy Framework	<b>Lead:</b> SPS	Short-term
Community Health	Fiscal Responsibility	Efficient use of school sites	Partner with school boards for joint use of Facilities	<b>Lead:</b> P&E, PGS	Short-term
Initiative	Fiscal Responsibility	Heavy Oil & Agriculture	Develop a partnership with O&G industry Develop partnerships with the local Agricultural industry	<b>Lead:</b> ED <b>Support:</b> Com	Short-term

## 5.7 Monitoring

Value	Driver	Theme	Action	Responsible Department (ED, LD, TS, ES, P & E, R & C, SP & S, BM, LS, Fin, IT, FCSS, PS, ES, AT, Com, HSW, HR, PGS)	What is the priority? (Short: 0 - 3 yrs, Medium: 4 - 7 yrs, Long: 8 - 10 yrs)
Belonging	Climate Resilient	Alternative Transportation	Work towards procuring electric vehicles	<b>Lead:</b> TS	Short-term to medium-term
Belonging	Climate Resilient	Urban Forests	Develop a robust and fully funded urban forest program supported by council adopted policy.	<b>Lead:</b> PGS <b>Support:</b> IT	Short-term
Community Health	Social Equity	Outdoor Playing Surfaces	Update Parks & Green Spaces Master Plan with a focus on future need, location, equitable distribution/population threshold triggers for playgrounds, operation and management etc.,of outdoor playing surfaces (pickleball, soccer, cricket, etc.)	<b>Lead:</b> PGS	Short-term
Community Health	Fiscal Responsibility	Future Utilities Provision	Establish indicators for the implementation of the Utility Master Plan.	<b>Lead:</b> P&E	Short-term

Community Health	Fiscal Responsibility	Compliance with Sanitary Sewer and Stormwater Management Plans	Establish indicators for the implementation of the Sanitary Sewer Master Plan and Storm Drainage Master Plan.	<b>Lead:</b> P&E	Short-term
Climate Resilience	Fiscal responsibility	Resource Recovery Program	Develop & implement resource recovery programs Develop partnerships with industry, regulatory agencies, etc.	<b>Lead:</b> ES	Medium-term
Community Health	Social Equity	Access to seasonal healthy food	Explore options for 'incredible edible' public landscaping to access free and healthy food	<b>Lead:</b> P&E <b>Support:</b> PGS	Short-term
Climate Resilience	Fiscal Responsibility	Water Conservation	Create and implement residential and nonresidential water conservation program	<b>Lead:</b> ES <b>Support:</b> Com	Short-term
Innovation, Climate Resilience,	Fiscal Responsibility,	Procurement process Minimum Environmental Standards	Revisit procurement process related to environmental costs/benefits and long terms/life cycle costs  Establish minimum environmental standards for all new and retrofitted public buildings and infrastructure, i.e., low flow fixtures, LED lighting, solar photovoltaics, green roofs, organics separation, etc.	<b>Lead:</b> ES <b>Support:</b> P&E, LS	Medium-term
Ecology	Fiscal Responsibility	Standards for sanitary sewer discharge management	Enhance processes and standards for sanitary sewer discharge management.	<b>Lead:</b> ES	Short-term
Belonging	Urban Form	Municipal cemetery	Ensure maintenance and future capacity of municipal cemetery	<b>Lead:</b> PGS	Short, Medium, Long-term

# 6. Definitions

<b>A</b>	
Accessibility	Accessibility refers to the absence of barriers that prevent people from participating and contributing to society. The term also refers to the universal design of products, devices, services, and environments that people with disabilities can independently use.
Active transportation	Any mode of transportation by which people use their own energy to power their motion, including walking, rolling, running, cycling, cross-country skiing, skateboarding, snowshoeing, roller blading, and the use of a wheelchair.
Affordable housing	Housing that is priced below the average market cost as a result of government subsidies. Housing is also considered affordable if it costs less than 30% of a household's before-tax income.
Alternative energy	Alternative energy, or renewable energy, is energy derived from natural processes that are replenished at a rate equal to, or faster, than the rate they are consumed. Forms of alternative energy include energy generated from solar, wind, geothermal, hydropower, solid biomass, biogas, and liquid biofuels.
Area Redevelopment Plan (ARP)	A statutory plan, as defined by the Municipal Government Act, that guides the redevelopment of existing developed areas.
Area Structure Plan (ASP)	A statutory plan, as defined by the Municipal Government Act, that guides the future land use, transportation, utility, and phasing of development for undeveloped land.
Asset, cultural	Cultural assets are the buildings, locations, or other features of a community that are considered historically or socially significant. Cultural assets are associated with place(s).
Asset, social	Social assets are networks, organizations, or institutions where people and communities come together, build and share knowledge. Social assets are associated with people.
<b>B</b>	
Belonging	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that fosters equity, inclusion, and opportunities to contribute.
Built environment	People-made places and spaces designed and constructed to serve their social, economic, and environmental needs. The built environment can often refer to the function, shape, and configuration of buildings and their relationship to streets and open spaces.
<b>C</b>	
City-building	A process by which a community works together to shape and change a city over time to achieve a desired future.
Climate change	Long-term change in weather patterns over a period of time running from decades to millions of years.
Climate resilience	A community driver for Connection to Our Future. Climate resilience is our ability to anticipate, prepare for, and respond to hazardous events or disturbances related to climate.
Community driver	Aspects of Lloydminster that directly inform city-building. They are tangible topics or characteristics we, as a community, can look to when we make decisions about our future. There are five community drivers that form the basis of city-building in Lloydminster: urban form, mobility and connectivity, climate resilience, social equity, and fiscal responsibility.
Compact design/development	A design approach and pattern of land use that reflects efficient use of land, walkable neighbourhoods, mixed uses (residential, retail, workplace and institutional, multi-modal transportation access and the efficient use of infrastructure.

Complete street design	An approach where streets are designed and operated to enable safe access for all users: pedestrians, cyclists, motorists, and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work.
Connectivity	The directness and density of links and connections in a network, for example, a pathway or a road system.
Corridor	A place for movement, living, and commerce that is anchored by the mobility system and well connected to surrounding land uses. There are two types of corridors: <ul style="list-style-type: none"> <li>• Primary corridor is a prominent urban street designed for living, working and moving. It serves as a destination in itself, but also provides critical connections throughout the city and beyond, and</li> <li>• Secondary corridor is the vibrant residential and commercial street that serves as a local destination for surrounding communities</li> </ul>
Courtyard housing	A form of housing that is oriented around a shared outdoor open space or garden and surrounded by residential development, typically medium-density.
Culture	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that enables celebration, cultivates the arts and supports recreation.

<b>D</b>	
Densification	The process of increasing the density of people living in an urban area.
Developing area	Areas that are not fully built out. These areas are typically along the southern edge of Lloydminster, both on the east and west side.
District	A group of neighbourhoods with amenities that supports living locally.
Downtown	The commercial, cultural, historic, political and geographical center and heart of Lloydminster.

<b>E</b>	
Ecology	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that is resilient, accountable and accommodates the well-being of our natural systems.
Equitable	Fair treatment, access, opportunity and advancement for everyone, while at the same time striving to identify and eliminate barriers that have prevented the full participation of any group.
Established neighbourhood	Areas that have been fully built out and with the primary characteristics of houses with garages fronting the street and curvilinear street patterns. A majority of residential development in Lloydminster can be categorized as an established neighbourhood.
Environmental Reserve (ER)	Land that is not suitable for development and contains features such as a swamp, gully, ravine, coulee, floodplain or natural drainage course. Environmental reserves are used to preserve natural features of the land, prevent pollution, ensure public access and prevent the development of land that is subject to flooding or unstable.

<b>F</b>	
Future land use concept	A depiction of the existing and future land use pattern for Lloydminster.
Fiscal responsibility	A community driver for Connection to Our Future. Fiscal responsibility is our ability to find a balance, just right for us, between the services our municipal government provides and what we are willing to spend.
Frontage, building	The area of a building wall that faces a street.
Focal point	Areas of interest or emphasis within the built environment. Focal points are often places of gathering, such as plazas or squares, that contribute to a vibrant street.

<b>G</b>	
Greenfield development	Conversion of land that has not previously been developed. Greenfield development often occurs on agricultural land, or the natural environment, to expand the built environment.
Ground-oriented development	Development that consists of separate entrances for each unit, at ground level.
<b>H</b>	
Health	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that fosters community well-being and is built to be accessible to people of all ages and abilities.
High-density residential	Housing that includes mid-rise and high-rise buildings, often mixed with commercial and retail uses.
Human scale	Designing spaces within the built environment to be proportional to the human dimension. This includes both a physical and sensory perception of the environment.
<b>I</b>	
Infill	Development in mature or built-up areas of the city occurring on vacant or underutilized lands, behind or between existing development.
Infrastructure	The physical assets developed and used to support the city's people and activities. The City's infrastructure inventory includes assets such as drainage, roads, parks and green spaces, buildings, transit facilities, traffic controls, emergency services, etc.
Initiatives	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that fosters cooperation, coordinates and collaborates, and is transparent.
Innovation	A core value of Connection to Our Future derived from the community. In Lloydminster, we want a city that is economically diverse, prosperous and provides diverse opportunities.
Intended outcomes	Statements of what the City of Lloydminster needs to accomplish in order to a city-building outcome.
Intensification	Development at a higher density than currently exists, particularly in support of nodes, corridors, and neighbourhood villages.
Intermunicipal Development Plan (IDP)	Statutory plan that provides for the coordination of planning between two municipalities.
<b>J</b>	
<b>K</b>	
<b>L</b>	
Land Use Bylaw (LUB)	The Bylaw that divides the city into land use districts or zones and establishes procedures for deciding on development applications.
Land use pattern	The arrangement of different types of land uses across a geographical area, such as a municipal boundary.
Live/work unit	A development type that contains one dwelling in addition to dedicated floor space for the purpose of conducting work.
Low-density residential	Housing that includes single-detached, row housing, tiny homes, or multi-unit housing.
Low Impact Development (LID)	Systems, processes, or infrastructure that mimics natural hydrology by managing stormwater close to its source.

<b>M</b>	
Mature neighbourhood	Areas that have been fully built out, are often located within close proximity of the downtown and have a grid street pattern.
Medium-density residential	Housing that includes row housing, stacked row houses and low to mid-rise apartments.
Mixed-use	Development that includes a combination of different land uses such as residential, commercial, retail, institutional, and recreational. Mixed uses can not only be on the same site but within the same buildings.
Mobility and connectivity	A community driver for Connection to Our Future. Mobility and connectivity are the ways that are available for people and goods to move around the city and the levels of connection they provide.
Multi-modal	The availability of more than one form of transportation such as biking, walking, transit, and motorized vehicles.
Municipal Development Plan (MDP)	A statutory plan, as defined by the Municipal Government Act, that outlines the direction and scope of future growth and development.
Municipal Reserve (MR) land	Land designated for use as public parks, recreation facilities, or schools for the general public.

<b>N</b>	
Naturalized	The process by which a developed area is returned to nature. This process can include the reintroduction of natural species, such as plants, and other natural processes.
Neighbourhood villages	Unique urban environments that are human-scaled, walkable, and feature a compact mix of uses.
Nodes	Centers of activity of different shapes and sizes within a City. Nodes can include a variety of housing types, land uses, and gathering spaces.

<b>O</b>	
Open space	An area of outdoor land or water that is publicly owned or publicly accessible. This may include parks, civic spaces, provincial or federal parkland, institutions, and other public spaces.

<b>P</b>	
Passive	A preference we can establish for a community driver. A passive preference accepts or allows what happens or what others do, without active response or resistance.
Pedestrian-oriented	A design process that refers to features within the built environment that encourage pedestrian activity and mobility.
Placemaking	Placemaking is a participatory process that considers planning, design, and management of public spaces, by capitalizing on community assets to promote people's well-being, health, and happiness.
Preferences	The direction we prefer to take for the community drivers in Connection to Our Future.
Proactive	A preference we can establish for a community driver. A proactive preference is action based and creates a controlling situation by causing something to happen rather than responding to it.
Public Realm	Public realm relates to streetscape elements within the public right of way such as sidewalks, street furniture, seating areas, lighting, trees, landscaping and similar elements that contribute to the overall image of the street or roadway.
Public space	Space on public or private land that is open to the public.

<b>Q</b>	

<b>R</b>	
Redevelopment	The change or growth in land use on previously developed land in existing urban areas.
Reactive	A preference we can establish for a community driver. A reactive preference acts in response to an event or action, rather than creating or controlling it.

<b>S</b>	
Shared economy	An economic model in which goods and resources are shared by individuals and groups in a collaborative way such that physical assets become services (e.g.: Uber, Airbnb, Skip The Dishes).
Social equity	A community driver for Connection to Our Future. Social equity is our ability to seek justice, equity, diversity, and inclusion for all people in our community.
Scattered development	A preference for an urban form that follows market demand and serves the current needs of a community but is not well integrated or connected within the greater city context.
Sustainability	Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

<b>T</b>	

<b>U</b>	
Urbanized	An area with an increased density of human-created structures in comparison to the areas surrounding it.
Urban form	A community driver for Connection to Our Future. Urban form is the physical characteristics of what we build in the city, including the shape, size, density, and configuration of buildings and infrastructure.
Urban fabric	Describes the physical characteristics of urban areas, usually describing the building types, streets, open spaces, frontages, and streetscape.

<b>V</b>	
Values	Derived through a comprehensive engagement process, values guide the choices we make for the future of Lloydminster. The core values of Connection to Our Future include belonging, culture, ecology, innovation, community health, and initiative.

<b>W</b>	
Walkability	The extent to which the built environment allows people to walk to get to everyday destinations for work, shopping, education and recreation, and which can be affected by street connectivity, mix of land uses, destinations and pedestrian infrastructure.

<b>X</b>	

<b>Y</b>	

<b>Z</b>	

