



LEDUC
COUNTY



Leduc County

Investment Strategy

2023-2025

Access Opportunity

Strategic priorities

Leduc County's investment strategy focuses on the following priorities over the next three years:

1. COMPETITIVENESS

- ▶ Objective 1: **Optimize the County's policy framework toward positive economic outcomes**
- ▶ Objective 2: **Identify and promote market-growth enablers**

2. INVESTMENT ATTRACTION

- ▶ Objective 1: **Investment readiness and capture**
- ▶ Objective 2: **Attract investment in targeted sectors**

3. BUSINESS RETENTION, EXPANSION AND FACILITATION

- ▶ Objective 1: **Business identification and tracking**
- ▶ Objective 2: **Provide support to local businesses**

4. STAKEHOLDER ENGAGEMENT AND PARTNERSHIP

- ▶ Objective 1: **Strategic alignment with key partners**
- ▶ Objective 2: **Advocacy**

Priority 1: Competitiveness

OBJECTIVES

- ▶ 1. Optimize the County's policy framework toward positive economic outcomes
- ▶ 2. Identify and promote market-growth enablers



1. Optimize the County's policy framework toward positive economic outcomes

Strategy

Update, enhance and streamline Leduc County's planning, land use and development processes for maximum efficiency and investment development certainty. Review and refine Leduc County's Land Use Bylaw and remove barriers to new development expansion.

Desired outcomes

- Review and provide new recommendations towards Leduc County's policy frameworks through an 'economic lens' by targeting investment competitiveness and economic growth by **Q3 2023** (year one).
- Provide Council with potential policy and bylaw amendments options by **Q1 2024**.

Strategy

Investigate feasibility of encouraging new developing sector areas within Leduc County outside of the Nisku Business Park, referring to and complementing existing County economic studies such as the Provincial Rural West Economic Diversification Plan and Leduc County's Investment Readiness and Implementation Strategy (IRIS) study.

Desired outcomes

- Initiate a new economic investment action plan for Leduc County, and engage a feasibility study for new and innovative economic development targets and potential new sector development within Leduc County. This internal Leduc County investigative study to be completed by **Q1 2024**.



2. Identify and promote market-growth enablers

Strategy

Review and analyze the organizational structure of the Economic Development Department to promote innovation and support entrepreneurialism throughout the County.

Desired outcomes

- Leduc County's senior administration to conduct an organizational analysis and review of its staffing structure by **end of 2023** and provide findings.

Strategy

Align the County's local infrastructure plan with its economic development strategy.

Desired outcomes

- Administration to align the County's infrastructure plan with the goals of this economic development strategy by **Q4 2023**.

Priority 2: Investment attraction

OBJECTIVES

- ▶ 1. **Investment readiness and capture**
- ▶ 2. **Attract investment in targeted sectors**



1. Investment readiness and capture

Strategy

Develop a new Leduc County investment-specific database and website that includes: County business inventory, shovel-ready investment sites, access to regional markets, ancillary sectors, transportation corridors, and other economic asset. Key information, and commit to its ongoing maintenance and expansion.

Desired outcomes

- Development and launch of comprehensive database by **end of 2023**.

Strategy

Develop a certified site program which identifies shovel-ready sites for investment or expansion across Leduc County.

Desired outcomes

- Launch certified site program by **Q4 2023**.

Strategy

Develop an economic development-specific marketing strategy to promote the County's investment readiness.

Desired outcomes

- Launch economic development marketing strategy by **Q4 2024**.



2. Attract investment in targeted sectors

Strategy

Develop and promote value propositions for Leduc County's target sectors - agri-food, manufacturing and energy.

Desired outcomes

- Develop and implement sectoral strategies by **Q4 2023**.

Strategy

Develop and promote value propositions for Leduc County's target sectors - agri-food, manufacturing and energy.

Desired outcomes

- Develop a joint transportation and logistics strategy with YEG by **Q4 2023**.

Strategy

Alignment of Leduc County's sectoral strategies with regional, provincial and federal partners targeting new investment attraction opportunities and strategies.

Desired outcomes

- Ensure alignment of various strategies during development of Leduc County strategy, which will be implemented by **end of year two**.

Priority 3: Business retention, expansion and facilitation

OBJECTIVES

- ▶ 1: **Business identification and tracking**
- ▶ 2: **Provide support to local businesses**



1. Business identification and tracking

Strategy

Develop a comprehensive database of Leduc County businesses that is in alignment with Edmonton Global's Edmonton regional database. Make publically investment specific data available through Global Information System (GIS) portal.

Desired outcomes

- Development and launch of comprehensive database by **Q2 year three**.

Strategy

Develop a system to ‘scorecard’ Leduc County businesses to enhance knowledge of local business that identifies expansion opportunities and how we can remove barriers to expansion for Leduc County businesses.

Desired outcomes

- Development and implementation of scorecarding system by **end of year two.**

Strategy

Develop a system to ‘scorecard’ Leduc County businesses to enhance knowledge of local business that identifies expansion opportunities and how we can remove barriers to expansion for Leduc County businesses.

Desired outcomes

- Development and implementation of scorecarding system by **end of year two.**



2. Provide support to local businesses

Strategy

Develop a support system and structure for local businesses, which includes a business support website and content development.

Desired outcomes

- Align process for business support program with database development, with launch by **Q2 year three.**

Strategy

Create a workforce development program focusing on upgrading, recruiting and retaining talent.

Desired outcomes

- Develop and launch a talent program for implementation by **2025.**



Priority 4: Stakeholder engagement and partnership

OBJECTIVES

- ▶ 1: Strategic alignment with key partners
- ▶ 2: Advocacy



1. Strategic alignment with key partners

Strategy

Leverage collective resources with partner agencies and organizations to maximize investment attraction and readiness opportunities for the County.

Desired outcomes

- Development of a partnership model to enhance County leverage in partnerships by **Q4 2023**.
- Ensure Leduc County is a member of relevant associations, and present at potential new sector events.

Strategy

Alignment with Leduc County's planning and development plans with regional (both EMRB and Edmonton Global), provincial and federal partners to enhance opportunities for success.

Desired outcomes

- Ensure alignment of plans and partners through intentional discussions with partners by **Q2 2023**.



2. Advocacy

Strategy

Work collaboratively with stakeholders and partners to enhance the County's advocacy efforts on key priorities and projects that serve to benefit economic development activities.

Desired outcomes

- Develop an engagement and advocacy model and plan to support economic development activities by **Q3 2023**.
- This outcome engages with its partners to tactically promote Leduc County in outbound and furthers the County's strategic goals.



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Economic Development

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