

2020-22

ECONOMIC DEVELOPMENT Department Business Plan

Overview

The Economic Development Department is responsible for attracting businesses and industry, advocating for and supporting the local business community, as well as developing and implementing policies on strategic land acquisition and disposition.



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FORT SASKATCHEWAN

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Program	Description
Business Retention	Develop and implement mutually-beneficial communications practices to ensure that local businesses and industry receive information from the City that is both relevant to their operations, and reliable; understand challenges businesses face within the community and work to develop solutions that remove barriers to business and obstacles to success; conduct regular visitation meetings with businesses to build connections and foster productive relationships; oversee business support programs to ensure they remain relevant and provide support to local businesses.
Business Attraction	Promote opportunities for business (commercial / retail) and industry to establish operations within the City; including existing companies looking at expanding their current operations. Develop informed messaging targeted at sectors and businesses to assist in location decisions. Maintain regular contact with prospective companies / businesses; establish the department as a trusted confident and source of relevant and reliable information; liaison between prospective companies / businesses and City departments to facilitate a smooth development process.
Business Licensing and Economic Data Management	Administer the business licence process and bylaw; gather, maintain and analyze information on the local business community; implement electronic tools such as the online licence portal and Client Resource Management systems to allow for efficient collection and management of business related data; conduct regular studies on various aspects of the City's economic sectors and conditions to inform policy decisions, business support efforts, and attraction activities.
Land / Lease Management	Develop policy and procedures for leasing / licencing City-owned assets and property; provide information on relevant market conditions to help inform lease / licence development; provide guidance on acquisition and disposal of property; identify strategic opportunities for the development of City-owned land; provide guidance on City involvement in development opportunities that achieve strategic objectives.
Regional Economic Initiatives Support	Maintain and upkeep memberships in both Alberta's Industrial Heartland and Edmonton Global; participate in and support the initiatives of these organizations as it relates to attracting investment to the City and region; provide guidance and information to guide policy and activity development.
Downtown Enhancement	Gather information from stakeholders; provide guidance on initiatives and activities to support and encourage further development downtown; provide ongoing support to existing downtown businesses; attract more people downtown to support the business community; increase density downtown; identify strategic initiatives to support downtown development.

My Fort: Engaged People, Thriving Community

OUR COMMUNITY VISION

We are a welcoming, compassionate City.

We are a friendly, multi-generational community and there is a strong sense of pride and ownership in what we have accomplished together.

As a community, we are stewards of the environment and are committed to using our resources wisely.

We have a deeply rooted respect for our place and celebrate the river valley.

The Fort is a leader in sustainable eco-industrial development with a flourishing local economy.

We support every aspect of life in Fort Saskatchewan from local business to social services.

We know our history, and have a dynamic vision for our future.

Arts, recreation and culture thrive.

Downtown is the heart of the community; it is a vibrant destination for business or play and an attractive place to live.

Fort Saskatchewan is home with a small-town feeling at heart and where a strong sense of community thrives.

OUR MISSION

Working together to create a sustainable and thriving community through exemplary leadership and management.

OUR CORE VALUES

Our commitment to each other and to our citizens

LEADERSHIP – Take ownership in achieving results

INNOVATION – Embrace new ways of doing things

SERVICE EXCELLENCE – Deliver “WOW” service to our community

FUN – Enjoy what we do and bring passion to our work

OUR GUIDING PRINCIPLES

Just as our values are reflected in everything we do, our decisions and actions are aligned with the following guiding principles.

CONTINUOUS IMPROVEMENT	We constantly look for ways to improve our services, refining our daily practices, keeping the leading edge in sight and being open to change.
COLLABORATION	We work collaboratively with our colleagues, residents, partners, regional neighbours, and stakeholders.
STRATEGIC THINKING	We use a strategic and forward thinking mindset and consider the impact of decisions on others.
STEWARDSHIP	We are good stewards, accountable for our community's resources, managing costs and investing for the future.

Department Goals and Initiatives

Legend

	Project or phase complete
	In progress, upcoming

Goal 1: Attract investment that creates employment opportunities, generates community prosperity, and increases financial sustainability.

Linkages: Positioned for Growth

Initiatives:

		Timeframe		
		2020	2021	2022
1.1	Foreign Direct Investment (FDI) Strategy			
1.2	Development of Incentive Policies			
1.3	Develop Request for Information (RFI) Template and Marketing Materials			
1.4	Labour Profile			
1.5	Broker / Stakeholder Presentations			
1.6	Alberta Industrial Heartland Association (AIHA) / Edmonton Global / International Council of Shopping Centers (ICSC) Participation			
1.7	Data Collection			

Goal 2: Connect with local businesses to ensure their success and longevity as key employers and inspire them to compete globally.

Linkages: Positioned for Growth

Initiatives:

		Timeframe		
		2020	2021	2022
2.1	Supply Chain Forum			
2.2	Department - Business Communications Plan			
2.3	Year-Round Market			
2.4	Co-Work Space			
2.5	Business Support Website			
2.6	Grant Programs			
2.7	Enhance Business Licence Process / Bylaw			
2.8	Export Development Plan			
2.9	Artificial Intelligence Support			
2.10	New Business Package			
2.11	Client Management System			
2.12	Business Training and Planning			
2.14	Upgraded Business Directory			
2.15	Data Collection			

Goal 3: Lead the cooperation and collaboration between private and public sectors in the formulation of policies, infrastructure development, and department planning.

Linkages: 2018 – 2022 Strategic Plan: Positioned for Growth
 Land-use Bylaw
 Municipal Development Plan
 2018 – 2022 Strategic Plan: Positioned for Growth
 Land-use Bylaw
 Municipal Development Plan

Initiatives:		Timeframe		
		2020	2021	2022
3.1	City-Wide Business Communications Plan			
3.2	Increased collaboration with Planning and Development (P&D) on Land Use Bylaw (LUB) / Area Structure Plan (ASP) / Municipal Development Plan (MDP), etc			
3.3	Develop and formalize a business specific consultation process for policy / procedure reviews			

Goal 4: Recognize the downtown as a vital part of Fort Saskatchewan’s heritage and identity, and support its economic growth.

Linkages: 2018 – 2022 Strategic Plan: Positioned for Growth

Initiatives:		Timeframe		
		2020	2021	2022
4.1	Downtown business consultations & public engagement			
4.2	Downtown Economic Development Plan (DEDP)			
4.3	DEDP Implementation			

Goal 5: Lead the strategic management and innovative development of the City’s real estate assets to align with community priorities.

Linkages: 2018 – 2022 Strategic Plan: Positioned for Growth

Initiatives:		Timeframe		
		2020	2021	2022
5.1	Land Management Policy / Strategy			
5.2	Real Estate Asset Inventory			
5.3	P3 Development Model Policy and Procedure			
5.4	Consolidation and Standardization of Lease / Licence Agreements			

Goal 6: Support the professional and personal development needs of department staff to enhance performance by fostering a creative and versatile team.

Linkages: 2018 – 2022 Strategic Plan: Positioned for Growth a Excellence in Government

Initiatives:

Timeframe

		2020	2021	2022
6.1	Economic Developers Association of Canada (EDAC) Certificate			
6.2	EcD and CEcD Designations			
6.3	Ongoing professional development conferences / seminars / courses			
6.4	Department Succession Plan			
6.4	Improved Remote Office Capabilities			
6.6	Cross-Functional Training			