

BEDC Strategic Plan

COW-5-18
April 3, 2018 Committee of the Whole

- Context
- BEDC's Mandate
- 2015-2017 Outcomes
- 2018-2022 Strategic Plan
 - Key Focus
 - 2018 Focus
- Alignment and Input
- Discussion



Context

Economy

- High jobs to population ratio
- Healthy development pipeline
- Limited vacant employment land
- Intensification of key areas
- New business growth

City of Burlington Strategic Plan 2015-2040

- Employment and Population Growth



BEDC's Mandate

What Business are we in?

We work collaboratively with our partners to lead, influence and/or facilitate Burlington's transformation to a vibrant and economically thriving city.

Vision

To become the champion for Burlington's brand and deliver effective economic development expertise at the speed of business.



2015-2017 Strategic Plan Outcomes



3,276 Jobs



6.6% decline in Office Vacancy



Economic Vision



TechPlace

Core Business

Development
Facilitation

Open Data

Policy

Customer
Service
Requests

Performance
Management

Business
Retention

2018-2022 Key Focus

Keeping
Burlington
competitive



Attracting
and
Growing
Innovative
Companies

Developing
an attractive
21st Century
City



Focus 2018

2018 Deliverables

- Downtown Mobility Hub Employment Plan
- Post-Secondary Strategy
- 25% increase in Development Ready Lands
- TechPlace Programming and Networking

Annual Objectives

- 1,000 jobs/year
- \$100 MN in ICI Construction



Other Considerations

Guiding Principles

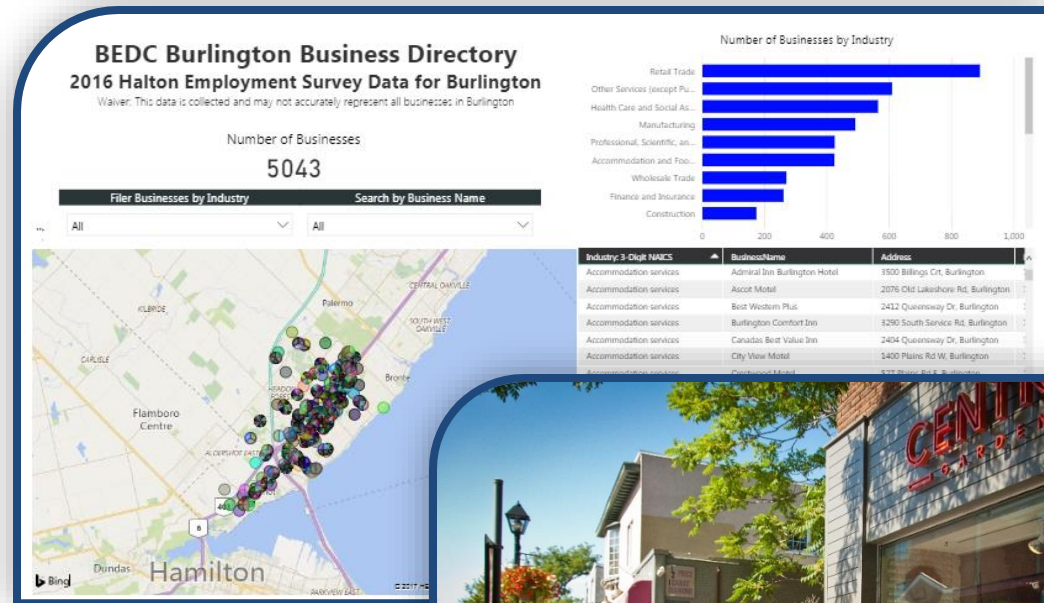
- Evidence Based
- Customer Service
- Partnership Focused

City Areas

- Marketing
- Culture
- Rural

Other Considerations

- OP and Mobility Hubs
- Updated Best Planning Estimates



Discussion



Appendix

2015-2017 Accomplishments

What Business are we in?

Lead, influence and facilitate Burlington's transformation to a vibrant and economically thriving city.

Vision

To become the champion for Burlington's brand and deliver effective economic development expertise at the speed of business.

Objectives

1. Economic Vision 2022 Embraced by all Stakeholders
2. New Investment Dollar Growth
3. Increase assessment base

Develop Burlington's Economic Vision 2022:

- Economic Vision as input into the Strategic Plan 2015-2040
- Growth Economy and KPIs

Enhance Economic Development Expertise

- Open Data Centre (e.g. Burlington Sites, Business Directory)
- Data Outreach (e.g. Development Breakfasts)
- Policy positions (e.g. MTO)
- Partner development and engagement (e.g. McMaster/Mohawk/AngelOne/Haltech)

Attract, Retain, and Grow

- TechPlace
- Top 150 Calling
- Development Facilitation
- Landowner Engagement (e.g. Paletta)
- Regional Employment Hub

Operate at the Speed of Business

- Service oriented business model for customer service

Enablers

- Business model that supports objective expertise
- Business support processes and tools
- Performance Management process

2018-2022 Strategic House

What Business are we in?

Lead, influence and facilitate Burlington's transformation to a vibrant and economically thriving city.

Vision

To become the champion for Burlington's brand and deliver effective economic development expertise at the speed of business.

Objectives

Increase the number of companies locating to Burlington
 Increase the number of companies starting and growing in Burlington
 Retain and grow existing companies

To Achieve

Increased assessment/revenue base
 15,000 knowledge based jobs (Work to be done on defining the types of jobs that we are targeting)
 A strong and diverse economy

Land Readiness and Intensification

Tactics

Mobility Hub Growth
 Development Ready Lands
 Landowner, Developer, and Broker Engagement
 Policy Advocacy and Competitiveness

Business Growth and Entrepreneurship

Tactics

Attract and nurture high-growth start-ups
 Business growth and retention
 Regional cluster growth strategy

Business Attractive Brand

Tactics

Brand and promotion
 Investment attraction and services

21st Century Organization

Economic Reporting and Impact
 21st Century Organization

City Strategic Plan Linkages

A City that Grows: Our Future by 2040

1.1 • Promoting Economic Growth:

When a City that Grows creates the kind of city people want to live in, you attract businesses to locate here.

- 1.1.a The city, region, province, educational institutions and industry work in partnership to support our continued prosperity by developing an environment that is attractive to high-growth *knowledge-based companies.
- 1.1.b More people who live in Burlington also work in Burlington.
- 1.1.c The city's vision for employment lands has been developed with aggressive targets. The community, developers and industry together are achieving our economic potential. The city, along with its partners, supports the development of employment lands through timely planning, infrastructure investments and other incentives.



- 1.1.d Employment lands are connected to the community and region through *active transportation and public transit. Employment lands include transportation links and options that are easy to access and contribute to a sustainable, walkable and bikeable community.
- 1.1.e Small businesses contribute to the creation of *complete neighbourhoods where residents are close to goods and services.
- 1.1.f Innovative, entrepreneurial businesses have settled or developed in Burlington. The city has helped create the technological support, business supports, infrastructure and educational environment to attract startups and growing businesses.
- 1.1.g Burlington's downtown is vibrant and thriving with greater intensification attracting both businesses and people to enjoy the quality of life.
- 1.1.h The City of Burlington's rural areas will be economically and socially active, producing agricultural products and providing rural recreational activities for the city.

*Complete Neighbourhoods:

Places where residents can easily access necessities, such as housing, employment, food, transportation, recreation and retail.

City Strategic Plan Linkages

How will Burlington make this happen?

These are some examples of actions and measures of success:

Initiatives:

- Create an employment lands vision that drives investment and growth in the *Prosperity Corridors
- Develop and put in place a redevelopment and intensification strategy for the *Prosperity Corridors
- Build one brand for the City of Burlington to attract both business and people
- Initiate and develop a strategy for Burlington's rural areas. This strategy will consider economic, social, cultural and environmental factors in support of the rural community, agricultural industry, *natural heritage and water resources.
- Develop and implement a strategy to attract post-secondary institutions to Burlington. Encourage connections between future employees and employers to help grow Burlington's economy.
- Make it easier for businesses to locate in Burlington, attracting more investment.
- Create and invest in a system that supports the startup and growth of businesses, innovation hubs and entrepreneurship.

Progress indicators:

- Median household income
- Labour force by industry
- Industry location targets
- Income distribution to track inequity
- Percentage of families with low income
- Number of hectares of farmland under active cultivation
- Average time through the development process
- Jobs per hectare
- Increased percentage of the community that works in Burlington
- Employment and unemployment rates
- Residential to Industrial and Commercial assessment ratio



Timing

Key Projects	2018		2019	2020	2021	2022
	Q1-2	Q3-4				
Land Policy & Strategy						
Mobility Hubs Downtown Employment Vision						
Mobility Hubs Employment & Attraction Strategy						
Institutional Strategy and Implementation						
Innovation District Development						
Zoning By Law Comprehensive Review						
Bronte Meadows Vision & Activation						
1200 King						
Land Readiness & Competitiveness						
Shovel Ready Land and Intensification Strategy and Tactics						
Development Process (MTO, CH, City and Region)						
Community Improvement Plan						
21st Century Infrastructure						
Business Growth and Entrepreneurship						
TechPlace Profile						
TechPlace Programming - Startup						
TechPlace Programming - Scale Up (Launchpad & existing biz)						
TechPlace Programming - Innovation (Existing biz growth & Innovation)						
BR & E Program						
"Bigger than Burlington" Cluster Strategy						
Business Attractive Brand						
Burlington Business Brand Development						
Broad Brand Promotion, Marketing & Employment Attraction						
Targeted Marketing & Employment Attraction (Tech Campus, building vacancies, development community engagement, etc.)						
TechPlace Startup Attraction						
Customer Service						
21st Century Organization						
Economic Insights and Communications						
Organizational Development						