



Industrial Attraction Strategy

Preamble

The Industrial Attraction Strategy was born out of Council's 2012-2014 strategic plan. The plan states that the City and its partners will offer a competitive advantage with respect to infrastructure, service levels and costs for commercial and industrial development. The Industrial Attraction Strategy seeks to fulfill these goals.

The Industrial Attraction Strategy will be reviewed annually by Council.

Key Priorities

1. Infrastructure Development

Desired outcomes: This focus area is to identify infrastructure deficiencies that hinder industrial and commercial development. The identification and mitigation of barriers to development will increase the attractiveness of the City for builders and developers.

1.1 Goal 1: Ensure adequate water, sanitary and transportation capacity in priority expansion areas.

Actions:

- Administration will identify infrastructure gaps and areas of concern for Council to consider further actions such as, project funding, advocacy, etc.
 - Reason: To reduce time between site selection and construction
 - Timeline: To be determined
 - Cost: Variable, approximately \$4,000,000 identified for infrastructure

1.2 Goal 2: Ensure adequate supply of industrial and commercial land is available for development.

Actions:

- Undertake market study to determine potential absorption rates of commercial and industrial land.
 - Reason: To inform City actions
 - Timeline: 3-6 months
 - Cost: \$20-50,000
- Consider adjusting taxation to reflect the pace and density of development and redevelopment.
 - Reason: To match development revenues with expenses.
 - Timeline: Upon policy approval by Council
 - Cost: Dependent on the areas affected

- Consider broader permitted and discretionary uses in the Land Use Bylaw.
 - Reason: To reduce instances of time lost during the process of rezoning.
 - Timeline: Concurrently with the Land Use Bylaw Review
 - Cost: Staff time
- City should consider creating area structure plans in the annexation areas.
 - Reason: To reduce development time and promote cohesive, orderly growth.
 - Timeline: 6-12 months per plan, upon the conclusion of annexation
 - Cost: \$60-90,000
- Maintain an inventory of commercial and industrial vacant land.
 - Reason: Inform investors, landowners and Administration of opportunities for development
 - Timeline: Completed, updated annually
 - Cost: Staff time

1.3 Goal 3: Flexible Infrastructure standards

Actions:

- Review and revise Engineering Design Standards as needed to ensure appropriateness and flexibility in priority areas.
 - Reason: To reduce development time and costs
 - Timeline: 6-12 months, upon Council direction
 - Cost: \$50-80,000
- Consider alternative servicing standards and service levels in newly annexed areas where conventional servicing is cost prohibitive.
 - Reason: To encourage development in annexation areas
 - Timeline: Not yet established
 - Cost: Not yet established

2. Policy and Procedure Enhancement

Desired outcomes: Ensuring that we have competitive standards and costs will aid in the on-going attraction of new businesses to the City. The City will work to identify new competitive and comparative advantages.

2.1 Goal 1: Increasing Competitive Advantages

Actions:

- Consider implementing a system to quantify the cost/benefit of proposed changes to City Bylaws, Policies and Procedures affecting land development.
 - Reason: Ensure Council considers all factors prior to making a decision
 - Timeline: Upon City Manager approval
 - Cost: Staff time

- Assess what options are available to lower the electrical distribution costs in the City.
 - Reason: Electrical costs within the ATCO service region are dramatically higher than all other distribution areas within the province.
 - Timeline: On-going
 - Cost: Staff time
- Consider lowering parking requirements for new developments.
 - Reason: Developers have an incentive to provide adequate parking
 - Timeline: Concurrently with the Land Use Bylaw Review
 - Cost: Staff time
- Consider the establishment of a Business Development Liaison position.
 - Reason: This position would be responsible for assisting developers through the City process and ensuring a positive and expedient outcome when possible.
 - Timeline:
 - Cost: \$85,000-120,000 (Including salary, benefits and small operating budget)
- Review City development and planning processes annually to improve operational efficiencies.
 - Ensure appropriate processes are in-place and up-to-date
 - Timeline: Annual
 - Cost: Staff time