

**Appendix E: Economic Development Strategy 2016 – Final Report
Card**

Table 1: Economic Development Strategy 2016 – Final Report Card

No.	Action	Status	Notes
1.01	Continue the active targeting of previously identified sectors for business attraction, including Clean Tech and Logistics sectors.	Ongoing	Incorporated into Goal 2, Actions 2 and 5b.
1.02	Continue working with key groups that can aid in business attraction efforts, such as realtors, developers, site selectors and senior levels of government.	Ongoing	Incorporated in to Department work plan and reiterated in Goal 2, Action 1b.
1.03	Continue with the positioning statements for targeted industrial sectors.	Ongoing	Incorporated into Goal 2, Actions 5b.
1.04	Focused on those sectors of greatest importance to the City, create industry-specific expertise within the department to enhance the ability to assist existing firms and to demonstrate knowledge when attracting new companies.	Ongoing	Incorporated in to Department work plan and into Goal 1, Action 2.
1.05	Treat retention, expansion and attraction as a continuum of activities with staff assigned to specific sectors.	Ongoing	Incorporated in to Department work plan and reiterated in Goal 2, Action 1b.
1.06	Build out Brantford's investment attraction story to include sector-specific value propositions that showcase Brantford and its unique advantages.	Ongoing	Incorporated into Goal 2.
1.07	Continue with the City's existing investment attraction program including current marketing efforts and annual foreign trade mission.	Ongoing	Incorporated in to Department work plan and Goal 2.

1.08	Create and strengthen relationships with the Ministry of Economic Development and Growth including a Brantford visit on the itineraries for the annual Ontario conferences of the Senior Economic Officers and International Investment Development Representatives (IIDR) teams.	Ongoing	Incorporated in to Department work plan.
1.09	Work to raise the profile of Brantford with the IIDR network by equipping them with key messages, material and information that they can use in their discussions with prospects, and collaborate with them on any upcoming in-market visits by City representatives.	Ongoing	Incorporated in to Department work plan.
1.10	Continually update www.AdvantageBrantford.ca ¹ to ensure up-to-date data is available to potential investors.	Ongoing	Incorporated in to Department work plan.
1.11	Improve the City of Brantford's website to streamline the City's economic development webpages and make it more easy to find information about the City's economic development services and opportunities including www.AdvantageBrantford.ca . ²	Complete	Completed in 2019. Capital budget approved for update in 2025.

¹ City of Brantford, "Advantage Brantford", <https://www.advantagebrantford.ca/en/index.aspx>

² Ibid.

1.12	Create the necessary business processes and staffing secession plan to ensure the City does not lose any of its economic development knowledge specifically pertaining to investment retention and attraction.	Complete	Completed in 2023 with major retirement and new staff onboarding. Department CRM implemented in Q1 2024 to share knowledge between Divisions.
1.13	Create a focus on regional economic development specifically around investment attractions by: Identifying one political and one senior level staff to coordinate a Brantford-Brant Regional Investment Attraction Working Group with the County of Brant and the Six Nations of the Grand River.	Incomplete	
2.01	Continued investment by the City of Brantford in industrial land development is a key strategy component.	Incomplete	Carried over to Goal 2, Action 5.
2.02	Infilling existing industrial areas is a priority.	Ongoing	Incorporated into Goal 2, Action 5.
2.03	Continue to encourage private sector initiatives for new industrial/business park development.	Ongoing	Incorporated into Goal 2, Action 5.
2.04	Facilitate and encourage reinvestment and revitalization of vacant industrial floor space.	Ongoing	Incorporated into Goal 2, Action 5.
2.05	Make best use of limited short term supply of industrial land as the city is "landlocked".	Ongoing	Incorporated into Goal 2, Action 5.

2.06	As a priority, continue working with the County of Brant, the Six Nations of the Grand River and the province to complete current land transfer agreement.	Complete	Completed in 2017.
2.07	Implement the actions found within the Employment (Industrial) Land Analysis that address industrial land issues: Continue to be active in the industrial land development market to the extent required to ensure a minimum of a five-year supply of serviced employment/industrial lands is on the market at all times.	Ongoing	Last large plot of industrial land sold in 2018 to Mitsui High-tec. Ongoing corporate-wide efforts to assist with privately owned industrial land development and boundary land development.
2.08	Actively be the leader to seek out shared servicing opportunities with the County of Brant and private sector land owners to bridge the existing industrial land supply gap.	Incomplete	
2.09	Continue with Brantford's Brownfield Incentive Programs (i.e. Community Improvement Plan (CIP), Tax Incentive Program, Development Charges Bylaw) to help guide brownfield developments and intensify land use.	Ongoing	Incorporated into Goal 1, Action 3i.
2.10	Create and maintain inventories of Municipality's physical and social assets to be used as part of the City's infrastructure planning and marketing efforts.	Ongoing	Incorporated in to Department work plan.
2.11	Maintain up-to-date and ensure accessible online databases for shovel ready/marketable industrial and commercial land as well as the available City infrastructure.	Ongoing	Incorporated into Goal 2, Action 5c and regularly updated on sites.advantagebrantford.ca .

2.12	Revisit the establishment of a working committee to develop a downtown business retention and recruitment strategy, in partnership with the Economic Development Advisory Committee, the Tourism Advisory Committee, the Downtown Business Improvement Area, post-secondary institutions and department staff.	Complete	Department advisory committees reorganized in 2022.
2.13	Develop marketing tools for the downtown area.	Ongoing	Incorporated into Goal 1.
2.14	Continue the business retention and expansion activities with downtown businesses.	Ongoing	Incorporated in to Department work plan and reiterated in Goal 1 and Goal 2, Action 1b.
2.15	Continue to provide capacity-building workshops for downtown businesses.	Ongoing	Incorporated into BRC Business Plan.
2.16	Continually communicate the positive change and momentum of Brantford's downtown revitalization to residents.	Ongoing	Incorporated into Goal 1.
2.17	Continue supporting and heavily promoting the City's Downtown Incentive Programs: <ul style="list-style-type: none"> • Downtown Business Performance Grant; • Design and Façade Grant; • New Business Grant; • Relief of Development Charges; • Parking Exemption Area; • Cash-in-Lieu for Parking; • Brownfields CIP and Financial Tax Incentive Program; • Development Charge By-law (Brownfields); and • Infrastructure Upgrades. 	Ongoing	Incorporated into Goal 2.

2.18	Create and promote a public Wi-Fi hotspot zone covering a designated portion of downtown.	Incomplete	No longer recommended.
2.19	Promote downtown tenants like Laurier Launchpad and Brantford-Brant Business Resource Enterprise Centre to create a focal point for innovation and entrepreneurialism .	Ongoing	Incorporated into Goal 1, Action 6.
2.20	To attract more people: bring attention to Brantford's downtown; draw consumers to support local downtown businesses; continue the programming at Harmony Square; leverage other local events and promote the expanding Arts, Culture and Heritage attractions, events and festivals downtown.	Ongoing	Incorporated into Department work plans and Goal 1.
2.21	Examine the possibility of increasing the following, to add to the intensification of downtown: 6+storey mixed-use development; higher residential development; and more compact residential developments.	Ongoing	Official Plan approved by City Council in 2023.
2.22	Work with the downtown business community to create cross-merchandising opportunities or forums for collaboration.	Ongoing	Incorporated into Goal 1.
2.23	Continue to enforce City bylaws to ensure compliance with property standards.	Ongoing	Dedicated By-law and Security Department created in 2023.
2.24	Promote the growing and established arts and culture sector in downtown (i.e. Sanderson Centre for the Performing Arts, Brant Museum and Archives) to bring more people downtown.	Ongoing	Incorporated into Goal 4.

2.25	Consider updating the 2008 Master Plan for Downtown Brantford, this can also be a tool to bring attention to the positive growth of Brantford's downtown.	Ongoing	Continued implementation of plans to accommodate the core's growth include the City's Official Plan, Master Servicing Plan, Transportation Master Plan, Downtown Revitalization Project, etc.
2.26	Continue to update public infrastructure and beautify public amenities (sidewalks, streetscape, signage, public art, etc.) to ensure the continued revitalization of Brantford's downtown.	Ongoing	Downtown Revitalization Project ongoing with construction anticipated to begin in Spring 2025.
3.01	Proactively continue to build on the existing relationships with surrounding municipalities and regions as appropriate to leverage opportunities and create broader context.	Ongoing	Reiterated in Aspirations.
3.02	Enhance and develop the relationship with OLG Casino Brantford in order to leverage marketing opportunities.	Ongoing	Incorporated into Goal 7.
3.03	Build on the activities and future tourism-related opportunities of the area's trails and waterways.	Ongoing	Incorporated into Goal 7, Action 7.
3.04	Continue to support the growth of sports tourism through the strategic marketing of new municipal sports infrastructure and bid and hosting opportunities.	Ongoing	Municipal Sport Tourism Strategy completed in 2019 with implementation ongoing. Sport Bidding and Hosting Policy updated in 2021.
3.05	Continue to pursue the bid and hosting of corporate meeting and convention events and activities.	Ongoing	Incorporated into Department workplans and incorporated into Municipal Sport Tourism Strategy.

3.06	Develop mechanisms to capture and analyze the Visiting Friends and Family/Leisure market and, through this, review create strategic opportunities for enhanced marketing.	Incomplete	Carried over to Goal 7, Action 8.
3.07	Carry out niche tourism market research and segmentation in order to better focus product development and marketing initiatives.	Incomplete	Carried over to Goal 7, Action 8.
3.08	Work with the partners from Regional Tourism Organization #3 (RTO 3) to leverage provincial support to enhance the tourism product, experiences and marketing of the area.	Ongoing	Incorporated into Goal 7.
3.09	Continue the implementation of the way-finding signage program.	Ongoing	Incorporated into Goal 3, Action 2.
3.10	Founded in the quality of life and range of amenities in the area, develop an entrepreneur and creative economy investment attraction strategy using the full range of assets that the City and region has to offer.	Ongoing	Film Policy completed in 2019.
3.11	Develop standardized visitor statistics-gathering mechanisms from key attractions in the area to determine why visitors come to Brantford and what else will encourage them to stay longer.	Ongoing	Incorporated into Department work plans.
3.12	Conduct an analysis of current areas of marketing effort and develop opportunities for future growth.	Complete	Division Marketing Plans completed annually.

3.13	Undertake a Municipal Sports Tourism Strategy that identifies growth opportunities for sport tourism and deliberately links sports tourism with events, culture and heritage, business travel, visiting friends and family, and outdoor active lifestyle opportunities.	Complete	Completed in 2019.
3.14	Continue with the City's marketing and tourism promotion program within: <ul style="list-style-type: none"> • Sports Tourism; • Corporate (Meetings & Conventions); • Trade Travel; • Cultural Tourism and Development; • Leisure (including Visitors, Friends and Relatives); • Travel Media & Communications; and • Individual Business/Corporate Travel. 	Ongoing	Incorporated into Goal 7.
3.15	Update the City's Tourism website, including reviewing all social media tools being used to promote the City's tourism offerings.	Complete	Completed in 2021 and fully funded with Tourism Relief Fund grant.
3.16	Create an annual tourism event bringing together Brantford's tourism providers to network and build momentum around this growing sector.	Incomplete	No longer recommended.
3.17	Continue the City's joint marketing efforts with the County of Brant and the Six Nations of Grand River.	Ongoing	Incorporated into Department work plans.

3.18	Undertake an update of the 2010 Waterfront Master Plan. Include an assessment of increasing access points along the Grand River. Identify physical linkages between the Grand River and the City's trail system.	Incomplete	
3.19	Create a wayfinding program (including signage, trail maps showing supporting infrastructure, access points, parking and business/points of interest) for Brantford's trail system.	Ongoing	Incorporated into Goal 3, Action 2.
3.20	Undertake an assessment of the Visitor & Tourism Centre to ensure it is being used to its best and full potential.	Complete	Closed Visitor and Tourism Centre, and relocated full-time staff to New City Hall and new Visitor Information Desk in 2021.
3.21	Consider developing (or finding an existing) a map-based app that focuses on the opportunities to access the City's local trail system (cycling, hiking, running, etc.) and creating connections to local business and tourist offerings.	Ongoing	Grand River Loop signature cycling product development underway and projected to launch in 2024.
3.22	Create visitor packages to be distributed at all sporting and convention events that outline the City's business attractions as well as local recreation, arts, culture and heritage attractions – things to do. Make the same packages available online and promote to local residents and businesses.	Complete	Incorporated into SOP for staff at Tourism Information Desk.
4.01	Continue with the implementation of the Municipal Cultural Plan to increase the creative capacity of the city and to further develop the arts and culture sector.	Ongoing	Annual reports provided to Council.

4.02	Emphasize the community culture and heritage buildings as attractions.	Ongoing	Incorporated into Goal 7.
4.03	Encourage continued growth of the local cultural sector by integrating economic development strategies with municipal cultural planning.	Ongoing	Annual reports provided to Council.
4.04	Complete the investigation of the Mid-Size Performance Space.	Complete	Completed in 2023.
4.05	Hold an annual "State of the Union" Arts, Culture and Heritage event to bring stakeholders together, to celebrate the Arts, Culture and Heritage achievements in the city, give an update on the implementation of the Municipal Cultural Plan and build some continued excitement about this growing sector.	Incomplete	No longer recommended.
4.06	Create a separate Arts, Culture Heritage website or better promote myBrantford.ca through various mediums including social media.	Incomplete	No longer recommended.
4.07	Ensure Arts, Culture and Heritage continue to be considered as a valued component in the City's community and economic development efforts during the implementation of the City's Economic Development and Tourism program.	Ongoing	Incorporated into Department work plans.
4.08	Continue building Arts, Culture and Heritage as a component into the overall Tourism Brantford Marketing Plan	Ongoing	Incorporated into Division Marketing Plans.
4.09	Undertake a feasibility study to determine the opportunities and impacts of the film industry in Brantford.	Complete	Film Policy approved by Council in 2019.

4.10	Create a film and new media action plan to address the business case for the sector. Continue building and updating the inventory of sites and photographs for the film industry, support services as well as a single point of contact for industry inquiries.	Complete	Single point of contact identified in 2017 with internal Film Working Group established in 2018. Film Policy approved by Council in 2019. Partnership with Ontario Creates to list available sites.
5.01	Continue with a proactive approach to business retention and expansion.	Ongoing	Incorporated into Department work plans and reiterated in Goal 2, Action 1b.
5.02	Continue the Economic Development and Tourism Department's business visitation program.	Ongoing	Incorporated into Department work plans and reiterated in Goal 2, Action 1b.
5.03	Conduct workshops with expert presenters.	Ongoing	Incorporated into BRC Business Plan.
5.04	Continue to maintain a comprehensive city-wide directory of businesses and organizations in all sectors.	Ongoing	Incorporated into Department work plans.
5.05	Look for and cultivate synergies amongst existing companies, in order to create internal customer-vendor relationships - a form of "import substitution".	Ongoing	Incorporated into Department work plans. New Department CRM created in 2024.
5.06	Identify and encourage informal partnerships between firms for mutual gain.	Ongoing	Incorporated into Department work plans.
5.07	Work with retiring business owners to help find successors.	Ongoing	Incorporated into Goal 4, Action 3 and BRC Business Plan.

5.08	Continue to provide information on government programs. Add additional services to assist with the completion of the required applications and plan preparation.	Ongoing	Incorporated into Department work plans.
5.09	Through the utilization of local retirees with business expertise, increase mentorship opportunities available to existing companies, especially the smaller firms, to increase their ability to survive and prosper.	Ongoing	Incorporated into Goal 2, Action 8 and BRC Business Plan.
5.10	Continue to assist in the business capacity development of the Tourism industry, downtown businesses and smaller industrial companies.	Ongoing	Incorporated into Department work plans and BRC Business Plan.
5.11	Increase the capacity of the Mentorship Program.	Ongoing	Incorporated into Department work plans and BRC Business Plan.
5.12	Continue to support and develop arts and culture entrepreneurship as well as entrepreneurs of the creative economy.	Ongoing	Continued as Goal 4.
5.13	Continue to offer support to encourage and develop young entrepreneurs.	Ongoing	Incorporated into Department work plans and BRC Business Plan.
5.14	Begin moving some in-person business start-up services online by creating and delivering online tools and services to support entrepreneurship and business start-up.	Complete	Most BRC workshops offered online starting in 2020.
5.15	Create new support programs and expand existing mentorship program to assist business retention issues and expansion opportunities.	Ongoing	Incorporated in Goal 1, Action 3b,c and BRC Business Plan.

5.16	Create a systematic approach to supporting/responding to the specific business development issues uncovered during the City's business visitation program.	Ongoing	Incorporated into Department work plans and reiterated in Goal 2, Action 1b.
5.17	Work with Wilfrid Laurier University, Conestoga College and Six Nations Polytechnic to create new support programs aimed at social entrepreneurs wishing to start-up social enterprises.	Incomplete	Carried over to Goal 5, Action 4.
5.18	Establish a business start-up support network with Wilfrid Laurier University, Conestoga College, and Six Nations Polytechnic to ensure youth entrepreneurship programs are identified and cross promoted.	Incomplete	Carried over to Goal 5, Action 4.
5.19	Research the business development needs of Tourism and Arts, Culture and Heritage sectors to determine if there are specialized business development programs required to support those sectors.	Ongoing	Incorporated into Department work plans and BRC Business Plan.
5.20	Investigate the demand for and feasibility of an Accelerator Centre/Entrepreneurship Hub.	Incomplete	Carried over to Goal 5, Action 4.
6.01	Work with the post-secondary Institutions to encourage programming in technology and the sciences that will promote the development of local business clusters.	Ongoing	Incorporated into Goal 5.
6.02	Based upon both the target sectors and existing key sectors, work with the post-secondary education institutions to encourage programming that support these industries.	Ongoing	Incorporated into Goal 5.

6.03	Encourage post-secondary programming that creates higher quality employment opportunities by supporting the attraction and retention of workers in the new economy.	Ongoing	Incorporated into Goal 5.
6.04	Encourage year-round courses at post-secondary institutions in order to provide a more consistent customer base for downtown businesses.	Ongoing	Incorporated into Goal 5.
6.05	Establish a Community Task Force, chaired by the Mayor, to bring together all parties to raise the education and skill levels of the community – “Graduate Brantford”.	Incomplete	
6.06	Use continued feedback from businesses to document their present and future skills needs.	Ongoing	Incorporated into Goal 2, Action 1b and Goal 5.
6.07	Encourage local companies to engage in internal workforce training, to benefit both the company and to increase the capacity of employees to meet present and future needs.	Ongoing	Incorporated into Goal 5.
6.08	Continue to support the Workforce Planning Board of Grand Erie’s workforce development efforts.	Ongoing	Incorporated into Goal 5.
6.09	Open the continued lines of communication between educators, trainers and labour force development support agencies to better coordinate efforts focused on education, skills training and labour development that are Brantford specific.	Ongoing	Incorporated into Goal 5.