

Burlington Investment Attraction Strategy Update 2020

Investment Attraction During Covid-19 and Beyond

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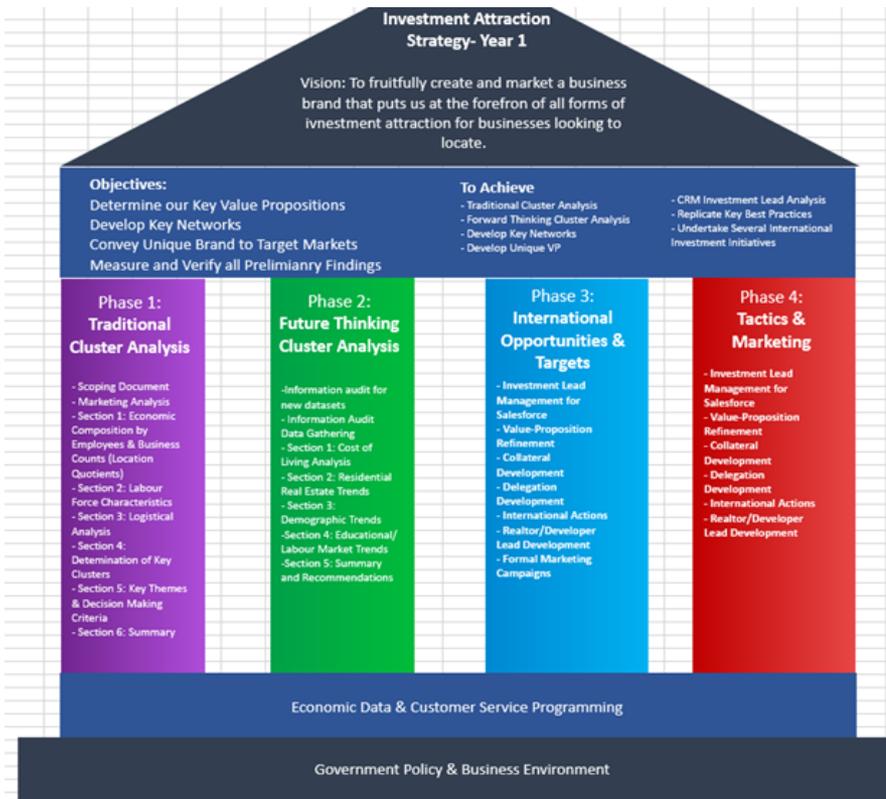
Background

As the new council term began in late 2018, we were tasked with developing a new investment attraction model centered on the city that Burlington wants to become. The main tenant of this model was proactivity as opposed to reactivity and we adapted by developing an entirely new model of investment attraction.

In early 2019 BEDC worked to develop a new Investment Attraction Strategy to ensure the growth of the city, and our evolution to a new stage of economic development.

This strategy was approved in early 2019, and led to strong investment outcomes to date.

Previous Strategy and Direction



2020 IA

- Formalized pipeline and process
- Redeveloped KPIs from our success
- Business Community Ambassador Program
- Discrete niche targetting strategies
- Extended Service Offering
- Increased Collaboration with Toronto Global
- Renewed/Extended Workplan for 2020

Key Actions Regarding Investment Attraction in 2019

Extensive partnerships and relationships developed and reinforced with great results

All KPIs accomplished and exceeded

Cluster Analysis and Targeted Cluster Analysis Completed

A strong lead pipeline for 2020

Awarded Top 25 Investment Attraction Strategies Internationally



COVID-19 Situation

The Covid-19 Pandemic has impacted the global supply chain and foreign direct investment sectors significantly

Limitations on travel, international uncertainty, and closed border rules have greatly impacted the opportunities of generating new investments

Existing investments are already committed, both legally and strategically, to investing but this may cease to be the case within the year

The GTA will continue to exist as a predominant international investment destination; however, the deal flow is expected to slow down to a noticeable degree for both real estate and equity investments

Problems Due to COVID-19

Travel Restrictions

International Market Perceptions

Precarious Financial Markets

Real Estate Uncertainty

Planning Approvals

2020 & Beyond Investment Strategy Directions

1. In-Person Delegations

Our normal channels for international outreach have been cancelled for the foreseeable future as visiting Canada for new investments, or leaving Canada to attract new employers, is difficult and dangerous

- This has severely impacted the number of new leads and investments

Previously: Inbound International Delegations



Now: Virtual International Delegations

Previously: Attending International Conferences and Trade Shows`



Now: Attending Virtual Conferences and Trade Shows

Previously: Familiarization Tours and Pitch Discussions



Now: Virtual Familiarization Tours and Virtual Pitches

2. Toronto Global

Toronto Global lead generation strategy is negatively impacted by the fact that international travel and the future of the global markets are uncertain.

- Their more mature leads are still working through the process to locating within the GTA; however, newer leads are not making significant strides forward.

Moving forward, Toronto Global appears to be continuing with business as usual, and will then process their late process leads and investments for the GTA

We will still be partnering Toronto Global; however, we should expect minimal results

3. Domestic Lead Generation

Due to Covid-19 we are focusing more on domestic lead generation than we have traditionally; however, this is not necessarily a negative as the current market dynamics for Covid-19 may favor Burlington in the long run

We will be targeting expiring leases within the large metropolitan areas within Ontario. This is in-line with current research that states the suburban markets will benefit from Covid-19 more so than high density area.

- Larger floor plates are favorable (to allow for social distancing)
- Lower prices by a significant margin (as their bottom lines have been adversely impacted)
- Safer commutes for their workforce (the majority of employees live outside of Toronto itself)
- Closer to clients and suppliers (as many of these companies have changed their external meeting protocols)

We anticipate that this strategy will compensate for any loss of investments from our international lead generation strategy

4. Domestic Lead Generation

Techplace is one of Burlington's most attractive assets when discussing investment attraction to the city. This is of course due to the Soft-landing Program and the connectivity it offers international startups. Due to Canada's relative stability to other markets we have continued to excel due to the actions of Techplace and the continued efforts of our partners.

We anticipate continuing our efforts through Techplace by utilizing the following programs to our advantage:

- **Soft-landing Program:** The soft landing program has continued to attract businesses from international markets by providing an easy way to relocate and expand their company to a safer more prosperous economy.
- **Startup Visa:** This program will enable us to both profit as well as assist international companies not only through the soft-landing process but also relocate all aspects of their business and personnel to our market.
- **MOUs/ Partnerships with International Markets:** Both of the two previous programs are successful due to our partnerships and MOUs in place. We are continuing to work with both LATAM Startups and Startup Stadium to ensure our startup leads pipeline remains intact throughout the crisis. We will also be expanding this network well into the future.

5. Continued Relationship Development

The primary sales people for the City of Burlington are our executives, realtors, and developers that do business within our market. We have continued to have a strong relationship with them throughout the crisis.

We will continue to improve these relationships by providing exemplary customer service, speaking with all members of our community one-on-one, and solving their individual business issues as needed.

We anticipate that we will continue to develop strong international and domestic leads from our networks, and this will makeup for the shortcomings of Toronto Global in the future.

6. Revised Marketing Collaboration

Digital Marketing Collateral

- Digital One-Pagers for all of our key sectors will be developed. This includes the sub sectors for Advanced Manufacturing, ICT, Cannabis, Professional Services, and Cleantech.

Email Campaign

- This campaign will be developed focused on Business Retention & Expansion to executives within companies that are having their leases expire soon within the Burlington area.

New Economic Development Website & Launch Campaign

- The new website for Burlington Economic Development will focus on the key information that truly enhances and supports those considering investing in our city. It will be optimized for ease of functionality.

Success Stories

- The best approach to ensuring continued interest in Burlington is to demonstrate how others in their space have succeeded. We will do a better job of sharing our success stories of new investments and existing companies

Digital Lead Gen

- We will be targeting companies in the GTA area that are considering leaving their current spaces in order to locate to Burlington.

Summary

We will continue our investment attraction strategy, but change our focus. We are confident that we will continue to find success and meet all of our KPI throughout the crisis.

All of our meetings with prospective investors will be dealt with virtually, but we will continue to work with all investors regardless of the crisis.

We will renew our focus on domestic investment attraction to accommodate for the lack of international investments

Our relationships with our primary networks remain strong, and have been strengthened by the crisis.

TechPlace continues to increase in popularity amongst international investors as a safe way to find security for their operations in a tumultuous market. Our expanded service offering will only increase TechPlace's popularity.

Our work in Marketing towards investors is continuing digitally and we will be focusing our efforts on domestic investors rather than FDI.

