



GOING BEYOND BORDERS:

A BLUEPRINT FOR ECONOMIC RESILIENCE

ECONOMIC
DEVELOPMENT
STRATEGIC PLAN
2026–2031



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1.0 Executive Summary

The 2026–2031 Economic Development Strategic Plan marks a pivotal shift for the City of Lloydminster. Building on our unique bi-provincial identity, this plan incorporates innovation, connectivity and talent and goes beyond traditional land-based development.

The strategic mission is to systemize success, ensuring that it simplified and streamlined to grow an enterprise, start a business. By fostering a bi-provincial test bed for new industries and doubling down on our role as a regional centre, we will secure fiscal sustainability for our residents while leading the Edmonton-Saskatoon corridor.

Built upon the foundation of the municipal strategic plan and informed by community and stakeholder consultation, this plan focuses on key priorities that will transition Lloydminster from a regional service hub into a premier destination for talent, innovation and industry.





2.0 Vision, Mission & Values

VISION

Securing economic resiliency and diversity through bi-provincial innovation, business development, and a borderless mindset.

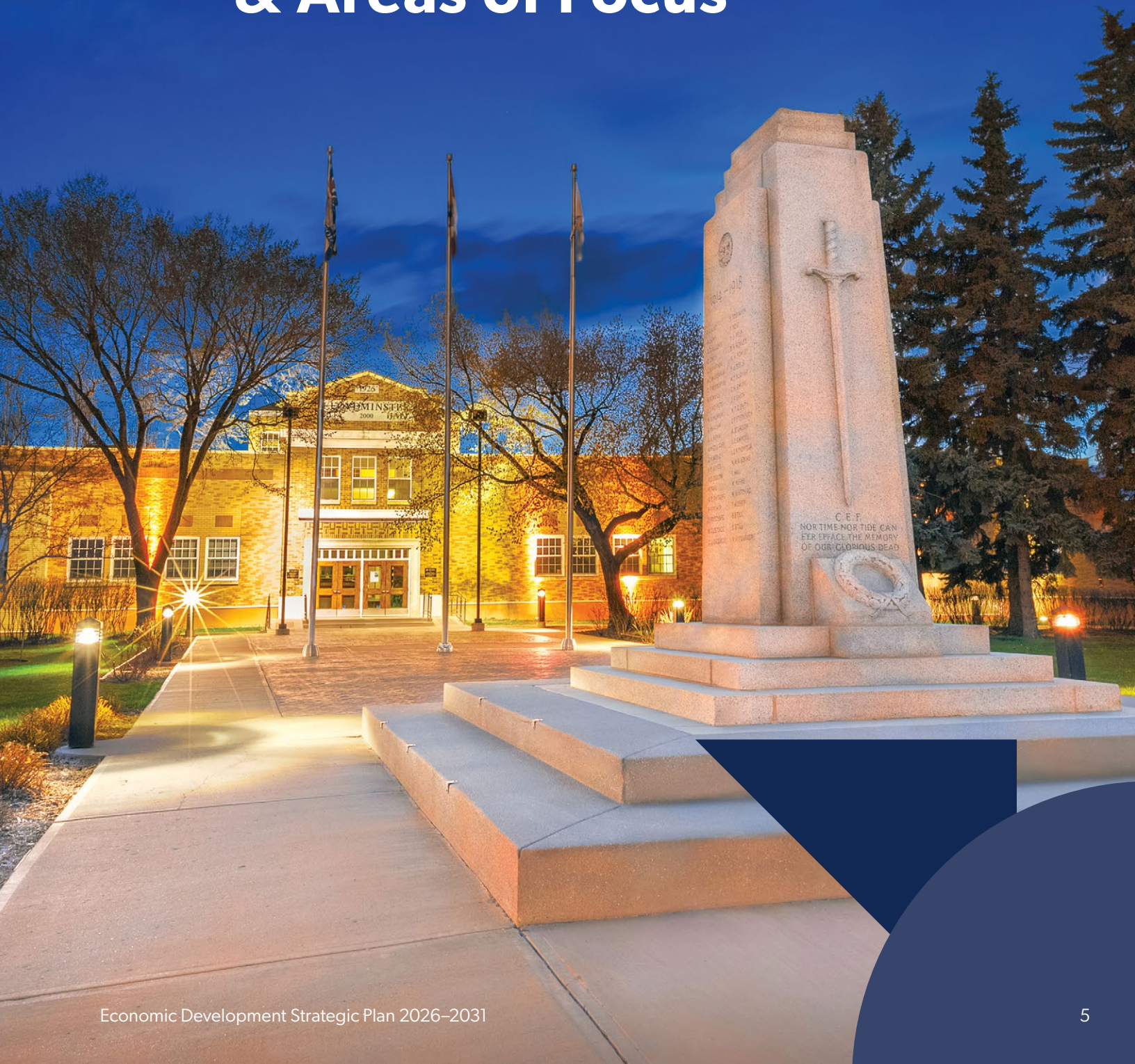
MISSION

To actively deliver the systems, supports and infrastructure that attracts investment, retains local talent and fosters a diverse, future-ready economy.

VALUES

- **Innovation:** Welcoming of new ideas, takes informed risks, and adapts to modern and streamlined processes.
- **Integrity:** Providing certainty and clarity for investors, founders and builders.
- **Regionalism:** Anchoring the trade area to ensure regional wealth stays in the region.
- **Collaboration:** Bridging the gap between the public sector, private industry and community and educational partners.

3.0 Strategic Pillars & Areas of Focus





PILLAR 1:

The Innovative Ecosystem



Entrepreneurial Network; Business & Growth

Focus: Supporting existing businesses and future investment while evolving core sectors.

Fostering a supportive business environment where organizations can expand and evolve.

- **Business Retention & Expansion (BR&E):** Supporting B2B networking, coaching, training, and advisory supports to ensure local firms can start, rebound, scale and mature.
- **Sector Evolution:** Moving from primary resources to value-added leadership in ag-tech, energy services, technology, and manufacturing. Innovation and sector evolution are paths to a diversified tax base that protects residential taxpayers.
- **Data-Driven Growth:** Renewing centralized business hub to provide local businesses with the market research, data, and information needed to compete beyond our borders.
- **Unified Brand:** Continue to develop and support the Lloydminster identity for investment attraction.



PILLAR 2:

The Connectivity Hub



Integrated Connectivity; Infrastructure & Access

Focus: Leveraging geography and infrastructure to lead the region.

Lloydminster's geography is a valuable asset, moving beyond a pathway to becoming a high-efficiency logistics and transportation anchor along Highway 16 and 17

- **Lloydminster Airport:** Securing daily commercial air service and developing airport lands for logistics. Building on the already established rail and highway network serving the region to become an inland port.
- **Regional Anchor:** Expanding our influence as a regional service hub to capture market leakage and grow the non-residential tax base.
- **Land Assets:** Ensuring availability of commercial, residential, and industrial lands are ready for investment.
- **Digital Readiness:** Ensuring city-wide broadband excellence and access to digital training, expertise, and innovation to support remote work and tech-heavy businesses.
- **Intergovernmental Relations:** Maintaining ongoing connections with all levels of government, indigenous partners, and community stakeholders; reevaluating bi-provincial barriers and reducing regulatory friction.



PILLAR 3:

The Talent Magnet



The Lifestyle Economy; People & Place

Focus: Making Lloydminster a choose-to-stay community.

To remain competitive, Lloydminster must be more than a place to work; it must be a place where people choose to build a life. This focus has a high priority and represents some of the most significant long-term challenges.

- **Youth & Talent Retention:** Partnering with local school divisions, post-secondary institutions and other educational partners to bridge workforce gaps through integrated learning and homegrown entrepreneurship; creating an education-to-employment pipeline.
- **Foundational Advocacy:** Recognizing that health and education standards are critical economic drivers for business attraction and are the fuel that talent will run on.
- **Housing, Health & Amenities:** Addressing the barriers of housing affordability and availability, diverse health care needs, livable amenities, access to recreation, community safety, and quality of life to attract and retain young families.
- **Choose Lloydminster:** Continuing to develop targeted campaigns and offer newcomer supports to diversify the workforce.



PILLAR 4:

Visitor Economy



Downtown, Sport and Event Tourism

Focus: Creating a destination that draws local and regional visitors and investment.

- **Downtown Revitalization:** Implementing the Downtown Area Redevelopment Plan (DARP) to transform the community's core into an economic engine.
 - **Event Central:** Leveraging our premier facilities to host provincial and national level sporting and cultural events that fuel the hospitality sector and bring regional commerce.
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4.0 The Bi-Provincial Laboratory

Lloydminster will position itself as a regulatory sandbox where the provinces of Alberta and Saskatchewan can pilot harmonized policies.

In addition to provincial unity, this will support the federal government's mandate to reduce bi-provincial trade barriers. Through the municipality's newly created Inter-Governmental Liaison position, and by leveraging community partners and industry leaders, this laboratory project will:

- **Reduce Friction:** Pilot single-window permitting, licensing and operational requirements to enable border-crossing commerce.
- **Capture Advantage:** Turn jurisdictional hurdles into a unique selling propositions for site selectors and potential community investment.
- **Homegrown Talent Fellowship:** Partner with educational institutions and industry to create a competitive youth and talent retaining program.



5.0 Implementation Strategies & Tasks

Success will be measured by the ability to achieve success while planning for long-term actions.

5.1 Quick Wins

(Years 1–2)

Innovative Ecosystem

- **Ease of Doing Business:** Assessment, audit and process reconstruction for the most used permitting processes.
- **B2B Expansion:** Support networking opportunities and municipal-business communication through Business Walks, Economic Development Information events, and CEO Roundtable programs.
- **Local Supply Chain Mapping:** A database that supports local supply chain, from inputs to products.
- **Succession Planning Workshops:** Retaining existing businesses through support with succession planning.
- **Data-Driven Growth:** Utilizing valuable data, market research, and studies that should be gathered or undertaken to assist with businesses and investors making critical decisions.
- **Open for Business:** Continually develop market research to advance opportunities, generate business leads and position Lloydminster as a destination for investment, startup and relocation.
- **Investor Concierge:** end-to-end support for potential Industrial and Ag sector investors.

Talent Magnet

- **Remote Worker Incentive:** A “Choose Lloyd” package, which includes community introductions, housing options, co-working memberships, etc. for major metro centers.
- **Youth Entrepreneurship Pitch-Off:** A “Dragon’s Den” style event for high school and college students with seed funding for well developed opportunities.

Visitor Economy

- **Tournament Concierge:** Develop a digital welcome package which includes local retail, hospitality, recreation and Lloydminster-specific incentives for visitors within the tourism and sporting industry.
- **Facade Improvement Grants:** Funding matching grants for business owners which encourage enhancements to storefronts, awnings and lighting.

- **“After 5” Strategy:** Incentives to pair recreation and entertainment with local commerce, providing opportunities for longer operating hours and services.
- **Vacant Window Gallery:** Partnering with local artists to fill vacant storefront windows with professional art to support community connection and rejuvenate vacant spaces.
- **Event Impact Assessment:** Connect businesses and entertainment through economic analysis following large tournaments and tourist-friendly events.
- **“Stay an Extra Day” Campaign:** Enhanced marketing packages to encourage post-event tourism and commerce.

Connectivity Hub

- **Air Service Recruitment:** Execute a multi-year recruitment strategy for a regular air carrier.





5.2 Strategic Moves

(Years 3–5)

Innovative Ecosystem

- **Ag-Tech Demonstration Site:** Partnering with local producers and post-secondary institutions to use Land Division land as a “testbed” for new agricultural technologies.
- **Energy Service Diversification:** Training programs to assist local oilfield service companies pivot their skills into alternative energy projects.
- **Investor Discovery Tours:** Curated tours for site selectors focusing specifically on value-added processing opportunities.

Connectivity Hub

- **Airport Master Plan:** Capital upgrades to progress identified opportunities including delivery hubs, storage, drones, distribution centre, education and training.
- Digital Connectivity Heatmap:** Mapping fiber-optic availability to identify “dead zones” that are active barriers for tech-heavy businesses.

- **Strategic Land Development:** Ensure growth and development is initiated strategically, collaboratively with developers, and diversely across all zones.

Talent Magnet

- **Post Secondary Partnership:** Establish formal key performance indicators and tracking of graduates for workforce integration with post secondary institutes.
- **Trades and Apprenticeship:** Establish Lloydminster as key training grounds for trades with an abundance of employment opportunities, a variety of certification options, and an amenity filled community ideal for young people.

Visitor Economy

- **Downtown DARP:** Support the initiatives and mandates of the DARP to sustain revitalization efforts.

5.3 Monitoring & Evaluation

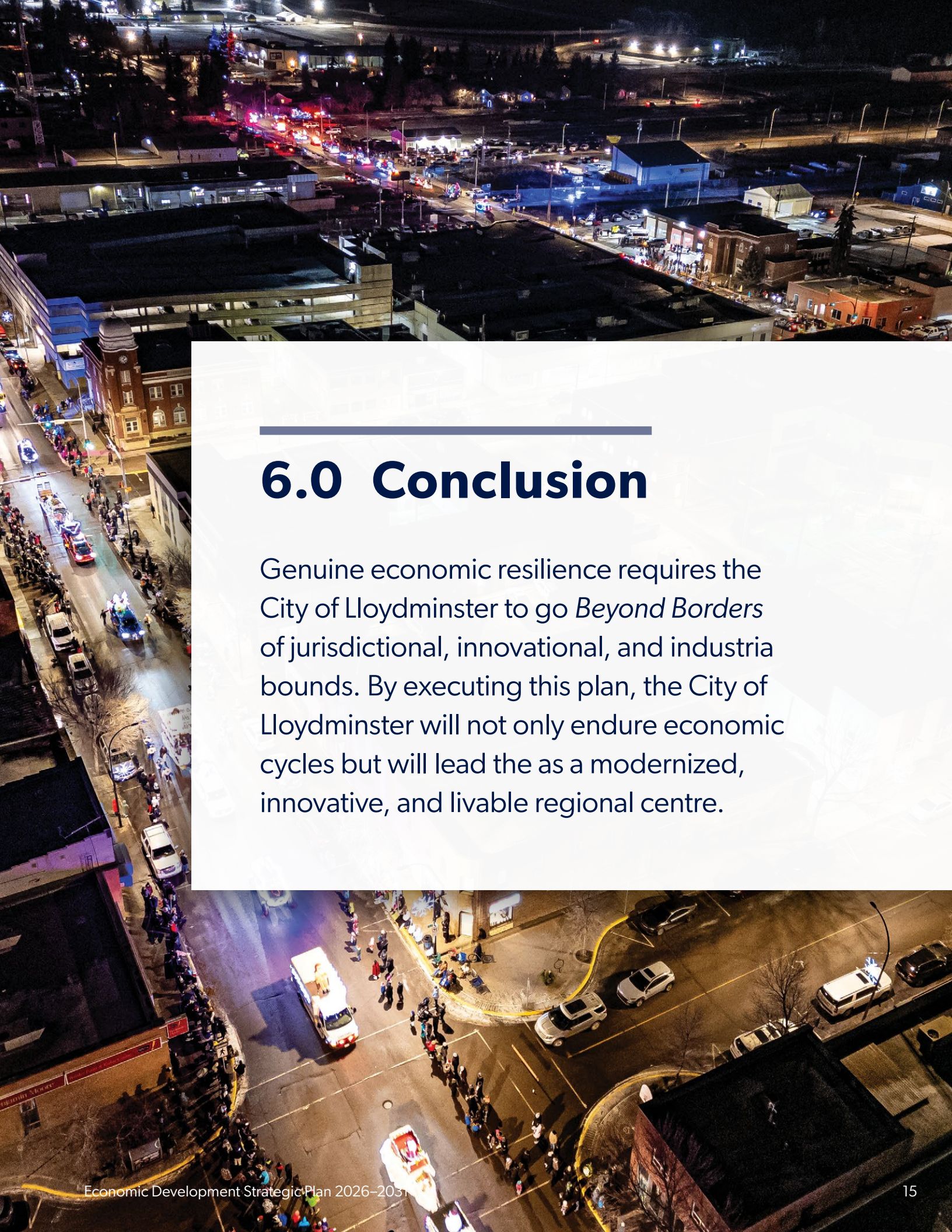
Progress will be tracked through quarterly reports to the Economic Advisory Committee and an annual Economic Development report to City Council, focusing on:

- **Fiscal Balance:** Ratio of commercial vs. residential tax revenue.
- **Talent Growth:** Number of post secondary graduates retained locally.
- **Investment Pipeline:** Speed of permitting from inquiry to open for business.

Additional valuable Key Performance Indicators include:

- Business satisfaction
- Land sales
- Business diversity by sector
- Number of businesses opened, closed, transitioned
- Real estate values
- Retail sales activity
- Level of wealth and earnings
- General affordability



An aerial night photograph of a city street during a parade. The street is filled with people, cars, and floats. The city lights and buildings are visible in the background.

6.0 Conclusion

Genuine economic resilience requires the City of Lloydminster to go *Beyond Borders* of jurisdictional, innovational, and industria bounds. By executing this plan, the City of Lloydminster will not only endure economic cycles but will lead the as a modernized, innovative, and livable regional centre.



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