



OUR VISION FOR **ECONOMIC GROWTH**

BURLINGTON ECONOMIC DEVELOPMENT CORPORATION

2018-2022 STRATEGIC PLAN

ABOUT BEDC

The Burlington Economic Development Corporation (BEDC) has a mandate to enhance the growth prospects of our existing companies and bring new high-value firms to the community. Our focus is on growing the economic base to sustain our competitive and prosperous community. BEDC is the first point of contact for companies seeking to invest or expand in Burlington.



OUR MISSION

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

HOW WE SUPPORT BUSINESS

- Keeping Burlington competitive
- Attracting and growing innovative companies
- Developing an attractive 21ST century city

OUR VISION FOR ECONOMIC GROWTH



WHERE WE ARE HEADING

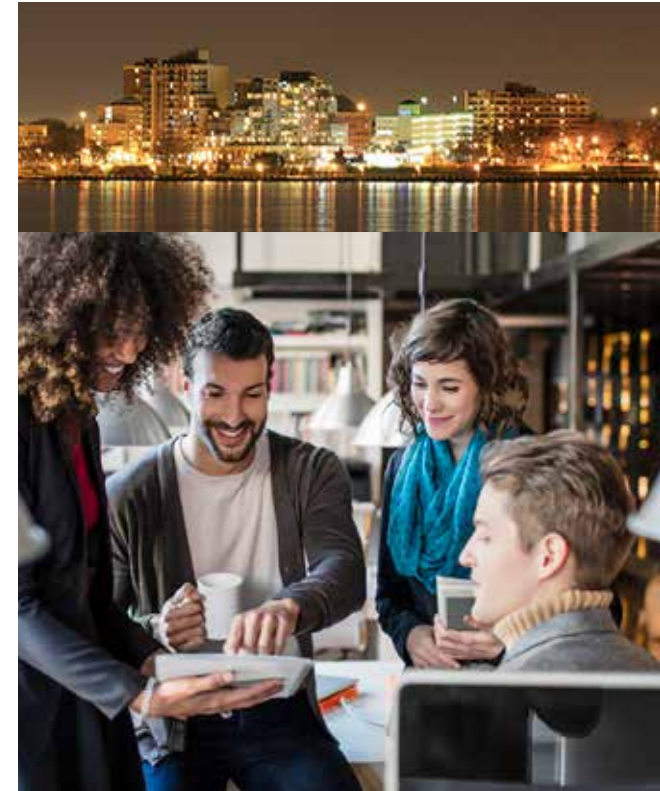
Workplaces are changing. Businesses are changing. Cities are changing. Economies are changing. Artificial intelligence, autonomous vehicles, Industry 4.0, "internet of things" devices and next generation infrastructure are some of the key advancements that will influence the economy. Burlington needs to adapt to these changes and provide the foundation for economic success.

In 2015, the City of Burlington developed a bold new Strategic Plan revealing what it would like to become over the next 25 years.

By adopting their 2015-2040 Strategic Plan and calling for the Burlington Official Plan to **"Grow Bold,"** the city recognized a need for change. Having made the decision to grow by building up, the city is able to plan for the future and build a community that attracts business and talent.

To support economic prosperity and **"Grow Bold,"** BEDC has developed a 2018-2022 Strategic Plan to increase Burlington's competitiveness, attract and grow innovative companies and to support Burlington's development as a city of the future.

OUR VISION FOR ECONOMIC GROWTH



OUR OPPORTUNITY

Develop Burlington as the location of
choice for business and talent.

OUR OPPORTUNITY

The City of Burlington is at an exciting turning point in its evolution — transitioning from suburban development to a vibrant urban community.

With the redevelopment of Burlington, there comes an opportunity to competitively position Burlington as a location of choice to attract top talent and business. We are working with stakeholders to provide the infrastructure and the types of spaces employers need to develop the workplace of the future. Through these actions, Burlington will be competitively positioned to capture the employment and talent growth in the Greater Toronto and Hamilton Area.

The BEDC directly supports "**Grow Bold**" and Burlington's Strategic Plan 2015-2040 with our 2018-2022 Strategic Plan, which plays a pivotal role in developing Burlington into an economically thriving city. Our plan outlines new approaches to create an attractive environment for business and talent. At the Burlington Economic Development Corporation, we are planning, advocating and building a 21ST century city by facilitating this strategic development and redevelopment.

OUR VISION FOR ECONOMIC GROWTH



PREPARING FOR CHANGE

PREPARING FOR CHANGE



Burlington is at a historic crossroad as the city begins to build out the last of its greenfield lands. With all the changes occurring in the global and local economies, BEDC defines the optimal growth trajectory to remain competitive as:

- Keeping Burlington competitive
- Attracting and growing innovative companies
- Developing an attractive 21ST century city

PREPARING FOR CHANGE

OUR VISION FOR ECONOMIC GROWTH



KEEPING BURLINGTON COMPETITIVE

To position Burlington competitively for future growth, we will work with our partners to activate employment lands for development. We will engage landowners, regulatory bodies, service providers and other stakeholders to establish a 50-hectare supply of development ready land that can be developed in 18-24 months. The goal is to have a competitive supply of land for business and employment growth.

PREPARING FOR CHANGE

ATTRACTING AND GROWING INNOVATIVE COMPANIES

In June 2017, BEDC opened TechPlace, Burlington's Innovation Centre to help businesses start up, scale up, and compete. Haltech and Angel One Investor Network have made TechPlace their new headquarters and are actively delivering key resources and programming. TechPlace is operating at full capacity, and averaging more than 100 users per week. And that's just the start of our big plans for this city — over the next five years, we plan on partnering to provide additional programming and services to help businesses grow and will work to continue to attract innovative companies.

BEDC is addressing emerging trends to position the city competitively for business and talent. As leaders of Burlington's economic development, we are here to serve the business community of today and tomorrow by building relationships, sharing data, and identifying and implementing opportunities that will transform Burlington into a vibrant and economically thriving city.



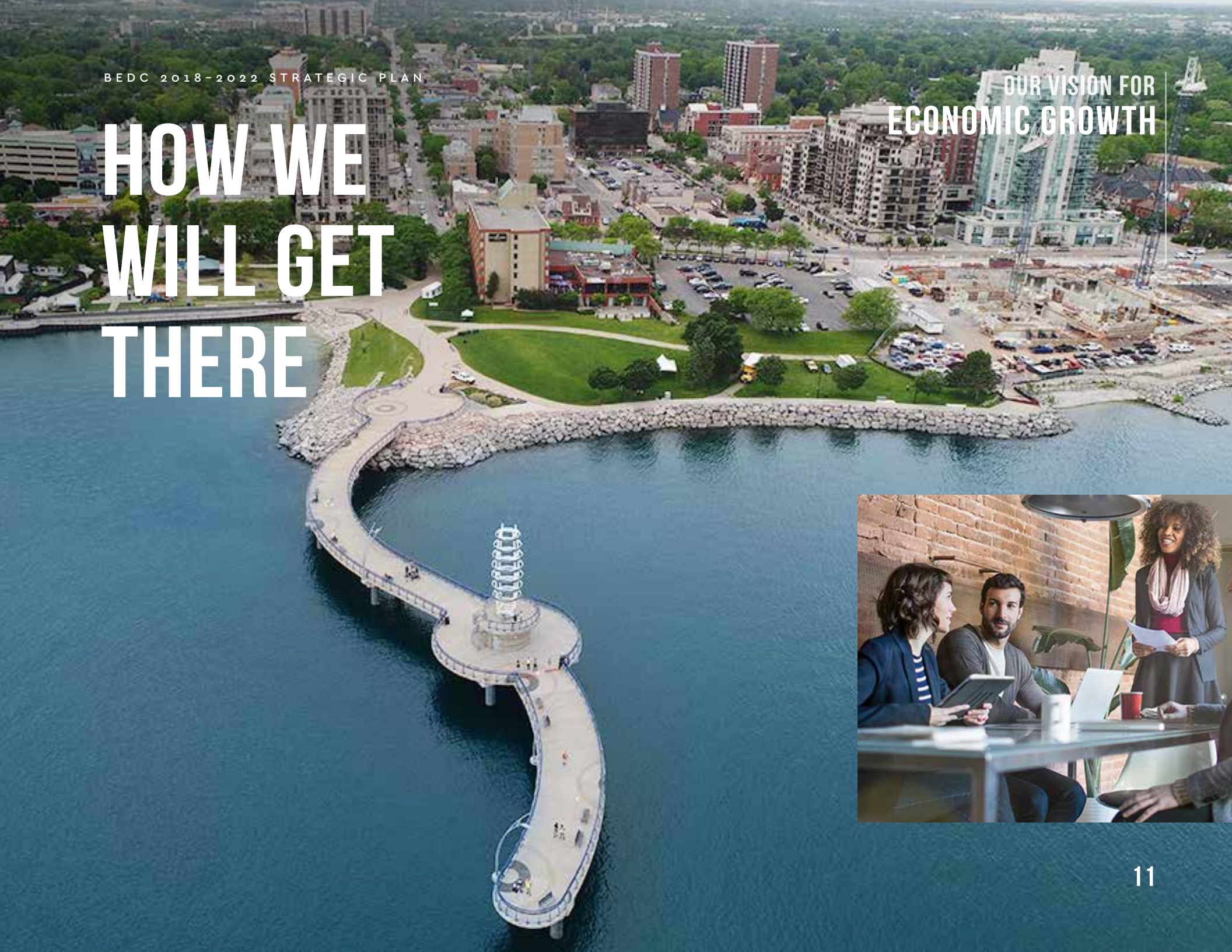
PREPARING FOR CHANGE

DEVELOPING AN ATTRACTIVE 21ST CENTURY CITY

We are also developing a city of the future by attracting businesses and developing 21ST century policy, processes, and infrastructure for future growth. Fifty percent of industrial and commercial buildings were built before 1980. With the adoption of a new official plan and mobility hub planning, BEDC will support business attraction and growth in key hubs through a Mobility Hub Employment and Attraction Strategy. BEDC will actively work to attract innovative businesses to Burlington and ensure a balance of post-secondary education, employment, culture, amenities and 21ST century infrastructure to support business growth.



HOW WE WILL GET THERE



HOW WE WILL GET THERE

BEDC's new 2018-22 Strategic Plan is a five-year blueprint with an economic focus on supporting Burlington in achieving its 2040 vision. As Burlington reaches build out with a decreasing supply of greenfield employment land opportunities and an increasing number of constraints in attracting and retaining companies, BEDC will advocate for:

- Land readiness and intensification
- Business growth and entrepreneurship
- A business attractive brand
- A 21ST century organization that operates at the speed of business



LAND READINESS AND ATTRACTION



LAND READINESS AND ATTRACTION

Burlington's remaining greenfield employment land sites are fewer today and come with multiple constraints resulting in a lower supply of investment ready land to reach our business growth goals. In addition, the city must shift from greenfield development to redevelopment, intensification and to the creation of mixed use, amenity rich employment hubs that meet the needs of current and future businesses. To ensure Burlington continues to attract businesses and to accommodate the expansion of existing businesses, BEDC will:

- 1** Implement a development ready land strategy that can bring online 50 hectares of employment land in a timeline that meets employers, developers and landowners needs,
- 2** Support the development of Mobility Hubs and Employment Land Intensification to ensure that we can attract and retain top talent and forward-thinking high growth businesses,
- 3** Build strong value added relationships with our landowner, developer and realtor communities to support the development, redevelopment and intensification of employment lands that attract talent and businesses, and
- 4** Analyze, communicate and advocate on key issues affecting Burlington's competitiveness in a 21ST century business environment.

BUSINESS GROWTH AND ENTREPRENEURSHIP

BUSINESS GROWTH AND ENTREPRENEURSHIP

Up to 40% of new jobs in Canada are created by companies during their first five years of operation while historically the growth of existing companies has accounted for 46% of job growth in Burlington. This means that potentially 60-90% of Burlington's future jobs will come from companies that start, stay and grow in Burlington. To support the start-up and growth of businesses in Burlington, BEDC will:

1 Leverage TechPlace to develop partnerships and programming that attracts high growth startups to Burlington, help companies scale up and access new markets, and support existing businesses to innovate and grow,

2 Increase connectivity with Burlington's businesses and talent and connect them to the support and resources they need to help their business stay and grow in Burlington, and

3 Support the growth and development of regional business clusters that represent strong economic growth opportunities.



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A BUSINESS ATTRACTIVE BRAND



Burlington

A BUSINESS ATTRACTIVE BRAND

Burlington has many qualities that make the city an attractive place for business. We have an enviable waterfront, an active downtown, outstanding connectivity and a quality of life that appeals to both employers and the talent they need to attract. Anyone who knows Burlington already understands it's a great place to work and live. New businesses with an interest in locating to the West GTA need to hear about what Burlington has to offer.

To promote Burlington as a connected business community with a high quality of life, BEDC will:

- 1** Develop and promote a business brand for Burlington that communicates our unique quality of life, connectivity and competitive timelines for business to move here,
- 2** Support businesses in making Burlington the home of their new GTA West offices by providing the tools, resources and support they need to relocate to Burlington at the speed of business, and
- 3** Target and attract growth companies to Burlington.



21ST CENTURY ORGANIZATION THAT OPERATES AT THE SPEED OF BUSINESS

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To support these activities, BEDC needs to have a strong understanding of our economic environment, and business needs — and be nimble. To support businesses to locate, start and grow in Burlington, BEDC will:

- 1 Monitor and communicate key business and economic trends and their impact on Burlington's business growth and competitiveness,
- 2 Be transparent and communicate our key actions, activities and outcomes for Burlington's economic growth, and
- 3 Be a 21ST century organization that operates at the speed of business.



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OUR VISION FOR
ECONOMIC GROWTH

DELIVERING ECONOMIC RESULTS



DELIVERING ECONOMIC RESULTS

In keeping with its mandate and this new strategic direction, BEDC commits to:

1 Delivering a mobility hub vision with employment targets that deliver vibrant and economically robust mobility hubs with supportive institutional uses. This will ensure that employment and education remain a critical part of mobility hub growth.

2 Establishing a 50-hectare supply of development ready land that can be developed in 18-24 months to attract businesses and maintain competitiveness with other cities. The tools will be in place to ensure our development ready lands represent a competitive investment opportunity for business.

3 Leveraging TechPlace to attract and grow high-potential startups, scale-ups, and existing businesses to contribute high-quality jobs to the economy. TechPlace will be a key asset in attracting and growing high potential startups and building Burlington's brand as a desirable location for business.

4 Operating at the speed of business and advocating for 21ST century business needs to position Burlington competitively as a city of the future.

MEASURING SUCCESS

While maintaining Burlington's status as a competitive city for businesses to locate, start up and grow, BEDC will focus its attention on delivering:

- 15,000 new knowledge-based jobs to Burlington by 2040,
- An increase in the City of Burlington's ICI Assessment Base by \$500 million over five years, and
- A strong and diverse regional economy as measured by our economic indicators.*

*See "Economic Indicators"

(<http://bedc.ca/data-centre/economic-indicators-dashboard-pilot/>)





BURLINGTON ECONOMIC DEVELOPMENT CORPORATION

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