



2023 - 26

# ECONOMIC DEVELOPMENT

## Department Business Plan

### Department Overview

The Economic Development Department works to foster a competitive, resilient, and diverse local business climate and economy. The Department serves the community by attracting businesses and industry that provide services, goods, and employment opportunities. Through partnering with regional economic development stakeholders, the Department is working to position Fort Saskatchewan as a leading jurisdiction in the energy transition. The Department strives to be a resource for the local business community and potential investors, by managing a diverse portfolio of incentives and grants, maintaining current community analytics, and responding to requests for information. The department is also responsible for activating the downtown and managing the City-owned land portfolio.



CITY OF  
FORT SASKATCHEWAN

Last Updated: May 1, 2024



# DEPARTMENT GOALS AND INITIATIVE

| Focus Area: Investment Attraction          |                                                                                                            |                               |                            |          |                 |                       |      |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------|----------|-----------------|-----------------------|------|
| Department Initiative                      |                                                                                                            |                               |                            |          | Timeframe       |                       |      |
| #                                          | Description                                                                                                | Strategic Plan Goal Alignment | Funded                     | Upcoming | 3-Year Forecast |                       |      |
|                                            |                                                                                                            |                               | 2023 - 2026 Strategic Plan |          |                 | Future Strategic Plan |      |
|                                            |                                                                                                            |                               | 2024                       | 2025     | 2026            | 2027                  | 2028 |
| <b>Heartland Incentive Program</b>         |                                                                                                            |                               |                            |          |                 |                       |      |
| 1.1                                        | Support inquiries and applications for the Heartland Incentive Program                                     | 1                             |                            |          |                 |                       |      |
| 1.2                                        | Complete a 5-year review of the program                                                                    | 1                             |                            |          |                 |                       |      |
| <b>Industrial Competitiveness Strategy</b> |                                                                                                            |                               |                            |          |                 |                       |      |
| 1.3                                        | Support updates to the Industrial Area Structure Plans and the Land Use Bylaw                              | 1                             |                            |          |                 |                       |      |
| 1.4                                        | Investigate proactive zoning and upzoning                                                                  | 1                             |                            |          |                 |                       |      |
| 1.5                                        | Engage with regional economic development partners and target-sector businesses to better understand needs | 1                             |                            |          |                 |                       |      |
| 1.6                                        | Develop an Agriculture Processing Incentive                                                                | 1                             |                            |          |                 |                       |      |
| 1.7                                        | Develop a Hydrogen Incentive                                                                               | 1                             |                            |          |                 |                       |      |
| 1.8                                        | Develop a Temporary Industrial Supports and Manufacturing Incentive                                        | 1                             |                            |          |                 |                       |      |
| 1.9                                        | Undertake a jurisdictional scan and update marketing materials                                             | 1                             |                            |          |                 |                       |      |
| 1.10                                       | Undertake a Fort Sask promotion campaign                                                                   | 1                             |                            |          |                 |                       |      |
| 1.11                                       | Support inquiries and applications for the Major Investment Incentives                                     | 1                             |                            |          |                 |                       |      |
| <b>Regional Collaboration</b>              |                                                                                                            |                               |                            |          |                 |                       |      |
| 1.12                                       | Support AIHA's implementation of DIZ Strategic Projects                                                    | 1*                            |                            |          |                 |                       |      |
| 1.13                                       | Work with AIHA to review their funding model                                                               | 1*                            |                            |          |                 |                       |      |
| 1.14                                       | Partner with AIHA to lobby for Veterans Way funding                                                        | 2                             |                            |          |                 |                       |      |
| 1.15                                       | Adjust budget to recognize AIHA Membership dues                                                            | n/a                           |                            |          |                 |                       |      |
| 1.16                                       | Wrap-up partnership with Edmonton Global                                                                   | n/a                           |                            |          |                 |                       |      |
| 1.17                                       | Participate in the Collaborative Economic Development Initiatives                                          | 1                             |                            |          |                 |                       |      |
| 1.18                                       | Hydrogen Hub Participation                                                                                 | 1                             |                            |          |                 |                       |      |
| 1.19                                       | Support AIHA in Skilled Workforce Attraction                                                               | 1                             |                            |          |                 |                       |      |
| <b>Other</b>                               |                                                                                                            |                               |                            |          |                 |                       |      |
| 1.20                                       | Update the Investment Attraction Strategy                                                                  | 1                             |                            |          |                 |                       |      |
| 1.21                                       | Update the Labour Study                                                                                    | 1                             |                            |          |                 |                       |      |
| 1.22                                       | Support Development and Promotion of Business Clusters and Circular Economy                                | 1                             |                            |          |                 |                       |      |

| Focus Area: Business Development |                                                                                                                        |                               |                            |          |                 |                       |      |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------------------|----------|-----------------|-----------------------|------|
| Department Initiative            |                                                                                                                        |                               |                            |          | Timeframe       |                       |      |
| #                                | Description                                                                                                            | Strategic Plan Goal Alignment | Funded                     | Upcoming | 3-Year Forecast |                       |      |
|                                  |                                                                                                                        |                               | 2023 - 2026 Strategic Plan |          |                 | Future Strategic Plan |      |
|                                  |                                                                                                                        |                               | 2024                       | 2025     | 2026            | 2027                  | 2028 |
| 2.1                              | City-wide Retail Market Gap Analysis                                                                                   | 1                             |                            |          |                 |                       |      |
| 2.2                              | Commercial/Retail Attraction Strategy                                                                                  | 1                             |                            |          |                 |                       |      |
| 2.3                              | Commercial Vacancy and Opportunities Review                                                                            | 1                             |                            |          |                 |                       |      |
| 2.4                              | Business Development Program Review including exploration of grant programs that can help address commercial vacancies | 1                             |                            |          |                 |                       |      |
| 2.5                              | Business Engagement Program                                                                                            | 1                             |                            |          |                 |                       |      |
| 2.6                              | Business Directory Update                                                                                              | 1                             |                            |          |                 |                       |      |



| Focus Area: Downtown Revitalization  |                                                                                                     |                               |                            |           |                 |                       |      |
|--------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------|-----------------|-----------------------|------|
| Department Initiative                |                                                                                                     |                               |                            | Timeframe |                 |                       |      |
| #                                    | Description                                                                                         | Strategic Plan Goal Alignment | Funded                     | Upcoming  | 3-Year Forecast |                       |      |
|                                      |                                                                                                     |                               | 2023 - 2026 Strategic Plan |           |                 | Future Strategic Plan |      |
|                                      |                                                                                                     |                               | 2024                       | 2025      | 2026            | 2027                  | 2028 |
| <b>Downtown Action Plan</b>          |                                                                                                     |                               |                            |           |                 |                       |      |
| 3.1                                  | Complete Implementation of the Downtown Action Plan                                                 | 1                             |                            |           |                 |                       |      |
| <b>Downtown Development Strategy</b> |                                                                                                     |                               |                            |           |                 |                       |      |
| 3.2                                  | Update the Downtown Market Gap Analysis                                                             | 1                             |                            |           |                 |                       |      |
| 3.3                                  | Identify infill opportunities and infill projects within the region that could align with Fort Sask | 1                             |                            |           |                 |                       |      |
| 3.4                                  | Review existing incentive programs                                                                  | 1                             |                            |           |                 |                       |      |
| 3.5                                  | Undertake an outreach and marketing campaign                                                        | 1                             |                            |           |                 |                       |      |
| 3.6                                  | Create a derelict properties bylaw                                                                  | 1*                            |                            |           |                 |                       |      |

| Focus Area: Marketing and Promotion |                                                          |                               |                            |           |                 |                       |      |
|-------------------------------------|----------------------------------------------------------|-------------------------------|----------------------------|-----------|-----------------|-----------------------|------|
| Department Initiative               |                                                          |                               |                            | Timeframe |                 |                       |      |
| #                                   | Description                                              | Strategic Plan Goal Alignment | Funded                     | Upcoming  | 3-Year Forecast |                       |      |
|                                     |                                                          |                               | 2023 - 2026 Strategic Plan |           |                 | Future Strategic Plan |      |
|                                     |                                                          |                               | 2024                       | 2025      | 2026            | 2027                  | 2028 |
| 4.1                                 | Enhance the City's digital marketing resources and tools | 1                             |                            |           |                 |                       |      |
| 4.2                                 | Refresh Investfortsask.ca and marketing materials        | 1                             |                            |           |                 |                       |      |
| 4.3                                 | Increased presence at investor related conferences       | 1                             |                            |           |                 |                       |      |
| 4.4                                 | Strategic AdWords Campaign                               | 1                             |                            |           |                 |                       |      |

| Focus Area: Land and Lease Management |                                                                                            |                               |                            |           |                 |                       |      |
|---------------------------------------|--------------------------------------------------------------------------------------------|-------------------------------|----------------------------|-----------|-----------------|-----------------------|------|
| Department Initiative                 |                                                                                            |                               |                            | Timeframe |                 |                       |      |
| #                                     | Description                                                                                | Strategic Plan Goal Alignment | Funded                     | Upcoming  | 3-Year Forecast |                       |      |
|                                       |                                                                                            |                               | 2023 - 2026 Strategic Plan |           |                 | Future Strategic Plan |      |
|                                       |                                                                                            |                               | 2024                       | 2025      | 2026            | 2027                  | 2028 |
| 5.1                                   | Prepare a Land Management Strategy                                                         | 2                             |                            |           |                 |                       |      |
| 5.2                                   | Prepare a Land Acquisition and Disposition Policy                                          | 5                             |                            |           |                 |                       |      |
| 5.3                                   | Undertake a comprehensive review of existing leases, templates, and policies               | n/a                           |                            |           |                 |                       |      |
| 5.4                                   | Allocate permanent resources to support routine tasks, including lease and land management | 5                             |                            |           |                 |                       |      |

**Legend:**

|  |                               |
|--|-------------------------------|
|  | Operational Initiative        |
|  | One-time Operating Initiative |
|  | Capital Initiative            |

**Strategic Plan Goals:**

- 1 - Well-Planned Community and Resilient Economy
- 2 - Strategically Managed Infrastructure
- 3 - Welcoming, Compassionate and Active Community
- 4 - Environmental Stewardship
- 5 - Operational Excellence and Continuous Improvement

\*Asterisk denotes a department initiative that is directly linked to a strategic initiative within the 2023 – 2026 Strategic Plan.

