

GOING BEYOND BORDERS  
to secure economic  
opportunities

# ECONOMIC DEVELOPMENT STRATEGIC PLAN

OVERVIEW 2018-2021

# MAYOR'S MESSAGE

## LAYING THE FOUNDATION FOR PROSPERITY

Warm greetings from the City of Lloydminster. We thank you for taking time to learn about our Economic Development Strategic Plan, which outlines the steps we are taking to support a healthy and vibrant local economy.

We continue to share in a sense of renewed economic optimism here in the Lloydminster region. Our core industries are strong and our business leaders are realizing new and diverse employment and entrepreneurship opportunities. We are buoyed by a restored international confidence in the energy sector and our agricultural community continues to be a steadfast economic driver.

Our city's unique bi-provincial location continues to provide economic pathways in each province. Situated directly between Edmonton and Saskatoon, Lloydminster has an estimated trade area of 130,000 to 150,000 people and is a regional service hub with a workforce of 70,000 within an hour's commute. In 2018, we welcomed Westjet as a regular service provider at the Lloydminster Airport and many of our local businesses are already reaping the benefits of enhanced flight and transportation accessibility.

Throughout Canada, the Lloydminster region is recognized for its leadership, entrepreneurial spirit and aptitude for innovation; it is incumbent upon us, as a municipality, to harness that energy and potential.

Through the development of our 2018-2021 Economic Development Strategic Plan, we have set four clear goals to support economic prosperity for our city and our region:

- Generate development through land and available assets
- Encourage business investment across key sectors
- Achieve optimal use of the Lloydminster Airport
- Approve overall attractiveness, livability and investment readiness

Each of these goals are connected to a detailed list of achievable objectives, which are outlined in this document.

Our City Council and Administration are working hard to create an environment that supports growth, diversity and vitality, because attaining genuine economic success requires a solid foundation from which to build upon.

Sincerely,

**Mayor Gerald S. Aalbers**

City of Lloydminster



PHOTO: BRIAN ZINCHUK/PIPELINE NEWS





# 1.0

## EXECUTIVE SUMMARY

In 2016, the City of Lloydminster began renewing the Economic Development model. The Economic Development Strategic Plan was developed based on Council and Senior Management deliberations, stakeholder input, comparative analysis and dialogue with the City of Lloydminster's Economic Development Department.

The Economic Development Strategic Plan overview has been prepared by Preferred Choice (DJ Leier Enterprises Ltd.) with support from the City of Lloydminster Economic Development Department.

This Strategic Plan is part of a broader economic development strategic-planning process, with the finalized framework to include plans for additional development actions.

# 2.0

## GOALS & OBJECTIVES

1

**GENERATE DEVELOPMENT THROUGH LAND AND AVAILABLE ASSETS**

2

**ENCOURAGE BUSINESS INVESTMENT ACROSS KEY SECTORS**

3

**ACHIEVE OPTIMAL USE OF THE LLOYDMINSTER AIRPORT**

4

**IMPROVE OVERALL ATTRACTIVENESS, LIVABILITY AND INVESTMENT READINESS**



### GOALS AND OBJECTIVES

- A** Encourage growth in retail, commercial, industrial and residential zones
- B** Provide a timely and effective service to support suitable development ventures
- C** Explore partnerships to advance land development

- A** Research and determine advantages to define opportunities and challenges
- B** Present the value proposition and roadmap to the Lloydminster product
- C** Target value-added expansion of the agricultural sector
- D** Explore transformational opportunities in the oil and gas sector
- E** Investigate options to enhance transportation linkages for the region

- A** Pursue a range of partnerships around the airport
- B** Initiate a regional aerotropolis feasibility study and plan
- C** Capitalize on commercial air service
- D** Ensure a quality experience for travellers
- E** Expand commercial activity surrounding the airport
- F** Encourage business investment and development around the airport

- A** Provide a high quality of life
- B** Marketing and providing a range of tourism products, attractions and experiences
- C** Encourage partnerships that advance business development
- D** Build community brand through public relations, advertising and marketing to maintain ownership position
- E** Promote the Lloydminster experience for businesses, residents, travellers and connections

# 3.0 FOUNDATION

The City of Lloydminster Council and Executive Leadership Team participated in an economic development strategic planning session on June 12, 2018 at Lloydminster City Hall. In June and July 2018, interviews took place with 19 external stakeholders regarding the economic development strategic planning process and the City's development direction. From June to September 2018, a comparative analysis examined business costs, livability and economic development resources.



# 4.0

## VISION, MISSION & VALUES



### VISION

Going beyond borders to secure economic opportunities

### MISSION

Actively deliver timely and effective information and services to attract, secure and retain business investment

## PILLARS

LD	LAND DIVISION FOR ECONOMIC DEVELOPMENT
BA	BUSINESS ATTRACTION
R&E	BUSINESS RETENTION AND EXPANSION
TME	TOURISM, DESTINATION MARKETING & EVENT HOSTING
D&D	BUSINESS DEVELOPMENT & DIVERSIFICATION



# VALUES

The economic development strategy is based on the following values:

- Creating the most responsive city for opportunities
- Taking a solutions-based approach to development challenges
- Delivering timely, professional services to secure investment
- Dedication to positive economic results for the community
- Respecting the clients' need for certainty and clarity
- Improving the position of the City for economic diversity
- Fostering positive relationships, partnerships and connections
- Positioning the community beyond borders to secure investment

## KEY PERFORMANCE INDICATORS

- Business clients' customer service
- Development timeliness
- Business-friendly impressions
- Number of jobs
- Number of people
- Number of businesses
- Business diversity by sector
- Employment sector diversity
- Land sales
- Real estate values
- Value of building permits
- Business competitive position
- Number of visitors
- Value of visitor spending
- Retail sales activity
- Level of health services
- Level of education services
- Recreation and leisure amenities
- Level of wealth and earnings
- Affordability

# 5.0

## DIRECTION, MONITORING & EVALUATION, ADVANCEMENT



### **DIRECTION**

The direction for the economic development strategic planning cycle takes all reasonable steps to position the Lloydminster area as an ideal location for investment and development.

### **MONITORING AND EVALUATION**

The aspirations and vision of the City of Lloydminster's Economic Development Strategic Plan will ultimately be realized through action on the goals, objectives, strategies and the community response to stimulate ongoing development. The City of Lloydminster's Economic Development Strategic Plan has identified a number of priority areas to advance over the next several years.

The plan needs to be tracked with annual updates on the action and progress of the Economic Development Strategic Plan.

### **ADVANCEMENT**

The Economic Development Office will work with businesses, development agencies, organizations, appropriate stakeholders and partners as required to direct sustainable resources to fully advance the implementation of the Lloydminster Economic Development Strategic Plan.

# OBJECTIVES MATRIX

The table below presents the four goals and 19 objectives connections to the five economic development pillars. For each pillar, the shading of the cell means a particular pillar is 'Primary' or 'Affiliated' with a close relationship to a particular objective.

		RELATIONSHIP TO OBJECTIVE		PILLARS				
		PRIMARY	AFFILIATED					
		LD	BA	R&E	TME	D&D		
GOAL	OBJECTIVE							
<b>1. GENERATE DEVELOPMENT THROUGH LAND AND AVAILABLE ASSETS</b>								
1. A.	Encourage growth in retail, commercial, industrial and residential zones	Primary	Affiliated	Affiliated				Affiliated
1. B.	Provide a timely and effective service to support suitable development ventures	Primary	Affiliated	Affiliated				Affiliated
1. C.	Explore partnerships to advance land development	Primary	Affiliated	Affiliated				Affiliated
<b>2. ENCOURAGE BUSINESS INVESTMENT ACROSS KEY SECTORS</b>								
2. A.	Research and determine advantages to define opportunities and challenges	Affiliated	Affiliated	Affiliated	Affiliated			Primary
2. B.	Present the value proposition and roadmap to the Lloydminster product	Affiliated	Affiliated	Affiliated	Affiliated			Primary
2. C.	Target value-added expansion of the agricultural sector	Affiliated	Primary	Affiliated				Affiliated
2. D.	Explore transformational opportunities in the oil and gas sector	Affiliated	Affiliated	Affiliated	Affiliated			Primary
2. E.	Investigate options to enhance transportation linkages for the region	Affiliated	Affiliated	Affiliated	Affiliated			Primary
<b>3. MAXIMIZE OPTIMAL USE OF THE LLOYDMINSTER AIRPORT AND SURROUNDING AREA</b>								
3. A.	Pursue a range of partnerships around the airport	Primary	Affiliated	Affiliated	Affiliated			Affiliated
3. B.	Initiate a regional aerotropolis feasibility study and plan	Affiliated	Affiliated	Affiliated	Affiliated			Primary
3. C.	Capitalize on commercial air service	Affiliated	Affiliated	Affiliated	Affiliated			Primary
3. D.	Ensure a quality experience for travellers						Primary	
3. E.	Expand commercial activity surrounding the airport	Affiliated	Affiliated	Affiliated	Affiliated			Primary
3. F.	Encourage business investment and development around the airport	Affiliated	Affiliated	Affiliated	Affiliated			Primary
<b>4. IMPROVE OVERALL ATTRACTIVENESS, LIVABILITY AND INVESTMENT READINESS</b>								
4. A.	Provide a high quality of life	Primary						Affiliated
4. B.	Market and provide a range of tourism products, attractions and experiences	Affiliated	Affiliated	Affiliated	Affiliated		Primary	Affiliated
4. C.	Encourage partnerships that advance business development	Affiliated	Affiliated	Affiliated	Affiliated			Primary
4. D.	Build community brand through public relations, advertising and marketing to maintain ownership position	Primary	Affiliated	Affiliated	Affiliated			Affiliated
4. E.	Promote the Lloydminster experience for businesses, residents, travellers and connections	Affiliated	Affiliated	Affiliated	Affiliated			Primary

# 6.0

## STRATEGIES

### 1

#### GENERATE DEVELOPMENT THROUGH LAND AND AVAILABLE ASSETS

#### A

##### ENCOURAGE GROWTH IN RETAIL, COMMERCIAL, INDUSTRIAL AND RESIDENTIAL ZONES

- Ensure all developments meet zoning and other bylaw requirements
- Determine optimal access and egress to integrate developments into transportation corridors
- Maintain linkages across various municipal plans and policies to encourage investment
- Make strategic land acquisitions and sales to maximize development across all sectors
- Capitalize on the value of land to position the City for further growth and investment

#### B

##### PROVIDE A TIMELY AND EFFECTIVE SERVICE TO SUPPORT SUITABLE DEVELOPMENT VENTURES

- Deliver valuable client support through the browsing and buying process
- Guarantee a positive experience
- Provide competitive pricing and incentives
- Ensure prompt and professional services across all civic departments
- Ensure consistency in development services
- Build our civic brand on integrity and accountability

#### C

##### EXPLORE PARTNERSHIPS TO ADVANCE LAND DEVELOPMENT

- Local and existing partnerships
- Regional partnerships
- Business partnerships
- Indigenous partnerships
- Water and sewer servicing partnerships

## 2

## ENCOURAGE BUSINESS INVESTMENT ACROSS KEY SECTORS

### A

#### RESEARCH AND DETERMINE ADVANTAGES TO DEFINE OPPORTUNITIES AND CHALLENGES

- Undertake in continual research and tracking of key performance indicators from trusted information sources
- Conduct sector-related research to advance key opportunities
- Make business retention and expansion contact with existing industry to understand and address local challenges
- Generate qualified local, regional, national and international business leads
- Attend networking and training events, seminars and forums to develop team knowledge and resources to position the community for development
- Utilize proven methods for opportunity targeting and tracking

### B

#### PRESENT THE VALUE PROPOSITION AND ROADMAP TO THE LLOYDMINSTER PRODUCT

- Develop an infrastructure asset map
- Foster Indigenous partnerships
- Foster industry partnerships
- Promote Lloydminster locally, provincially and internationally as a place that is open for business
- Work with existing industry to retain and expand investment
- Make contact and present key information with qualified investment leads
- Utilize network connections to secure opportunities
- Access available public and private funding partnerships to pursue development

### C

#### TARGET VALUE ADDED EXPANSION OF THE AGRICULTURAL SECTOR

- Celebrate and understand current and existing agricultural sector
- Agricultural processing
- Manufacturing related to agriculture
- Agricultural supply chain development
- Livestock development

### D

#### EXPLORE TRANSFORMATIONAL OPPORTUNITIES IN THE OIL AND GAS SECTOR

- Build readiness for oil and gas sector transformational changes
- Potential additional and complementary oil and gas value-added processing
- Manufacturing related to oil and gas sector
- Oil and gas sector supply chain development
- Oil and gas sector bi-products processing
- Oil and gas sector technical and service support
- Changing oil and gas extraction methods

### E

#### INVESTIGATE OPTIONS TO ENHANCE TRANSPORTATION LINKAGES FOR THE REGION

- Main highway corridors
- Conventional rail service and potential intermodal and container shipments
- Air travel and the aerotropolis initiative
- Commercial trucking and transport services
- Distribution centres
- Support of pipeline development
- Municipal road network linkages to all modes of transportation

### 3

## MAXIMIZE OPTIMAL USE OF THE LLOYDMINSTER AIRPORT AND SURROUNDING AREA

### A

#### PURSUE A RANGE OF PARTNERSHIPS AROUND THE AIRPORT

- Lloydminster Airport
- Surrounding municipalities
- Indigenous
- Industry

### B

#### INITIATE A REGIONAL AEROTROPOLIS FEASIBILITY STUDY AND PLAN

- Consult with stakeholders
- Conduct appropriate background and demographic analysis
- Identify and note best practices of aerotropolis and airport cities
- Quantify the potential scale of the opportunity
- Determine the feasibility of development of a regional aerotropolis
- Provide an implementation plan for a regional aerotropolis

### C

#### CAPITALIZE ON COMMERCIAL AIR SERVICE

- Consult with the airport and airlines to understand the needs of the air service providers
- Consult with the airport and airlines to identify commercial opportunities

### D

#### ENSURE A QUALITY EXPERIENCE FOR TRAVELLERS

- Consult with the airport and airlines to understand traveller needs and related business opportunities
- Survey travellers to determine customer satisfaction, needs, and related business opportunities

### E

#### EXPAND COMMERCIAL ACTIVITY SURROUNDING THE AIRPORT

- Promote utilization of commercial and traveller air services
- Facilitate connections of business to the airport and airlines for commercial services

### F

#### ENCOURAGE BUSINESS INVESTMENT AND DEVELOPMENT AROUND THE AIRPORT

- Promote opportunities for land development in proximity of the airport
- Deliver valuable client support through browsing and buying process for development in proximity of the airport

## 4

### IMPROVE OVERALL ATTRACTIVENESS, LIVABILITY, AND INVESTMENT READINESS

#### A

##### PROVIDE A HIGH QUALITY OF LIFE

- Conduct a business and resident satisfaction survey
- Advocate for the availability of a high standard of health services
- Encourage education options for residents and the region

#### B

##### MARKETING AND PROVIDING A RANGE OF TOURISM PRODUCTS, ATTRACTIONS, AND EXPERIENCES

- Explore the establishment of a destination marketing fund
- Explore joint marketing with area communities
- Ensure that Lloydminster amenities and facilities remain current, relevant and competitive with customer expectations

#### C

##### ENCOURAGE PARTNERSHIPS THAT ADVANCE BUSINESS DEVELOPMENT

- Partnerships that assist small business start-ups and growth (StartUp Lloydminster and Community Futures Lloydminster and Region)
- Partnerships that support tourism and events (Discover Lloydminster, hotels and Lloydminster Exhibition Association)
- Partnerships that advance regional development (area municipalities, local indigenous communities, Northeast Alberta Information HUB, Saskatchewan Communities)
- Partnerships that address business issues (Lloydminster Chamber of Commerce, Heavy Oil Group, and Lakeland College)
- Partnerships that enable First Nation Enterprises
- Partnerships that trigger investment and development (developers, realtors, banks, Lloydminster Construction Association, professionals, businesses, Provinces of Alberta and Saskatchewan, Government of Canada)
- Partnerships that foster public and private research and development (Lakeland College)

#### D

##### BUILD COMMUNITY BRAND THROUGH PUBLIC RELATIONS, ADVERTISING AND MARKETING TO MAINTAIN OWNERSHIP POSITION

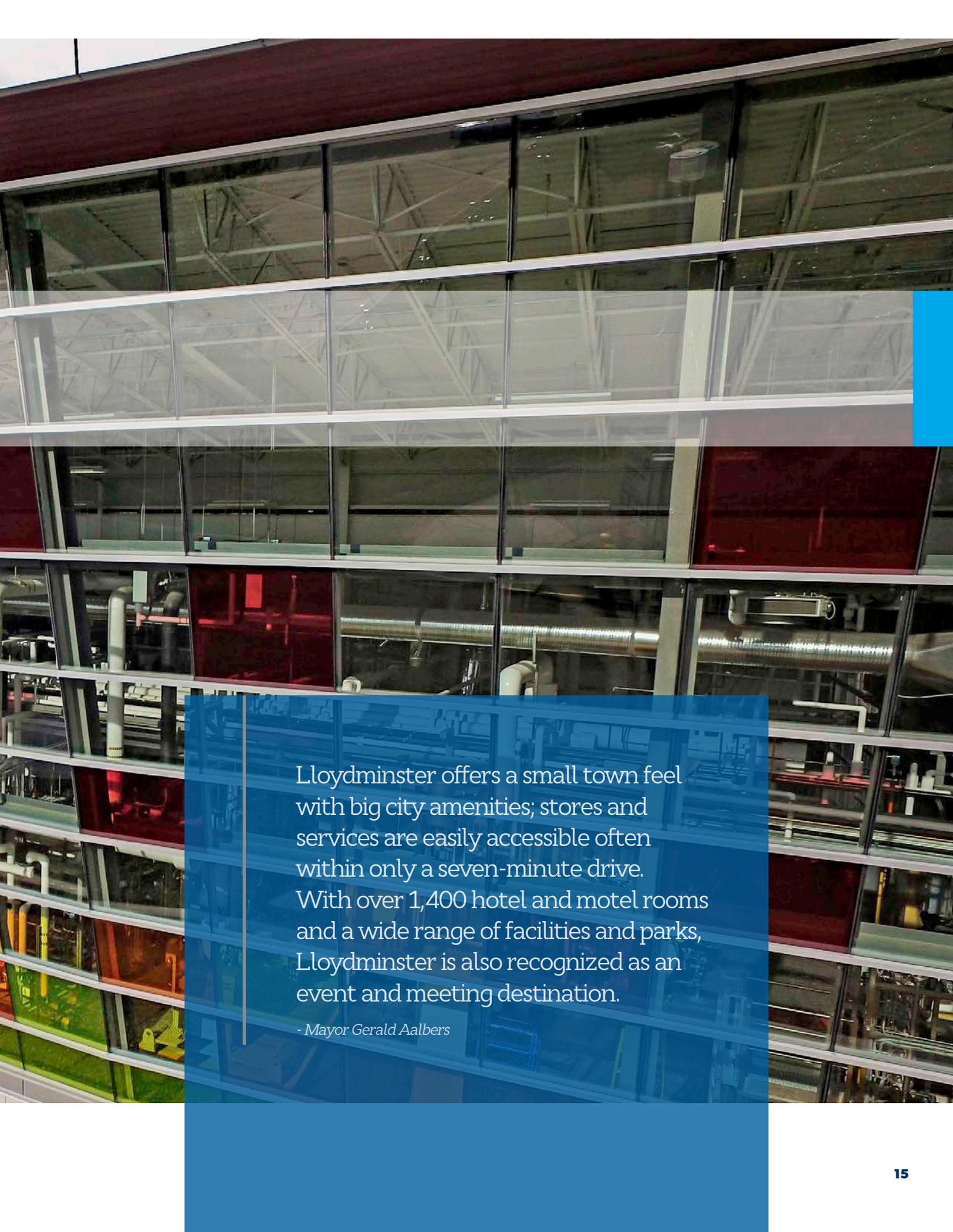
- Track and communicate community progress on Economic Development activities
- Track and communicate progress of the City of Lloydminster on encouraging and supporting development
- Regularly engage with media, stakeholders, partner organizations, site selectors, clients and the public on development progress, new investment and initiatives
- Utilize a range of mediums to advertise the Lloydminster advantage to secure development investment
- Establish, protect and build a positive image for investment in the Lloydminster region

#### E

##### PROMOTE THE LLOYDMINSTER EXPERIENCE FOR BUSINESSES, RESIDENTS, TRAVELLERS, AND CONNECTIONS

- Maintain and implement a comprehensive marketing plan
- Work with partners and senior government to explore and promote opportunities at business events, conferences, trade shows and meetings
- Prepare and present content on the advantages of living in Lloydminster
- Gateway signage, decorative flags and banners and public art





Lloydminster offers a small town feel with big city amenities; stores and services are easily accessible often within only a seven-minute drive. With over 1,400 hotel and motel rooms and a wide range of facilities and parks, Lloydminster is also recognized as an event and meeting destination.

*- Mayor Gerald Aalbers*

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