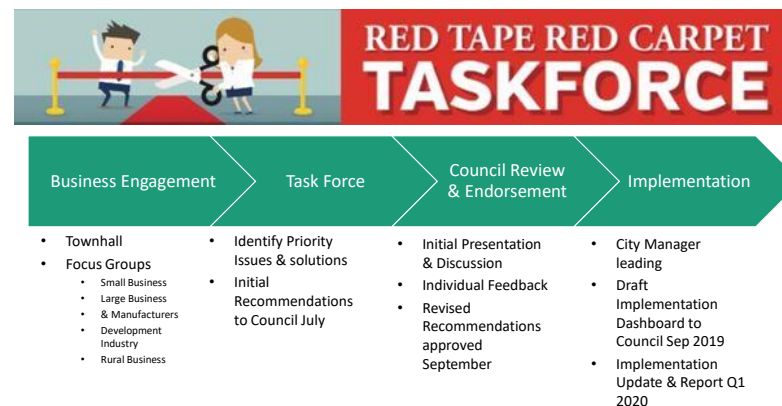


## Agenda

- Red Tape Red Carpet Update
- Burlington Economic Development Update
  - Economic Development Overview & Key Priorities 2019
  - Business Growth & Retention
  - Business Attraction Strategy
  - Burlington Marketing & Branding

## Red Tape Red Carpet Process



## Red Tape Red Carpet Recommendations

Red Tape	Red Carpet
<ul style="list-style-type: none"> <li>• Internal City Role to support Business Attraction &amp; Expediting Developments</li> <li>• Performance management, KPIs and regular reporting</li> <li>• Process reviews, improvements and</li> <li>• Culture of customer service and employee empowerment to problem solve</li> <li>• Agricultural and rural business regulation support</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on business attraction and retention for Council &amp; City staff</li> <li>• Clear Business attraction focus and brand, marketing to support</li> <li>• Business Advocacy internally and to other levels of government</li> <li>• Organizational reviews and recommendations to create better business support alignment between City &amp; Economic Development</li> <li>• Explore additional tools to attract &amp; retain business</li> </ul>

22 recommendations to Cut Red Tape & Roll Out the Red Carpet

## Red Tape Red Carpet – What have we done so far?

- Stronger Business Attraction & Retention Mandate & Tools
  - New Role - Customer Experience Manager – Business Development
  - New Organizational Structure approved by Council
  - Burlington Economic Development Governance Review RFP issued
  - Development Process reviews underway
- Creating and controlling Shovel Ready Land to support employment
  - Development of a brownfield Community Improvement Plan Underway
  - RFP issued to look at Municipal Development Corp
- Coordinated Communications & Marketing
  - Improved reporting & engagement with City & Economic Development
  - New RTRC Brand & Customer Promise
  - Increased coordination on communications & selling Burlington
  - Continuous improvement feedback

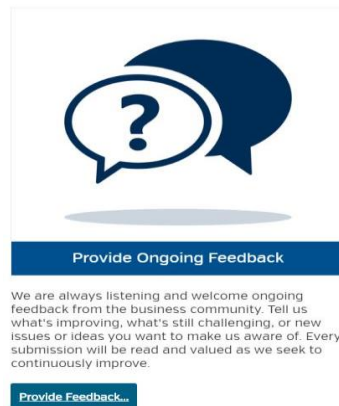
## RTRC - Implementation & Reporting

### Burlington.ca/RTRC

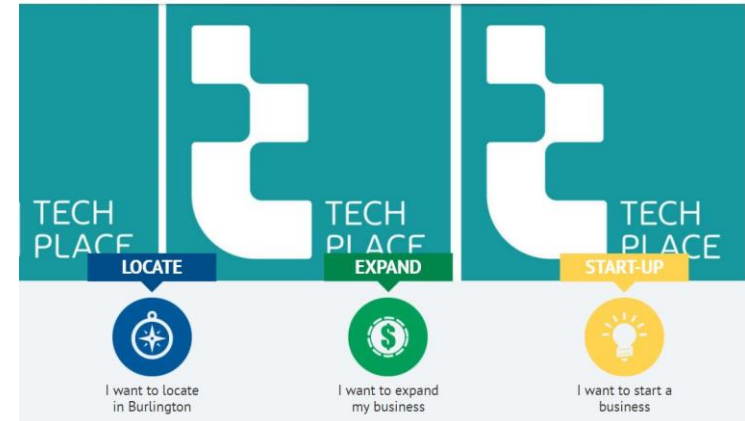
- New Customer Feedback Form
- Initial Dashboard Developed

### Council Engagement

- Quarterly RTRC Updates
- Monthly reports on RTRC issues raised by businesses
- Weekly RTRC discussion with Mayor, City Manager & Economic Development



## Economic Development Update



## Economic Development Strategy Framework

Long Term  
Policy

### City of Burlington 2015-2040 Strategic Plan

Medium Term  
Policy  
Documents

#### Vision to Focus Red Tape Red Carpet

Official Plan  
Integrated Mobility Plan  
Rural and Agricultural Plan  
Climate Change Action Plan  
Cultural Action Plan, Others

Short Term  
Implementation  
Plans

City  
Manager's  
Work Plan

BEDC  
Strategic and  
Tactical Plans

COB  
Financial  
Plan

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## Burlington's Vision

### Burlington's Strategic Plan 2015 - 2040



#### A City that Grows

>> The City of Burlington is a magnet for talent, good jobs and economic opportunity while having achieved intensification and a balanced, targeted population growth for youth, families, newcomers and seniors.



#### A City that Moves

>> People and goods move throughout the city more efficiently and safely. A variety of convenient, affordable and green forms of transportation that align with regional patterns are the norm. Walkability within new transitioning neighbourhoods and the downtown are a reality.



#### A Healthy and Greener City

>> The City of Burlington is a leader in the stewardship of the environment while encouraging healthy lifestyles.



#### An Engaging City

>> Community members are engaged, empowered, welcomed and well-served by their city. Culture and community activities thrive, creating a positive sense of place, inclusivity and community.

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## Vision to Focus (V2F)

Focus Area 1 - Increasing Economic Prosperity and Community Responsive City Growth		
We will achieve...	We will need to execute on these initiatives...	We will know we are successful when...
<b>Economic prosperity with our commitment to...</b> <ol style="list-style-type: none"> <li>Supporting and maintaining a diverse economy in small business, commercial, industrial, and office sectors</li> <li>Creating a competitive business investment environment in Burlington (e.g. taxes, incentives)</li> <li>Increasing options for employment opportunities in Burlington</li> </ol>	<b>KEY ACTIONS</b> <ul style="list-style-type: none"> <li>Implement the recommendations of the Red Tape Red Carpet Taskforce to make it easier for businesses to locate and thrive in Burlington, attracting more investment. First priorities will be grading and drainage; Committee of Adjustment; and Zoning business process reviews</li> <li>Work with Burlington Economic Development Corporation to create and implement strategies to focus on: <ul style="list-style-type: none"> <li>Creating jobs and achieving long term economic vision for the City of Burlington</li> </ul> </li> <li>Reducing commercial and industrial office vacancies and reducing barriers in attracting businesses</li> <li>Developing attraction and retention strategies for knowledge-based/technology-intensive industries</li> <li>Developing and implement a Retail Strategy</li> <li>Supporting small business and tech incubators</li> <li>Assess the use of one or more Community Improvement Plans including options for incentive programs for business development</li> <li>Remove constraints on availability of employment lands</li> <li>Develop a plan to activate key parcels of vacant employment lands and facilitate vacant employment lands being shovel ready</li> </ul>	<ul style="list-style-type: none"> <li>Annually increase employment by 1,000 jobs</li> <li>Strive for a weighted assessment ratio of non-residential to residential of 25/75</li> <li>Maintain the industrial rate at less than 10% and reduce the office rate to 10% by 2030</li> <li>Annually increase the overall growth of businesses by 1% = to 55 new businesses per year</li> <li>Increase by 23% residents working and living in Burlington by 2025</li> <li>Improve ratio of knowledge-based technology intensive business to manufacturing business by 1.06 by 2023</li> <li>Increase available employment lands to 50 hectares by 2022</li> <li>Annually attract 10 companies to Burlington</li> <li>Annually 400,000 square feet leased office and commercial space</li> <li>Annually 100,000 square feet of industrial supply added</li> </ul>

## 2018-2022 Key Focus

Keeping  
Burlington  
competitive

Developing an  
attractive 21<sup>st</sup>  
Century City

Attracting and  
Growing  
Innovative  
Companies



## Economic Development Focus 2019

### 2019 Priorities

- GO Investment Corridor Vision
- Post-Secondary Attraction Strategy
- Business Attraction & Burlington Branding Strategy
- Red Tape Red Carpet Implementation
- Community Improvement Plan
- TechPlace Business Model Growth

### Annual Objectives

- 1,000 jobs/year
- \$100 MN in ICI Construction
- 25% increase in Shovel Ready Land supply



## Business Growth - TechPlace

- New Soft Landing focused space Oct 1
- New LaunchPads
  - Kidicted – August 1
  - Spero Careers Canada Inc. – Oct. 1
  - MyBrokerBee - Oct. 1
  - Zensark soft landing – Nov. 15
  - Inverca soft landing- Dec. 2019
- Discussion with HalTech on Future Direction



Zensark

## Business Growth - Partnerships



A collage of logos and text related to business growth and partnerships. It includes the INSPIREtech CANADA logo, text for 'The 1st Annual Fall 2019 Technology Expo', a green banner with 'Better Transit', and a dark blue box with 'Mohawk College and Burlington INNOVATION THROUGH PARTNERSHIP'. Logos for Burlington and Mohawk College are also present.

INSPIREtech  
CANADA

The 1st Annual  
Fall 2019  
Technology Expo

Better  
Transit

Mohawk College and Burlington  
INNOVATION THROUGH  
PARTNERSHIP

Burlington

MOHAWK  
COLLEGE

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Burlington

## Investment Attraction Update

Supplementary to BEDC's  
2019 FDI Initiative

Andrew Elliston | Economic Development Officer



A footer bar with three colored sections: blue, green, and yellow. The blue section contains social media handles, the green section contains the website URL, and the yellow section contains the Burlington Economic Development logo.

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ECONOMIC DEVELOPMENT  
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## Overview

1. What is investment attraction?
2. How do companies experience investment attraction?
3. What do companies look for when expanding?
4. How a municipality accomplishes investment attraction?
5. The investment attraction landscape
6. Opportunities and challenges with investment attraction
7. Our approaches to Investment Attraction in 2019
8. Our Actions in 2019

## What is Investment Attraction

Investment Attraction is simply the act of, and actions leading to, bringing investment to your community.

### FDI



Foreign Direct Investment is bringing in new investments from international markets.

### National



Companies always maximize their domestic growth before seeking out international markets.

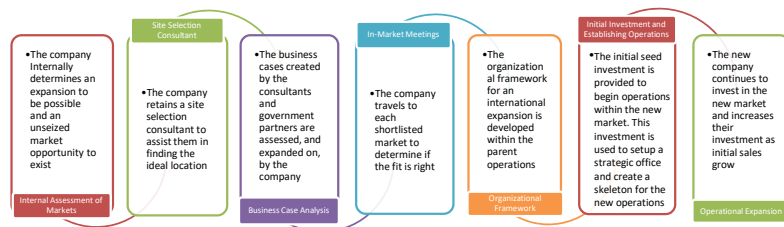
### Regional



When a company outgrows their current space, or are looking for new opportunities, they first look to their neighbors.

Investment Attraction is bringing in new business

## How a Business Experiences an Expansion/Relocation



## Key Decision Factors- Small Vs. Large Business

Companies typically vary in how they assess a potential expansion opportunity based on their size.



## Small Companies- Important Factors

Small companies tend to favor the more personal aspects that make an area desirable and treat the process as qualitative as opposed to quantitative.



### Amenities

What is nearby, and what makes the area a "special" place to work in?



### Demographics

What is the labor force, culture, and vibrancy like in the nearby area?



### Family Concerns

Would my family, and the families of my employees, like the area?



### Real Estate Quality

Is this space conducive to both our culture and our needs in a facility?

## Large Companies- Important Factors

Large companies favor a quantitative approach to site selection, and treat the process as inputs to a grand application.



### Real Estate Costs

What is the right balance between cost and desirability?



### Business Proximity

Are we close enough to meet with our primary customers? Is the market large enough for future business development?



### Incentives

Will the government provide us assistance to relocate and to expand?



### Tax Rates

How much will the government require from us to do business in this area?

**Large Companies Tend to Focus More on the Numbers**

## Office- Important Factors

Cost is still important to office users, but they care more about appearance and amenities than industrial users.



### Real Estate Concerns

Office users care about balancing prestige, utility, and costs as they consider potential locations.



### Nearby Amenities

Office users need places to relax and meet with clients/suppliers.



### Proximity to Customers

Office tend to want to be within an hour drive of the majority of their market.

**Office is Mostly About Prestige and Location**

## Industrial- Important Factors

Industrial users, especially in our area, are highly susceptible to price fluctuations and capital expenses. Prestige is not as important as with an office user.



### Land/Real Estate Costs

The cost of land and real estate is one of the largest expenses that can be incurred by an industrial user.



### Transportation

The cost of logistics is only increasing, and the importance to be near to their primary customers, labor force, and suppliers is very important.

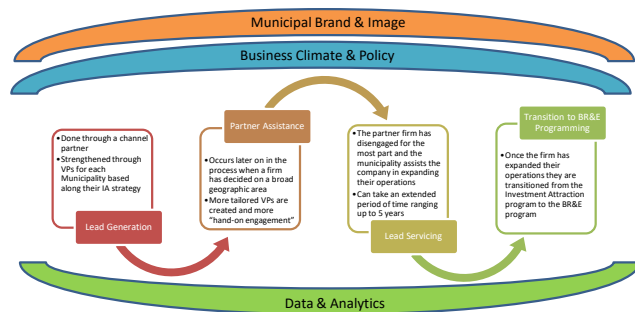


### Labor Availability and Costs

Industrial users are extremely susceptible to labor costs, and the availability in their immediate market.

**Industrial Favors Cost and Labor**

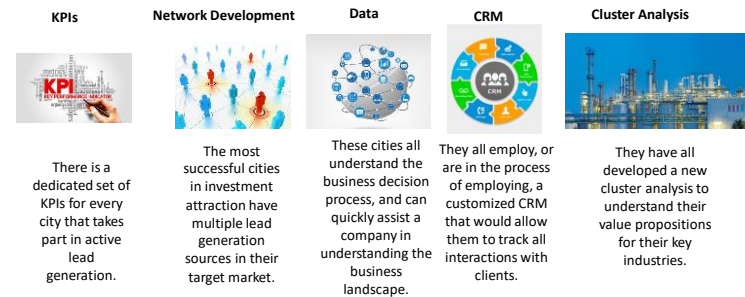
# How a Municipality Attracts Investment



**Data, Policy, and Brand are as important as the actual seeking of new investments**

# Summary of Best Practices

After consulting with other municipalities, we have found several best practices that other cities employ. This list is not exhaustive.



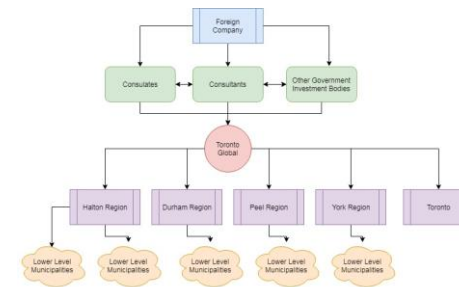
**What the Best Practice Cities do Right**

## Key Actors In Investment Attraction – Local vs International



There are Multiple Avenues to Generate Leads

## The Current Structure of IA in the GTA



The Current FDI Structure in the GTA

## Opportunities & Challenges

### Brand Recognition

- We exist in the shadow of Toronto and it is hard to differentiate our value proposition against other cities.

### Competition

- Cities routinely compete for talent, and when we are in direct competition with American municipalities we are at a disadvantage.

### Real Estate

- Our attractiveness to businesses has led to limited industrial real estate within our community. Placing businesses becomes difficult in this situation.

### Access to Labour

- Labour has become a primary driver for high quality employment. Those with easy access to labour typically win the investment.

### Government Relations

- The FDI and investment attraction landscape is complex, and the transferring of leads from one level to another can be time-consuming, complex, and require significant advocacy.

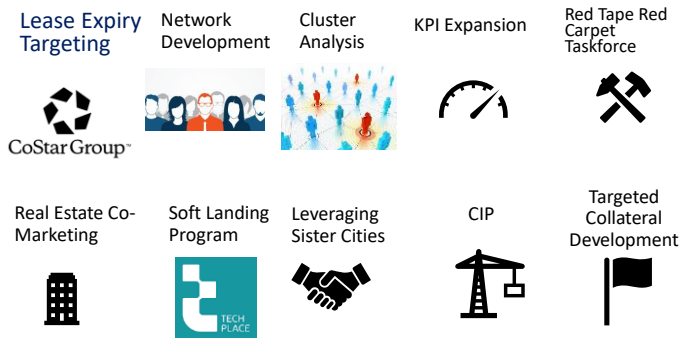
### Investment Decision Timelines

- Various policies and applications required to do business in a community can take a significant amount of time. Very often longer than the business has allowed themselves to make the investment decision.

## Our Approaches to FDI for 2019 and the Future



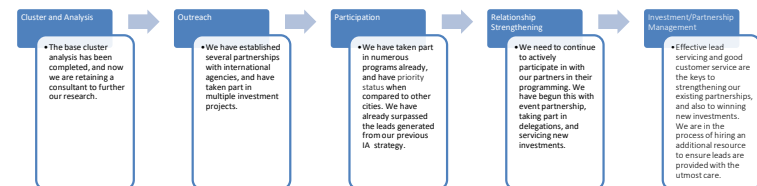
## IA Directions 2019



Our Actions for 2019

## Our Approach and Progress in 2019

We will be employing a slightly more sophisticated version to our traditional network development process towards primary lead generation networks throughout the world. An overview of our proposed process can be seen below.



## Our Key Clusters

We have chosen to focus on the following key clusters throughout our outreach. This is due to our well-developed value chain in these areas, and our advantage compared to adjacent municipalities.



## Key Clusters- Leads & Wins



## Toronto Global

Their funding was renewed, and they have reported a renewed focus on Halton Region and Burlington.



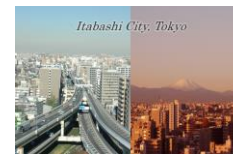
Renewed Funding



Renewed Focus

## JETRO

Has proven to be a valuable partner that wants to work with us to further our relationships with Japan. The RIT program could be the centerpiece of our economic relationships with their industries.



Japan Delegation



RIT Program

## The Turkish Consulate/ Canada Turkey Business Council

Due to a new agreement signed between Canada and the Turkish Government, Turkey has renewed their interest in trade and investment with Canada. We are the first community to act upon this opportunity.



Electrical Delegation



Investment Collaboration

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## Canada-China Business Council

The primary agency for FDI, trade, and business relations between Canada and China. We will be signing a partnership agreement with them in early 2020. They are already working towards furthering our economic relationship with China.



Canada China Business Council  
Conseil d'affaires Canada-Chine  
加中贸易理事会



Partnership Solidified for January 2020

Delegations Scheduled for Next Year

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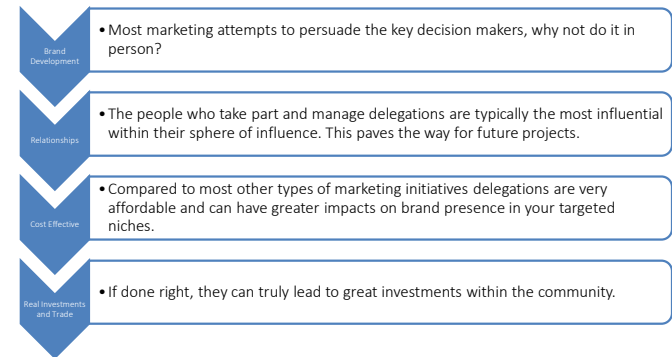
ECONOMIC DEVELOPMENT  
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## LATAM STARTUPS

A Toronto-based not-for-profit that has successfully attracted 46 high-growth start-ups to locate to Ontario. Inverca will be locating to Burlington in the coming months.



## Why Utilize Delegations?



## Ontario Investment Office

The primary provincial agency dealing with investment attraction, servicing, and marketing.

We will be working with them on developing our international presence, and servicing incoming investments moving forward.

Event Partnership (WEFTEC)



Dedicated Servicing



New Strategy



## Tools Utilized

- Data
  - Burlington Sites
  - CoStar
  - Employment Survey
  - Economic Indicators
- Techplace/Soft-Landing Program
- Our Lifestyle
- Canada Centre for In-land Waters
- McMaster University
- Mohawk College
- Centre for Skills Development and Training
- Burlington's Business Community

## Results to Date

1. WEFTEC
2. Dedicated Investment Leads from Turkey
3. Smart Cities Partnership
4. CCBC Partnership
5. Dedicated Provincial Servicing
6. JETRO-RIT Program
7. New Collateral in Progress
8. Relationships with Multiple Trade Consuls in the Canadian Service
9. MOU with Latam Start-ups

## BRANDING BURLINGTON: One City, One Story

Claire Green | Manager, Marketing & Attraction

# Branding Burlington

## Context

As part of the City of Burlington's strategic plan "to create one brand for people and business," and the Red Tape Red Carpet recommendations, we have an exciting opportunity to design, launch and activate a new [comprehensive, city-wide brand](#) for Burlington.

## Goal

Develop a single brand identity that better positions Burlington to compete globally for talent and investment, and that builds genuine local pride and attachment amongst residents, businesses and visitors.

# What is a brand?

- A brand is **not a logo or a slogan**
- A brand is your **perception of and gut feeling** about something (place, product, etc.).
- A brand is a **promise**, which is why defining the impact of a brand is sometimes easier than defining the brand itself
  - Tylenol: We promise to cure your headache
  - Nike: We promise to make you a better athlete
  - Apple: We promise to deliver innovation and sleek design
- A successful brand depends on **clarity, consistency, and commitment**

## Why is City Branding Different?

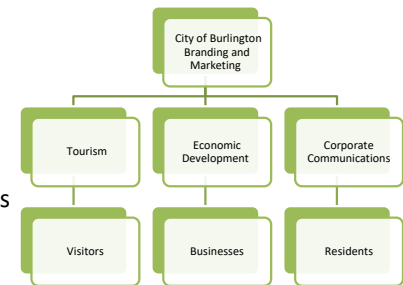
- So much more than a logo, a successful **city brand** captures the essence of a city through storytelling and place-based elements.
- A city's brand is constantly evolving. It is dynamic and fluid.
  - It is determined by the visitors, businesses and residents who are constantly consuming and reviewing its places, spaces and infrastructure.
  - A brand strategy tries to influence and support those interactions.

Place branding focuses on **WHO** and **WHAT** creates a place.

Place marketing focuses on **HOW** the place communicates its offerings.

## Burlington's Current Brand Strategy

- Style and graphics usage guide (2002)
- Corporate communications policy
- Separate marketing strategies for residents, businesses and tourists



## One City, One Story

- With the support of a creative agency, we will develop a single, unified Burlington brand that brings together all city departments and agencies to tell Burlington's story. Our priority will be [one city, one story](#).
- Under the one city, one story approach we will coordinate between strategic communications, economic development, tourism, and all the other variables that influence a city's image.
- Through the one story, one brand approach we will:
  - Connect the narrative between all departments and agencies
  - Provide a [long-term plan](#) with clear goals and targets
  - Outline a [brand vision and promise](#) that speaks to all our audiences, and that staff can get behind

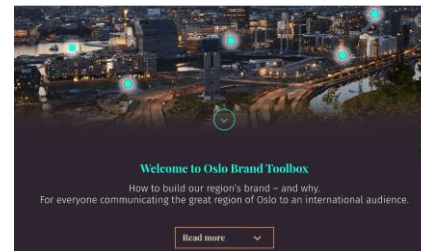
## Economic Development Perspective

- It is no longer enough for economic development to market the "business friendliness" of a city.
- Emergence of the knowledge-based economy and non-traditional economic drivers (e.g. things [people](#) are looking for, not [companies](#)) means:
  - The attraction and retention of residents and tourists has explicit implications on the local economy.
  - The identity of the [overall community](#) is what we need to focus on for achieving our investment attraction and workforce development goals.
- At economic development, it's our job to sell the city. [The city is our product.](#)

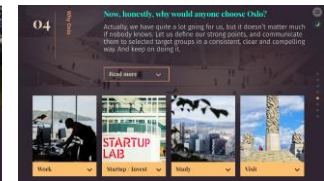
## Best in Class: Helsinki, Finland

# Helsinki Brand Identity

## Best In Class: Oslo, Norway



- Strategy implemented and managed by the Oslo Brand alliance (est. 2016): economic development, visitor services and the region, which includes 79 local authorities



## What you can expect

- **Ensure all voices are heard** across city departments, agencies, industry and the public through extensive stakeholder and public engagement.
- **Innovative thinking** to make sure we get this right. We will go beyond a logo, and beyond “live, work, play” messaging to tap into the true essence of Burlington.
- **To provide the right tools at the right time** to allow staff, our residents, our tourists, and our businesses to be our brand champions.

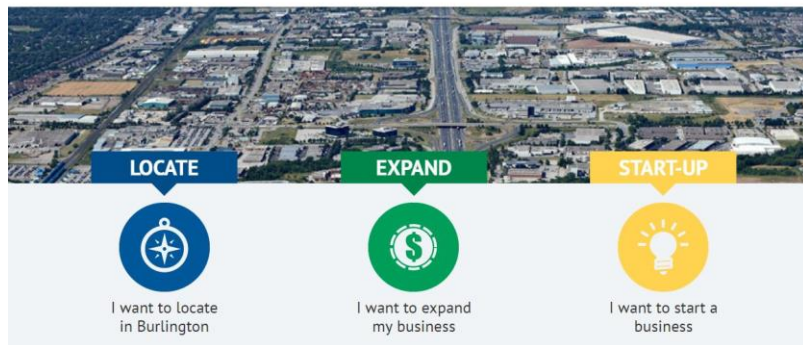
## Timeline

- **October 2019** - Assemble Burlington's One Brand project team that will include economic development, corporate communications, tourism, and others.
- **December 2019** - Present detailed work plan for design, launch, activation and management of Burlington's One Brand.
- **January 2020** - Commence development
- **Q1 2021** - Launch Burlington's One Brand

# Questions



[Why Burlington](#) | [Locate](#) | [Expand](#) | [Start-Up](#) | [BurlingtonSites](#) | [Data Centre Q](#)



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