

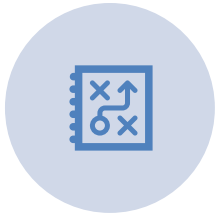
BEDC-01-20 File#505-05/19, 520-10/19, 510-02/19
(24T-19002/B)

BEDC-01-20 Strategic Planning and 2020 Performance Management Plan

Community Planning, Regulation and Mobility Committee

March 10, 2020

2020 Strategic Planning & PMP



STRATEGIC PLANNING
FRAMEWORK



2018-22 FOCUS



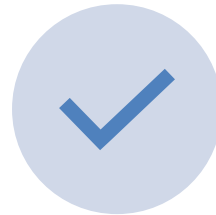
KEY SHIFTS 2019-2020



GAPS & UNDERLYING
ASSUMPTIONS



PROJECT TIMING
2020-22



2020 PRIMARY
DELIVERABLES



STRATEGIC RESOURCE
ALLOCATION

Strategic Planning Framework

Long Term
Policy

Strategic Plan 2015 -2040
(including integrated Economic Vision 2025)

Medium Term
Policy
Documents

Vision to Focus
Red Tape Red Carpet

Official Plan
Integrated Transit Plan
Rural and Agricultural Plan
Community Energy Plan
Cultural Action Plan, Others

Short Term
Implementation
Plans

City
Manager's
Work Plan

BEDC
Strategic and
Tactical Plans

COB
Financial
Plan

Strategic Focus 2018-22

Keeping
Burlington
competitive

Developing an
attractive 21st
Century City



Attracting &
Growing
Innovative
Companies

Key Shifts 2019-2020



CONTINUED SHIFT TO FOCUS ON
MARKETING, BRANDING &
PROACTIVE BUSINESS ATTRACTION



INTEGRATION OF RED TAPE RED
CARPET RECOMMENDATIONS



IDENTIFICATION OF PARKING LOT
ACTIVITIES TO ADDRESS CAPACITY
& RESOURCING

Previous vs 2020

Segmented Traditional EcDev
Marketing



One Brand & Coordinated Biz
Communications

Isolated & Separate Biz
Customer Service



Integrated Customer Service
with City of Burlington

Limited coordination with City
& lack of alignment on
business advocacy



Coordinated biz advocacy and
structuring economic
development for success

Gaps & Underlying Assumptions

GAPS



Rural Economic Development
Talent Attraction & Retention
Retail & Small Business Support
Tourism & Culture

**Halton Region
Economic
Development**



Small Business & Global Business
Centre
Investment Attraction & Toronto
Global
Rural Business & Agricultural
Strategy
Regional Business Concierge

Projects and Timing 2020-22

End of 2020 to 2021 Potential Activities

- Downtown Vision
- Zoning By Law
- Talent Attraction Strategy
- Film & Creative Media Strategy
- Retail Strategy
- Canadian Centre for Inland Waters (CCIW)
- City Innovation and Smart City Strategy

Projects and Timing		2020		2021		2022
		Q1-2	Q3-4	Q1-2	Q3-4	
Pillar 1: Land Readiness & Intensification						
1.1	Community Improvement Plan					
1.2	Municipal Development Corporation (MDC)					
1.3	Landowner, Developer, and Broker Engagement					
1.4	MTO Block Planning					
1.5	Policy Advocacy and Competitiveness					
1.6	Zoning by Law Comprehensive Review					
1.7	Support the Activation of Key Parcels of Land					
1.7.1	1200 King					
1.7.2	Bronte Meadows Vision and Activation					
1.7.3	King Paving and Mercedes Benz					
Pillar 2: Business Growth and Entrepreneurship						
2.1	Business Model (TechPlace)					
2.2	TechPlace Business Attraction, Innovation Partnerships, and Network Building					
2.2.1	TechPlace profile to attract and nurture high-growth start-ups					
2.2.2	Start-up and Soft Landing Promotion (TechPlace)					
2.2.3	Scale-up and Admin (TechPlace)					
2.2.4	TechPlace Marketing					
2.3	Business Retention and Expansion Strategy Redesign					
2.3.1	Corporate Care/ Corporate Calls					
2.3.2	Business Immigration Support					
2.3.3	BR&E Sector Strategy focused on established industries					
2.3.4	Transit Connectivity - Hamilton and Burlington					
2.4	Retail Strategy & Transition Plan					
2.5	Talent Attraction & Retention Strategy					
2.6	City Innovation Support					
Pillar 3: Business Attractive Brand						
3.1	One Brand Development and Implementation					
3.2	GD Corridor Vision and Implementation					
3.3	Business Attraction Strategy and Action Plan					
3.3.1	TechPlace Startup Attraction					
3.4	Post-Secondary Strategy and Implementation					
3.5	Downtown Strategy and Action Plan					
3.6	Leveraging Sister Cities for economic growth					
3.7	Burlington Ambassador Program					
3.8	Marketing and Promotion					
3.9	Filming & Digital Media Strategy					
3.10	CCIW Development as a Centre of Excellence					
Enabler: 21st Century Organization						
4.1	Burlington Economic Development Governance review					
4.2	Integrated Customer Service Experience					
4.2.1	Integrated Customer Service Experience					
4.3	Economic Insights and Communications					
4.3.1	2015-2025 Economic Vision & Strategic Plan Check In & Review					
	Coordinated advocacy and support from City Government Relations on					
4.3.2	Economic Opportunities and addressing barriers to economic prosperity					
4.4	Staff Retention and Development					
4.4.1	Assess staff skillsets to determine we have the "right mix"					
4.5	Forward Looking Organization (Tech Forward)					
4.6	Office Management & Administrative Support					
4.7	Financial Management and Reporting					
4.8	Council Engagement & Communications					

2020 Primary Deliverables

Land Readiness

- 1.1
Community
Improvement
Plan (CIP)
- 1.2
Municipal
Development
Corporation
(MDC)

Business Growth

- 2.1
TechPlace
Business
Model

Business Attraction

- 3.1 One Brand
- 3.2 GO
Corridor
- 3.3
Investment
Attraction
- 3.4 Post
Secondary

21st Century Org

- 4.1
Governance
Review
- 4.2
Integrated
Customer
Service
Experience

Primary Deliverables: Land Readiness

- 1.1 Brownfield CIP to council in Q3 2020
- 1.2 Municipal Development Corporation direction in Q2 based on Governance Review



**Area of Concern:
Low Supply of Development Ready Lands**

Primary Deliverables: Business Growth

- 2.1 TechPlace Business Model direction in Q2 based on Governance Review
- TechPlace supports Burlington's Strategic Plan 2015 – 2040:
“Create and invest in a system that supports the startup and growth of businesses, innovation hubs and entrepreneurship.”



44

of every 100
new jobs created
by start-ups

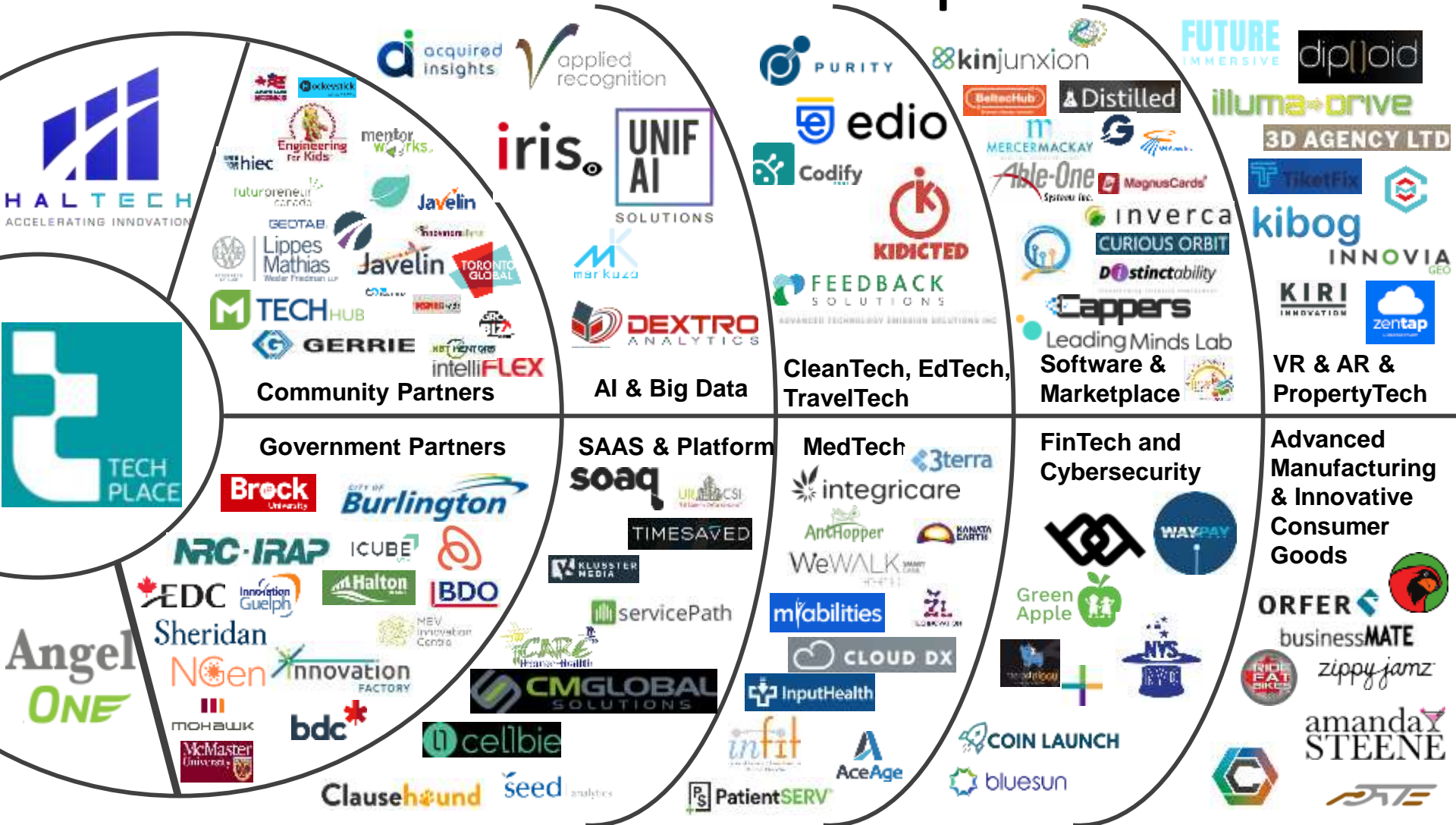
11.5%

Burlington's
self-employed
labour force

TechPlace Business Model 1.0

- A long term focus on creating high growth potential technology companies in our region:
 - One stop destination
 - Barrier free access for qualified entrepreneurs
 - Community champion and focal point

TechPlace Economic Impact



\$370 k
net
annualized
investment

\$700k+
Leveraged in Provincial and
Federal Funding &
programming from a
network of over 60 partners

385+
Innovative, high-growth
businesses supported

\$35 MN+
in revenue for
Burlington Business*

257+
Jobs created by
Burlington Business*

*Based on 63 Haltech clients in Burlington for the Fiscal year ending March 31, 2019. Actual impact of the 371 endorsed users would be much greater.

TechPlace 2.0 Future Directions

- Community and Partnership Driven
 - Primarily operated by an organization whose mandate is more aligned with innovation and entrepreneurship
 - Receiving funding from a wider variety partners.
- Integration with Haltech
- Business attraction and soft landings
- Start-up Visa Exploration
- Test Ecosystem Exploration
- Accelerator/Incubator



Primary Deliverables: Business Attraction

- 3.1 One Brand Development and Implementation - One Brand for Burlington developed in 2020 and launched in Q1 2021.
- 3.2 GO Corridor Vision and Implementation - Completion of GO Corridor visioning and public engagement completed by Q4 2021.
- 3.3 Business Attraction Strategy and Action Plan
 - 15 New Companies Attracted to Burlington that will generate 50+ jobs;
 - 80 Leads Generated
 - IA Network and Lead NPS or 40 or greater
 - 400,000 sq.ft. leased
- 3.4 Post-Secondary Strategy and Implementation - Continued support for attraction of post-secondary institutions to Burlington.

Primary Deliverables: 21st Century Organization

- 4.1 Burlington Economic Development Governance review completed by Q2 2020.
- 4.2 Integrated Customer Service Experience - Streamlined customer service process implemented in conjunction with the City of Burlington
 - Key files assisted through the development process within city hall
 - 50 NPS
 - 85 % Customers would recommend

Resources for Strategic Areas

Strategic Area	Share of Resources (2019 & 2020)
Retention and Expansion of Existing Businesses	30%
Nurturing the Growth of New Firms	25%
Marketing & Attracting New Investment	35%
Advocacy and Policy	10%
Total	100%

Appendix

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

BEDC Organizational Structure 2020

