



Economic Vision

Burlington is a vibrant and growing community recognised for its exceptional quality of life and as a top city to start and grow a business in

Guideline Goals:

1. 15,000 new knowledge based jobs (with 2/3 going to Burlington residents)
2. 1-1.5% growth in the population
3. 1 of the top 5 cities in Canada for Startup and Innovation

Development & Intensification of Employment Lands	Fostering Business Growth, Investment, Innovation and Entrepreneurship	Integrated Transportation & Increased Connectivity	Vibrant, Diverse and Growing Community	Building a Unique and Inspirational Brand for the City of Burlington
<ol style="list-style-type: none"> 1. Establish Employment Land Targets that drive economic growth (15k jobs with 2/3 to resident) 2. Create an Employment Lands Vision that drives investment and growth in the Highway Corridor 3. Develop and Implement a Redevelopment and Intensification Strategy for the Highway Corridor 4. Resource employment land plans and understand the financial implications and long term impacts for the City of Burlington 	<ol style="list-style-type: none"> 1. Develop a business friendly environment that attracts Investment 2. Create and invest in an ecosystem that supports the startup and growth of businesses 	<ol style="list-style-type: none"> 1. Develop an Integrated Transportation Vision that increases connectivity and cross functional collaboration 2. Increase the connectivity of key employment areas and ensure intensification supports integrated transportation goals 3. Develop partnerships to drive regional integrated transportation planning alignment 4. Leverage Mobility Hubs for economic impact and to achieve integrated transportation goals 	<ol style="list-style-type: none"> 1. Understand the level of population growth & intensification needed to support economic goals 2. Develop the downtown as a unique and vibrant cultural district 3. Create an attractive environment for youth and newcomers 	<ol style="list-style-type: none"> 1. Build one brand for the City of Burlington that reflects the City's Vision 2. Partner to successfully activate the brand and ensure Burlington meets its brand promise

Enablers:

1. Infrastructure Planning by all Regulatory Bodies
2. Intergovernmental Alignment

Economic Vision - Development & Intensification of Employment Partner Matrix, Goals & Action Plan

	Lead Partner
	Support Partner

Strategies	Lead & Support Partners					
	City of Burlington	BEDC	Halton Region	Conservation Halton	Ministry of Transportation	Realtors, Land Owners & Developers
Establish realistic targets for Employment Lands that drive economic growth (15k jobs with 2/3 to residents)						
Create an Employment Lands Vision that drives investment and growth in the Highway Corridor (QEW to 403)						
Develop and Implement a Redevelopment and Intensification Strategy for the Highway Corridor (QEW to 403)						
Resource employment land plans and understand the financial implications and long term impacts for the City of Burlington						

Goals:	<p>1 - Develop one set of targets for employment lands that are aligned with all regulatory policies and stakeholders</p> <p>2 - Create an industry centred vision for employment lands that leads to growth in knowledge based and creative industries</p> <p>3 - Develop an employment lands intensification strategy that incentivizes developers and landowners to develop inline with our employment lands vision</p> <p>4 - Understand the resourcing and revenue implications associated with the redevelopment and intensification of our employment lands</p>
1.1	Establish realistic targets for Employment Lands that drive economic growth (15k jobs with 2/3 to residents)
1.1.1	Define the high level economic goals Burlington is trying to achieve and the economic multipliers that will support achieving our goals (jobs may not be the right metric)
1.1.2	Ensure we are thinking at the right scale by completing a problem solving exercise to define the scenarios associated with different levels of goals in terms of actions and outcomes
1.1.3	Develop a matrix to define the types of jobs/ industries that will meet our economic criteria (high exporting, GDP, education/employment level of employees, investment in R&D etc)
1.1.4	Define our criteria for knowledge based/high value jobs based on the matrix and align this across all partners, the employment lands vision and investment attraction activities
1.1.5	Map existing knowledge based jobs and determine needs and growth potential
1.1.6	Narrow the scope of knowledge based jobs to determine the niche sectors/company types we are trying to attract
1.1.7	Build an understanding of the current market trends for our target jobs/industries (amenities and environment, sqft per employee, hotelling/remote working etc)
1.1.8	Map our understanding of the market realities of knowledge based jobs back to our existing employment lands to determine what the structural capacity is to support jobs and the associated metrics
1.1.9	Develop a final set of goals and metrics for Burlington's employment lands
1.1.10	Determine resources and infrastructure required to meet goals and realistic timelines
1.1.11	Gain approval for final goals with understanding on investment and resources needed
1.1.12	Ensure Employment Lands goals align vertically with city OP, regional OP and growth plans for 2041
1.1.13	Ensure EcDev and development programs/processes are aligned to meet employment land goals
1.1.14	Develop an employment and growth tracking tool and reporting system to track key metrics
1.2	Create an Employment Lands Vision that drives investment and growth in the Highway Corridor (QEW to 403)
1.2.1	Define the principles for the vision and how we want to operate including ensuring an adaptive and partner/stakeholder driven approach is taken to develop the vision that allows the vision to be revisited as market/community needs change
1.2.2	Create high level economic objectives/ goals for the Highway Corridor
1.2.3	Map key advantages and challenges for the corridor
1.2.4	Integrate the research and learnings from the definition of knowledge based jobs/industries to ensure the vision encompasses the types of development our target companies desire (amenity rich, well connected mixed use developments etc) and determine the key factors that affect relocation and investment (Office Attraction Study)
1.2.5	Define the sub districts of the vision including the geographic area, types of development desired, target industries, labour force needs, intensification targets and transit integration/support needed
1.2.6	Ensure the plans and visions of the sub districts are inline with market forces and infrastructure needs for the types of companies we are targeting (land prices, rent, labourforce needs, transit, water, power, housing) and that there is a place for retaining and growing existing businesses
1.2.7	Develop a visual representation of our vision for each district and align zoning and bylaws to support achieving this type of development
1.2.8	Align the city, region, public and community groups on the vision by ensuring their input in the process and creating an internal and external communications plan for the Employment Lands Vision
1.2.9	Develop an implementation plan for how the vision will be rolled out by the various departments and agencies in evaluating developments that meet the vision and supporting a speedy approval process
1.3	Develop and Implement a Redevelopment and Intensification Strategy for the Highway Corridor (QEW to 403)
1.3.1	Define goals for intensification including new density targets along with economic multiplier effects and how intensification will allow the city to meet existing goals (walkable communities, reduced traffic congestion, higher transit usage etc)
1.3.2	Develop an understanding of the types of mixed use development and what types of mixed use development will help Burlington achieve our goals of employment and population intensification, walkability etc and meet market demand
1.3.3	Review existing mixed use sites in Burlington and externally and identify key elements and metrics for success and roadblocks. Use lessons learned to apply to the development of Burlington's intensification and mixed use strategy.

1.3.4	Research methods to incentivize owners to redevelop existing sites for intensification including demolition credits, DC credits, DC credit extensions, height and usage allowances, CIPs, brownfield programs etc and determine which tools will be most effective/appropriate
1.3.5	Determine the effect of redevelopment on the city tax base and the associated cost of incentive programs to ensure appropriate financial resources exist to support intensification and the ramifications for the long term tax base of the City are understood
1.3.6	Determine the regulatory processes that apply to intensification and mixed use and identify opportunities for streamlining and how policies need to be aligned to support intensification and mixed use
1.3.7	Develop an intensification framework with goals, associated regulatory policy requirements and expected timelines
1.3.8	Review employment lands and identify primary sites for intensification (Low hanging Fruit - close to transit, servicing in place, minimum issues around MTO, willing owner and can meet identified goals for intensification) and identify pilot sites for intensification
1.3.9	Develop pilot plan for intensification sites and implement
1.3.10	Review pilot site program and incorporate lessons learned to develop a long term intensification and mixed use strategy
1.4	Resource employment land plans and understand the financial implications and long term impacts for the City of Burlington
1.4.1	Use employment lands research and goals to map the long term impacts of expected growth on all elements of the city costs of service including infrastructure planning and servicing, transit and transportation etc
1.4.2	Develop financial models to show the long term costs of service and benefits including tax implications of employment goals for different scenarios
1.4.3	Determine the long term effects of moving from greenfield to redevelopment on the city's revenue streams (DCs etc)
1.4.4	Ensure sufficient resources exist/are allocated to achieve the plans taking into account the predicted future revenue streams for the city
1.4.5	Consider alternative methods to finance the plans if they achieve sufficient returns for the city

Economic Vision - Fostering Business Growth, Investment, Innovation & Entrepreneurship: Partner Matrix, Goals & Action Plan

	Lead Partner	Lead & Support Partners								
	Support Partner	City of Burlington	BEDC	Halton Region	HalTech	AngelOne	FreshInsights	Halton Hive	Partner Municipalities	Post Secondary Institutions
Strategies										
Develop a business friendly environment that attracts Investment										
Create an ecosystem that supports the startup and growth of businesses										
Goals:	1 - Create a customer service focused development process that creates a competitive advantage for Burlington 2 - Invest in a targeted marketing program that sells Burlington to growth industries 3 - Build a business incubation ecosystem that supports start-ups (1 of top 5 places for start-ups) 4 - Develop Burlington's value proposition and brand as the city to grow your business in									
2.1	Develop a business friendly environment that attracts investment									
2.1.1	Develop a customer service orientation within the City of Burlington with staff at all levels focused on problem resolution									
2.1.2	Examine past performance of development processing focusing in on the "no's" and long approvals. Map where they went wrong and what we can do to improve the process									
2.1.3	Create a red carpet/rapid response team process that brings together staff from all departments to manage high potential developments focused on speedy and smooth development approvals									
2.1.4	Work with all regulatory agencies to ensure we are aligned to make the development and approval process operate at the speed of business									
2.1.5	Determine the priority areas for investment and build a strong working relationship with the region and province to push forward plans including a potential redevelopment fund									
2.1.6	Align the OP with the strategic plan and economic vision building a visionary OP that supports investment									
2.1.7	Determine the key factors outside of land development that will push a company to locate in Burlington including quality of life, labourforce, transportation etc									
2.1.8	Gain an understanding of these factors and what we can leverage taking a more regional focus and not micro engineering affordable housing, transit etc. at the Burlington level.									
2.1.9	Understand the key factors that will attract the workforce of the future (25-35) and incorporate these elements into planning our city of the future to ensure a strong talent attraction proposition									
2.1.10	Determine resources and partnerships needed to build a strong value proposition for investment									
2.1.11	Create a value proposition focused on these factors including investing resources and developing partnerships to improve our competitiveness									
2.1.12	Research the key growth sectors and future industries (e.g. energy, water processing, e-health etc) and determine the key types of industries we should target									
2.1.13	Map local clusters and the infrastructure ecosystem needed to support these industries to determine that Burlington can be competitive in attracting these companies									
2.1.14	Develop a strong brand and marketing plan that shares Burlington's value proposition with our target companies									
2.2	Create an ecosystem that supports the startup and growth of businesses									
2.2.1	Define our start-up target base by gaining a thorough understanding of the company development lifecycle mapping the stages (employees, revenue, age etc.) and economic outcomes at each stage									
2.2.2	Develop a sector specific focus for business growth (start-ups) by mapping the existing sectors in Burlington and the region and potential high growth sectors that match our economic targets									
2.2.3	Gain an understanding of the key ingredients to growing an innovation ecosystem by developing case studies on the development of successful communities and understanding Burlington's success in the past in this area									
2.2.4	Understand the profile of a suburban vs. urban entrepreneur in the Halton context									
2.2.5	Partner to build a regional ecosystem map of key players and resources with business growth at the centre. Determine gaps and crossovers.									
2.2.6	Determine the key infrastructure and space requirements to support business growth including types of spaces, rent thresholds and fiber optic connectivity									
2.2.7	Work with regional partners to support business startup resources and strengthen ecosystem									
2.2.8	Focus on developing resources and programs in Burlington to support the growth of small/mid business to enterprises									
2.2.9	Determine the roles of post secondary institutions in business growth and develop long term strategies to strengthen their presence in Burlington									
2.2.10	Research other innovation and growth resources regionally (MIP, Tannery etc.) including successes and failures and how Burlington fits									
2.2.11	Develop resources and physical infrastructure to support growth by investing in developing the DeGroot campus area into an innovation space through the Burlington Innovation District									
2.2.12	Determine the metrics for measuring our success in becoming a business growth and start up hub									
2.2.13	Create testimonials and case studies of successful business growth in Burlington and position Burlington as the city to grow your business in									

Economic Vision - Integrated Transportation & Increased Connectivity Partner Matrix, Goals & Action Plan

	Lead & Support Partners								
	City of Burlington	BEDC	Halton Region	Business Community	Ministry of Transportation	Metrolinx	Go Transit	Other Municipalities	Realtors, Land Owners & Developers
Strategies									
Develop an Integrated Transportation Vision that increases connectivity and cross functional collaboration	Lead Partner	Support Partner							
Increase the connectivity of key employment areas and ensure intensification supports integrated transportation goals	Lead Partner	Support Partner							
Develop partnerships to drive regional integrated transportation planning	Lead Partner	Support Partner							
Leverage Mobility Hubs for economic impact and to achieve integrated transportation goals	Lead Partner	Support Partner							

Goals:

- 1 - Develop an integrated transportation plan that creates a more connected city and ensure it is incorporated into all areas of planning our future city
- 2 - Create a community centred vision for mobility hubs that leads to growth in employment, population, transit usage, and connectivity
- 3 - Develop a mobility hubs intensification strategy that incentivizes developers and landowners to develop inline with our mobility hubs vision.
- 4 - Develop a regional approach to transit and transportation planning that supports the growth of our employment base

3.1 Develop an Integrated Transportation Vision that increases connectivity and cross functional collaboration

- 3.1.1 Understand the key levers that will allow integrated transit and transportation planning for our employment zones to be successful including levels of intensification needed for population and employment, distance/convenience, barriers to use for employers and congestion levels
- 3.1.2 Research the expected future changes in employment needs and workforce (Gen Z trends etc.) and how these will affect future transportation planning
- 3.1.3 Understand the effects that reduced car usage/parking could have on the employment land supply (reduced coverage/increased jobs). Map actual versus mandated/market suggested parking levels and how these change with distance from transit options and increased transit usage.
- 3.1.4 Determine the feasibility, potential location and costs of an active transportation crossing for the QEW that connects north and south residential and employment lands
- 3.1.5 Develop the long term connectivity goals for the Integrated Transportation vision (eg increase in modal split, walk/cycling connectivity in employment zones)
- 3.1.6 Develop case studies and policy papers to outline the key future trends and integrated transportation policy changes which need to take place to support these goals
- 3.1.7 Develop a plan to determine resources required and ROI of transit and transportation plans and commit the necessary resources and long term plans to ensure success
- 3.1.8 Integrate the recommendations from the Integrated Transportation Vision into all aspects of employment lands planning from the OP, to mobility hubs to working with new companies and developers
- 3.1.9 Align all departments behind the key policy recommendations to achieve integrated transportation objectives for employment zones and build a more comprehensive approach to transportation and employment lands development
- 3.1.10 Develop KPIs for the success of the Integrated Transportation Vision and monitor the ongoing success including developments and redevelopments inline with recommended transportation policies

3.2 Increase the connectivity of key employment areas and ensure intensification supports integrated transportation goals

- 3.2.1 Bring together key partners including BEDC, transit, transportation, planning and employers to develop realistic short and long term connectivity goals for the employment areas
- 3.2.2 Determine priority areas (high impact and ease of implementation) to increase the connectivity of the employment areas in key zones
- 3.2.3 Partner with employers and other stakeholders in the selected employment districts to understand their needs (hour shifts, regional draw of workers)
- 3.2.4 Examine options to meet transportation needs including alternative transportation models e.g. shuttles, car pool, uber, bike lanes etc
- 3.2.5 Determine the long term benefits of these options and commit to pilots within the key employment areas where there is commitment from all partners to support the long term success of the initiative
- 3.2.6 Integrate key lessons learned into the development of new initiatives and expand pilot initiatives where they are successful
- 3.2.7 Work with developers and companies investing in Burlington to ensure their developments are inline with the Integrated Transportation Vision
- 3.2.8 Develop long term plans to expand transportation options (sidewalks, cycling, transit etc) in employment areas as redevelopment and intensification takes place that will support the minimum densities needed for successful implementation

3.3 Develop partnerships to drive regional integrated transportation planning alignment

- 3.3.1 Map regional transportation patterns and usage and determine the key partners we need to work with to develop regional transit options to service key employment areas
- 3.3.2 Work with regional partners to develop a regional transportation plan and encourage the development of an integrated GTHA transportation plan
- 3.3.3 Develop relationships with Metrolinx, Go Transit and the MTO to ensure Burlington's objectives and Integrated Transportation Vision is aligned with their plans
- 3.3.4 Partner with the region and key municipalities (Hamilton & Oakville) to increase non automotive interregional transportation options
- 3.3.5 Develop long term goals and an action plan for achieving regional servicing of key employment areas

3.4 Leverage Mobility Hubs for economic impact and to achieve integrated transportation goals

- 3.4.1 Develop a Mobility Hubs Champion to lead mobility hubs plans and create internal alignment across departments

3.4.2	Define the principles for the mobility hubs vision including the 407 hub and how we want to operate including ensuring an adaptive and partner/stakeholder driven approach is taken that is revisited as market/community/region/GTHA needs change
3.4.3	Perform a detailed SWOT analysis on mobility hubs in the City, including infrastructure analysis
3.4.4	Investigate federal or provincial financial support to develop mobility hubs
3.4.5	Encourage Metrolinx to accept the additional mobility hubs identified by the City of Burlington
3.4.6	Define goals for mobility hubs development including how they will allow the city to meet existing goals (youth attraction, increased density, reduced traffic congestion, higher transit usage etc.)
3.4.7	Determine key land owners and developers for the mobility hub sites and work with them to understand their existing plans and timelines
3.4.8	Develop timelines and ROI analysis for the mobility hubs to prioritize the 2 key hubs for site-specific approvals in line with the vision in the next 5 years and a further 2 in 10 years. Ensure this is in line with Metrolinx plans, funding opportunities and market demand
3.4.9	Understand the types of mobility hub development models and outcomes (Case Studies) and how they can be applied to Burlington
3.4.10	Create case studies to understand the effects of mixed use on congestion and transportation usage in employment zones
3.4.11	Integrate mobility hub development into the long term employment lands connectivity plan and leverage development to encourage all modes of transportation (active and transit)
3.4.12	Build a vision with site-specific intensification for the first 2 mobility hubs within 1 year and align the city, region, development community, MTO and public on the vision by ensuring their input in the process and creating an internal and external communications plan. Ensure this aligns with and supports the objectives of the integrated transportation vision.
3.4.13	Determine the regulatory processes that apply to mobility hub development and identify opportunities for streamlining and alignment to support mobility hub development including early engagement with the MTO
3.4.14	Develop tools to incentivize owners and developers to design developments that meet mobility hub goals
3.4.15	Determine the effect of mobility hubs on meeting the city's economic goals and ensure sufficient resources are allocated to successfully execute mobility hubs plans. Consider alternative methods to finance the plans if they achieve sufficient returns for the city
3.4.16	Monitor the development of the mobility hubs and ensure our plans are flexible enough to take advantage of market opportunities as they arise

Economic Vision - Vibrant, Diverse & Growing Community

Strategies	Lead & Support Partners											
	City of Burlington	BEDC	Halton Region	Tourism Burlington	Burlington Chamber of Commerce	BPAC	Art Gallery of Burlington	BPL	BIAs	Conservation Halton	Business Community	Citizens
Understand the level of population growth and intensification needed to support our economic goals												
Develop the downtown as a unique and vibrant cultural district												
Create an attractive environment for youth and newcomers												

Goals:
1 Determine the level of population growth needed to support our economic goals and how this can be accommodated
2 Develop a vision for intensification at the neighbourhood level that supports vibrancy, employment and integrated transportation goals
3 Develop the downtown as a vibrant cultural district that supports a unique selling proposition for Burlington
4 Build newcomer and youth attraction strategies that build a strong regional labourforce and entrepreneurial base for Burlington

4.1	Understand the level of population growth and intensification needed to support our economic goals
4.1.1	Map the existing population in Burlington and built form in key areas including the downtown to understand our current population and intensification levels
4.1.2	Research and build guidelines for the minimum levels of population and intensification needed to support vibrancy, transit and active travel and employment targets
4.1.3	Research cities that have dealt with similar development issues in developing vibrancy and increasing the modal split and develop case studies to understand the key drivers and underlying policies
4.1.4	Develop an overall population growth target for Burlington from this research
4.1.5	Determine the gaps between the existing population and population goals and analyze where the highest potential impact of intensification will be at the neighbourhood level
4.1.6	Develop models and visuals to map how population intensification will affect the city and specific neighbourhoods
4.1.7	Understand the make up of a healthy downtown by developing case studies on the downtown development of similarly positioned cities to understand the mix of residential, employment and commercial/office needed
4.1.8	Define what vibrancy means for our downtown and determine the gaps between our current downtown make up and our goal
4.1.9	Determine the policies and resources needed to achieve our ideal mix in the downtown
4.2	Develop the downtown as a unique and vibrant cultural district
4.2.1	Develop case studies to understand the role of culture in downtown development in other cities with a vibrant downtown and strong cultural scene include a mix of traditional cities (Hamilton, Pittsburg) and more digitally focused high income cities
4.2.2	Determine the key underlying factors to create a cultural district including the creative class, role of institutions, programs and events etc and how these are supported by market forces and the government
4.2.3	Understand the makeup of the creative class in Burlington vs. traditional cities using the Case studies to understand the type of creative class that Burlington can support with market rates etc (Digital creative class vs. traditional artists)
4.2.4	Map the unique downtown experience and the driving factors in drawing people to downtown (Downtown residents, downtown employees and visitors)
4.2.5	Research our local competition and ensure we build a unique value proposition that can successfully compete and build on the strengths of our neighbours
4.2.6	Map the existing cultural institutions, programming and events that exist in the downtown and their effects in creating vibrancy and economic impact. Understand our existing successes and how we can build on them.
4.2.7	Use the research on population intensification targets to define the level of intensification and population needed in the downtown to support vibrancy targets and viability of cultural and commercial activities
4.2.8	Develop a vision for the Downtown Cultural District that builds upon our unique downtown experience and a set of targets to define success in achieving a vibrant Downtown Cultural District
4.2.9	Build visual models to demonstrate the built form and connectivity needed to achieve the Downtown Vision and create a communications plan to educate partners and the public on our vision for the downtown
4.2.10	Map the gaps (Policy, programming and resources) between our existing cultural activities and resources and achieving our Downtown Vision. Determine what activities will be supported by the market and which activities will require government support to be successful.
4.2.11	Ensure we have the right mix of programming throughout the year to attract both residents and visitors and achieve vibrancy goals throughout the year
4.2.12	Assign resources and commit to policy changes to achieve the goals of the Downtown Vision and deliver on the Cultural Action Plan
4.3	Create an attractive environment for youth and newcomers
4.3.1	Research and define the type of youth and newcomers Burlington would like to attract to support our labour force goals. E.g. Youth 25-35, families, young professionals, Immigrant Entrepreneurs etc
4.3.2	Understand the existing demographics in our city through the census data and map the cultural communities that we already attract. Meet with these communities to understand their needs and what attracted them to Burlington.
4.3.3	Develop Case Studies on comparable cities that have attracted youth and newcomers to understand the underlying amenities, market forces (housing availability, affordability etc) and policies that have enabled this success and how it has affected the economic success of the city
4.3.4	Map the existing partners regionally and locally that can help support the understanding of our target groups and develop the services and amenities that they need

4.3.5	Develop profiles of key targets (Young "Professional" Families and Immigrant Entrepreneurs) using research and focus groups to determine the key factors will attract them (i.e. affordable housing, transit, cultural community/activities etc)
4.3.6	Map the existing amenities, policies and market forces that meet the needs of these groups and the gaps Burlington has to create these conditions
4.3.7	Conduct Focus Groups to understand the current brand of Burlington for youth and immigrants (Senior pop, non diverse etc) and incorporate learnings in the development of the Burlington Master Brand
4.3.8	Build both a Newcomer Attraction Strategy and Youth Attraction Strategy that incorporates the learnings in developing policies, programming and a brand that creates an attractive environment
4.3.9	Create the resources, tools and one owner for these strategies to champion their success
4.3.10	Promote Burlington as a destination that is inclusive of Newcomers and Youth by developing programming to support their needs and ensuring their views are represented in the City of Burlington
4.3.11	Develop targets and annual reporting to track our success in Newcomer and Youth Attraction

Economic Vision - Building a unique and inspirational brand for the City of Burlington Partner Matrix, Goals & Action Plan

Strategies	Lead & Support Partners											
	City of Burlington	BEDC	Halton Region	Tourism Burlington	Burlington Chamber of Commerce	BPAC	Art Gallery of Burlington	BPL	BIAs	Conservation Halton	Business Community	Citizens
Build one brand for the City of Burlington that reflects the City's Vision												
Partner to successfully activate the brand & ensure Burlington meets its brand promise												

Goals:	<p>1. The brand reflects the vision for the City of Burlington and keeps the vision top of mind for citizens, partners and staff in every decision</p> <p>2. We live the brand and it is supported in the everyday behaviors of staff and partners</p> <p>3. The brand creates a unique image of Burlington that creates a competitive advantage in achieving all goals of the City of Burlington Strategic Plan</p>
5.1	Build one brand for the City of Burlington that reflects the City's Vision
5.1.1	Determine the lead for brand development and the key external resources required to successfully create a brand (Branding Consultants)
5.1.2	Develop a Brand process that creates buy in from partners to align everyone behind one brand for Burlington
5.1.3	Ensure the City's new vision and strategic plan is at the heart of the brand and align brand targeting with the vision for the city (startups, youth, immigrants etc)
5.1.4	Form a Brand Advisory Group composed of key partners in delivering the brand to advise the development of the Brand
5.1.5	Determine the core targets for the brand (residents and business attraction) and find the common ground to create a core brand promise that appeals to both groups - quality of life, geography, safety etc
5.1.6	Gain a picture of where our brand currently stands including what are the internal and external perceptions of Burlington
5.1.7	Review the existing brand and previous work and incorporate key lessons learned into the development of the brand
5.1.8	Complete a SWOT and competitive analysis to help define what is unique about Burlington and how we can leverage it
5.1.9	Understand the key elements that contribute to the quality of life rankings and how these can be incorporated into the brand
5.1.10	Create a Masterbrand that is both aspirational and inspirational ensuring the story of where Burlington is now and our journey to achieve our vision is clearly communicated
5.1.11	Ensure the Brand Promise is rooted in the reality of what Burlington can deliver and develop a process to determine how projects and decisions align with our brand promise
5.1.12	Assess how existing processes and policies align with the brand promise and what the gaps there will be to living our brand promise
5.1.13	Develop a process for assessing projects and performance against the brand promise
5.1.14	Develop brand standard guidelines outlining how the brand will be used and how it applies in everyday operations including service metrics measuring how staff can meet the brand promise
5.1.15	Create a roadmap to achieving the key elements associated with the brand and ensure we deliver on these
5.1.16	Assess how well staff understand the brand and how we are meeting the brand promise prior to external brand activation
5.2	Partner to successfully activate the brand & ensure Burlington meets its brand promise
5.2.2	Create one owner for the brand and provide the resources and support needed to successfully launch and manage the brand
5.2.3	Identify all stakeholder groups involved in the delivery of the brand and identify how the brand will be rolled out to them
5.2.4	Create a brand management plan and tools including key elements to ensure there are core messaging and guidelines that all partners can consult
5.2.5	Determine the role of Burlington's brand in the Halton brand strategy and how they will be managed together
5.2.6	Create a brand activation strategy to tell the brand story and articulate the brand to our key targets
5.2.7	Develop key metrics for the brand that assess how the brand is supporting Burlington in achieving our vision
5.2.8	Develop key external measures to validate our brand position including relevant rankings e.g. moneysense
5.2.9	Develop internal brand service standards and measures to assess how new and existing projects align to the vision
5.2.10	Create organizational impact measures for the brand to assess how well projects align with the vision and brand including incorporating customer service feedback on how we lived up to our brand promise
5.2.11	Conduct regular reviews with staff, Council and partners to incorporate key lessons learned and ensure we continue to live up to our brand promise in our decisions and actions

Economic Vision - Infrastructure Planning by all Regulatory Bodies

	Lead & Support Partners									
	City of Burlington	BEDC	Halton Region	Burlington Hydro	Conservation Halton	Union Gas	Cable/ Telecoms	Provincial Government	Federal Government	
Strategies										
Develop a flexible infrastructure development plan that supports the redevelopment and intensification of key districts in Burlington										
Create alignment with regional partners to support the achievement of growth objectives with infrastructure and policy planning										
Goals:										
1 Partner with all regulatory bodies to support Economic Vision Goals										
2 Align with the region, province and other partners on the Population and Employment growth targets for Burlington										
3 Ensure sufficient infrastructure is in place to enable Burlington to achieve population and employment intensification targets										
6.1	Develop a flexible infrastructure development plan that supports the redevelopment and intensification of key districts in Burlington									
6.1.1	Conduct a study on the age and capacity of infrastructure in potential intensification sites to understand the constraints of existing infrastructure and what retrofitting needs to take place to increase capacity									
6.1.2	Ensure we understand the capacity of the different infrastructure in the geographic areas (e.g. Hydro has unlimited capacity north of Fairview but wastewater may be a constraint)									
6.1.3	Take a long term view of the growth and capacity needs of the city and ensure retrofitting planning can accommodate growth for the next 20 years and that the plan addresses long term infrastructure needs									
6.1.4	Build resiliency into all systems (e.g. higher design standards and urban design) and understand the changing cycle of extreme events to ensure there is the increased resiliency required to address extreme climactic events									
6.1.5	Review key policies at the City and Region to ensure they align with supporting the increased infrastructure needs (e.g. policies that stop services crossing lot lines)									
6.1.6	Understand the different infrastructure and development standards needed in redevelopment vs. Greenfield and develop a set of policies that is flexible in allowing redevelopment sites to intensify									
6.1.7	Develop an integrated approach to infrastructure planning that is forward thinking and incorporates sustainable design standards (e.g. district energy)									
6.1.8	Design and implement policies that encourage the adopting and testing of sustainable technologies through pilot programs (e.g. electric vehicle charging)									
6.2	Create alignment with regional partners to support the achievement of growth objectives with infrastructure and policy planning									
6.2.1	Develop a partnership approach to infrastructure planning that aligns all partners including municipal government and private companies)									
6.2.2	Understand the role of Burlington in growth and infrastructure planning within the regional and provincial context (i.e. process for changing growth targets, what standards do we control vs. region)									
6.2.3	Finalize growth and intensification plans for Burlington including the prioritization of key areas for intensification and invest the resources for a full analysis of infrastructure gaps and the capacity needed for intensification at these sites									
6.2.4	Understand the gap between the current Burlington OP and regional OP on growth and intensification targets and what changes will need to be reflected in the Official Plans									
6.2.5	Ensure the growth and intensification plans are incorporated into Burlington's Official Plan and Policies and work with the region to align with the Regional Official Plan review process to incorporate new growth and intensification targets									
6.2.6	Research how other 2 tier municipalities have dealt with infrastructure funding and develop case studies and recommendations around funding the additional infrastructure and retrofitting required to support intensification									
6.2.7	Analyze the associated costs and financial implications of infrastructure retrofits required and the allocation of costs required at the City and Regional level									
6.2.8	Develop a communications and management plan with the region to achieve alignment on growth and intensification goals and determine what changes can take place to the current growth and infrastructure plans									
6.2.9	Work with regional partners to develop a long term strategy in adjusting provincial policies on growth planning to align with regional growth targets									