



# Building the Next Metropolitan Centre

**Strategic Actions for Economic Investment**

The City of Surrey Economic Strategy  
2017-2027



**INVEST SURREY  
& PARTNERS**





SURREY



UNITED STATES

# Background

Pursing a progressive metropolitan transformation agenda is a complex and collaborative process involving significant and strategic input from Surrey's residents, all levels of government, and the private sector.

The City of Surrey's economic vision has evolved over two Economic Investment Action Plans initiated almost a decade ago. These plans sparked major investment initiatives, including:

- the multi-million dollar, multi-year **Build Surrey** program, which is establishing Surrey as an attractive business destination,
- the relocation of Surrey City Hall and Surrey Central Library to Surrey City Centre, and
- supported the new Civic Hotel and Residences project, which will open in 2017 as the tallest tower south of the Fraser River.

Five key priority sectors, including health technology, clean technology, agri-innovation, advanced manufacturing, and creative arts, were identified to support the diversification of Surrey's economy, as well as to introduce emerging industries into the existing employment landscape.

This economic strategy builds on the previous Economic Investment Action Plans to create a strong foundation in four priority areas: attracting investment, growing Surrey's innovation economy, building distinct & competitive business communities, and creating jobs & developing our workforce. Specific strategies and objectives in each of these focus areas have been informed by in-depth consultation with business leaders from across North America. In addition, a number of targeted focus groups and surveys were initiated to gain insights into requirements from the local business community.

## An Economic Action Plan to Transform a Metropolitan Centre

This strategy is the culmination of 2 years' worth of research and approximately \$1.0 Million in partnership funding to engage leading market research and economics researchers.

An evidence-based approach was used to consolidate the findings from a number of economic visioning processes, and to understand what it will take to build Surrey into a metropolitan centre for the region. This process has stimulated new ideas, forged new partnerships, and reinforced the City of Surrey's strong commitment to a secure, resilient and sustainable future.

Stakeholder consultations and key insights from around the world included:

- 800+ conversations with local businesses over the past 10 years
- 200+ in-depth consultations with local and international business leaders
- 30+ comparable city models reviewed, and interviews with municipal practitioners

# Alignment with Civic, Federal and Provincial Priorities

SUSTAINABILITY CHARTER 2.0			
Inclusion	Public Safety	Education and Culture	Ecosystems
Health and Wellness	Infrastructure	Built Environment and Neighbourhoods	Economic Prosperity and Livelihoods



OFFICIAL COMMUNITY PLAN								
Greener	Complete	Compact	Connected	Resilient	Safer	Inclusive	Healthier	Beautiful

This economic action plan aligns in significant ways with the BC Jobs Plan, #BCTECH Strategy, and the Government of Canada’s Innovation Agenda. Many of the investments and opportunities outlined here are the result of efforts by the City of Surrey to engage and inform senior levels of government about Surrey’s needs, challenges and opportunities.

This Plan also aligns with key civic policies including the award-winning Sustainability Charter 2.0, Surrey’s Official Community Plan, the Smart Surrey Strategy and the recently launched Public Safety Strategy – all of which are evidence of Surrey’s commitment to integrated planning through a comprehensive strategy to build and support vibrant communities across the City.

# Strategic Actions

The following section outlines the strategic actions that will help us achieve our vision and objectives.

**Vision:** The City of Surrey will become the regional nexus for commerce and a nationally recognized centre for innovation within the next decade.

**Mission:** Our mission is to create a vibrant business ecosystem that catalyzes the development of jobs, investment, entrepreneurship and innovation within the City of Surrey in order to facilitate metropolitan transformation.

## Priorities, Objectives and Strategies



### 1. Attract Investment to Transform Surrey

**Objective:** To identify and unlock investment opportunities that will accelerate Surrey's metropolitan transformation over the next decade

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### 2. Grow Surrey's Innovation Economy

**Objective:** To transform Surrey into a nationally recognized centre for innovation over the next decade

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### 3. Build Distinct & Competitive Business Communities

**Objective:** To increase the market competitiveness of individual Surrey-based businesses and build the distinctiveness of each of Surrey's six business communities

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### 4. Create Jobs and Develop our Workforce

**Objective:** To create one job per resident worker through retention, attraction, and development of Surrey's workforce over the next decade



# Priority #1: Attracting Investment to Transform Surrey

**OBJECTIVE:** To identify and unlock investment opportunities that will accelerate Surrey's metropolitan transformation over the next decade.

## DESIRED OUTCOMES

- Create approximately 40,000 direct, indirect, and induced jobs with a GDP impact of \$4 Billion through a proposed \$5 Billion municipal investment into smart municipal infrastructure between 2017 and 2026.
- Stimulate follow-on private sector investments from the Private sector as well as unlock \$16.8 Billion worth of building development opportunities in Surrey over the next 10 years.
- Unlock investment opportunities in the areas of entertainment/ lifestyle, digital and Information, Communications Technology, Smart Cities, Transportation & Logistics, and Research & Development.

## STRATEGY 1.1: IDENTIFY INVESTMENT OPPORTUNITIES THAT WILL POSITION SURREY FOR ACCELERATED METROPOLITAN TRANSFORMATION

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
1.1.1.	Commission a Foreign Direct Investment Strategy for Surrey	Identification of at least 70 FDI attraction leads	Completed
1.1.2.	Commission a comprehensive study to identify high impact investment opportunities in Surrey	Identification of 5 priority investment opportunity themes	Completed Review- 2020
1.1.3.	Establish the Surrey Investment Evaluation Matrix System (SIEMS) to qualify inbound investment leads	Number of leads that qualify under each identified priority investment opportunity themes  Establish baseline and year-over-year growth of investment leads and closed deals	On-going
1.1.4.	Explore international trade development opportunities in the Cascadia Innovation Corridor and in other key global markets such as Israel, France, UK, and China	Conduct at least one international trade mission per year	On-going





## STRATEGY 1.2: MAINTAIN AN INVESTMENT-FRIENDLY BUSINESS ENVIRONMENT IN SURREY

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
1.2.1.	Ensure Surrey has one of the region's most competitive municipal business tax programs	A regionally competitive business/ industrial tax policy	On-going
1.2.2.	Provide a one-stop-shop experience to local businesses and investors for civic services and information	Upward trend in number of business transactions and interactions with Economic Development staff	On-going
1.2.3.	Provide streamlined civic permitting and process for priority projects under the NEXUS program	Upward trend in the number of companies participating in the NEXUS program	On-going
1.2.4.	Participate in global ranking programs for: <ul style="list-style-type: none"> <li>▪ Business friendliness</li> <li>▪ Foreign Direct Investment</li> <li>▪ Connectivity</li> <li>▪ Smart Cities</li> </ul>	Consistently rank as a top 10 city by reputable global city ranking programs	On-going

*Implement* 2017 2018 2019 2020 2021

*Review* 2022

*Renew* 2023

## STRATEGY 1.3: CREATE AN INVESTMENT ATTRACTION PLATFORM TO ARTICULATE SURREY'S INVESTMENT READINESS AND VALUE PROPOSITION

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
1.3.1.	Establish Invest Surrey & Partners as the City's premier investment attraction program	Establish brand	Completed
1.3.2.	Create investsurrey.ca website and associated social media presence to help investors understand Surrey's investment attraction value proposition	Establish social media presence Year-over-year growth in social media conversations and website visitors	Completion in Q3 2017
1.3.3.	Create market intelligence and analysis on investment opportunity priorities for the City	Quarterly market updates on priority investment opportunity targets	To be initiated Q1 2018
1.3.4.	Develop an advanced site selector tool for investor self-serve information gathering on prospective commercial/ industrial real estate investment opportunities	Number of users Number of PDF reports generated	Completion Q3 2017
1.3.5.	Execute an investor after-care program to account manage existing and potential investors	Upward trend for number of account managed investors	On-going
1.3.6.	Obtain annual Invest Canada Communities Initiative funding to support Foreign Direct Investment (FDI) attraction activities	Remain as one of the top 3 recipients of ICCI funding in BC	On-going

*Implement 2017 2018 2019*

*Review 2020*

*Renew 2021*



## STRATEGY 1.4: INCREASE AWARENESS OF INVESTMENT OPPORTUNITIES IN SURREY

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
1.4.1.	Create and present metropolitan marketing guidelines to unify messaging amongst community stakeholders	Increased number of developers marketing with our messaging guidelines	Initiating Q3 2017
1.4.2.	Unlock sponsorship opportunities for businesses to support events promoting Surrey's economic vision	Attract \$100,000 in sponsorship opportunities	Initiated
1.4.3.	Curate new online content that tells Surrey's investment readiness story	New online blog or video content on a monthly basis	Initiating Q4 2017
1.4.4.	Promote Surrey-based opportunities leveraging the Ministry of International Trade and Global Affairs Canada	Increased volume of market intelligence shared between government agencies	On-going
1.4.5.	Develop targeted marketing campaigns to key investor groups that will support City-building efforts	Number of investor follow-ups from the campaign Number of interested investors converted to leads	To be initiated 2018

Implement 2017 2018 2019

Review 2020

Renew 2021



## Priority #2: Growing Surrey's Innovation Economy

**OBJECTIVE:** To transform Surrey into a nationally recognized centre for innovation over the next decade.

### DESIRED OUTCOMES

- Attract new innovation investment dollars that build upon the existing \$285 Million innovation funding made over the past 5 years.
- Invest \$1 Million into two industrial research chairs for clean technology and health technology over a five-year term.
- Create approximately 36,200 direct jobs by 2026 through growth of Surrey's priority sectors including advanced manufacturing, clean technology, health technology, agri-innovation, and creative arts.

## STRATEGY 2.1: IDENTIFY GAPS AND OPPORTUNITIES TO BUILD SURREY'S INNOVATION ECOSYSTEM

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
2.1.1.	Create a map of Surrey's critical innovation ecosystem assets	Number of gaps identified and closed	Completed
2.1.2.	Fill ecosystem gaps by partnerships and alliances locally, and internationally	Number of new partnerships developed annually	On-going
2.1.3.	Invest in research chairs for energy systems for smart cities and technology innovations for youth addiction recovery and mental health	\$1 Million in Civic investment into two chair positions	Completed April 2017 On-going recruitment
2.1.4.	Partner with BC post-secondary institutions to expand their research & development and technology transfers in Surrey	Increase in research & development grant funding for Surrey researchers Increase in technology transfer and resulting intellectual property	On-going
2.1.5.	Facilitate Surrey "tech" industry culture by hosting Tech Meet-ups in partnership with the BC Tech Association	At minimum eight tech meet-ups hosted per year Reach at least 35 participants per meetup	To be initiated June 2017

*Implement 2017 2018 2019*

*Review 2020*

*Renew 2021*

## STRATEGY 2.2: INVEST IN PROGRAMS THAT SUPPORT ENTREPRENEURSHIP, INNOVATION AND TECHNOLOGY COMMERCIALIZATION ACROSS THE CITY

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
2.2.1.	Host roundtables and workshops to raise awareness of Surrey's innovation ecosystem assets	Number of events/ roundtables hosted per year	On-going
2.2.2.	Support the expansion of Surrey's existing incubator and accelerator programs including: Foresight Cleantech Accelerator Centre, Innovation Boulevard, and SFU Venture Connections	Increased number of companies participating in Surrey-based accelerators/incubators	On-going
2.2.3.	Pursue program partnerships and joint funding proposals with Surrey's non-profit technology accelerators/ incubators	Successful \$4 Million Western Economic Diversification Program funding application for Foresight Growth by June 2017	Applied Q1 2017 Review Q2 2017
2.2.4.	Develop new pilot programming and initiatives that unlock opportunities aligned with Surrey's five priority sectors	Increased number of companies in each of Surrey's five priority sectors	On-going
2.2.5.	Identify industry challenges and market opportunities for local innovators involved with Surrey's priority sectors	2 industry challenges identified	To be initiated 2018
2.2.6.	Establish a Surrey Innovators Leaders Network to advance collaborative projects in the city	Meeting of innovation leaders on a quarterly basis	On-going

*Implement 2017 2018 2019*

*Review 2020*

*Renew 2021*



## STRATEGY 2.3: BUILD INNOVATION BOULEVARD INTO A CROSS-SECTOR PLATFORM FOR SUPPORTING INNOVATION

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
2.3.1.	Incorporate <b>Innovation Boulevard</b>	Establishment of the Innovation Boulevard Corporation	Completed
2.3.2.	Secure new innovation space for Innovation Boulevard in Surrey City Centre	New 7,645 sq ft space opened adjacent to SFU Surrey	Opening April 2017
2.3.3.	Become a provincially recognized and funded venture accelerator for health technology	Become Western Canada's only health technology accelerator	Completed April 2017

<i>Implement</i> 2017 2018 2019	<i>Review</i> 2019	<i>Renew</i> 2020 2021 2022
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## Priority #3: Building Distinct & Competitive Business Communities

**OBJECTIVE:** To increase the market competitiveness of individual Surrey-based businesses and build the distinctiveness of each of Surrey's six business communities.

### DESIRED OUTCOMES

- Maintain Surrey's business growth rate of at least 2,000 new businesses per year.
- Increase the level of private sector investment into innovation and new business models.
- Establish strong industry clusters in each of Surrey's six business communities.



### STRATEGY 3.1: IDENTIFY COMMUNITY ASSETS THAT CONTRIBUTE TO BUSINESS COMMUNITIES BEING DISTINCTIVE AND COMPETITIVE PLACES TO CONDUCT BUSINESS

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status &amp; Timeline</i>
3.1.1.	Conduct a city-wide assessment on key assets, clusters, and infrastructure in each business community and refine each area's value proposition	Establish one key unique value proposition per business community	To be initiated Q3 2017
3.1.2.	Identify opportunities to work with local chambers of commerce (SBOT, Cloverdale Chamber, SSWRCC) to promote business opportunities in Surrey	Increased interactions with the business associations to understand local business needs	On-going

<i>Implement</i> 2017 2018	<i>Review</i> 2019	<i>Renew</i> 2020
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## STRATEGY 3.2: PARTNER WITH THE LOCAL BUSINESS GROUPS TO CREATE INITIATIVES TO ENHANCE LOCAL ECONOMIC DEVELOPMENT AND BUSINESS VIBRANCY

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
3.2.1.	Act as the secretariat for Surrey-based Business Improvement Associations (BIAs) and support their mandate under the Community Charter's "Business Promotion Scheme"	Number of BIA's obtaining a renewal mandate	On-going
3.2.2.	Facilitate new place-making initiatives in each business community	One new place-making initiative in each business community	To be initiated 2018
3.2.3.	Continue to provide <b>Beautification and Enhancement grants</b> to improve business vibrancy in Surrey	Upward trend in number of organizations accessing the Beautification and Enhancement grant	On-going
3.2.4.	Pilot new programs and initiatives, such as helping entrepreneurs establish <b>Pop-up stores</b> in underutilized retail space across the City	Number of new initiatives from Surrey Number of new pop-up initiatives in Surrey	To be initiated Q4 2017

Implement 2017 2018 2019

Review 2020

Renew 2021

## STRATEGY 3.3: ENHANCE THE EXISTING BUSINESS OUTREACH PROGRAM AND PROVIDE ONE-STOP-SHOP ACCESS TO GOVERNMENT SERVICES

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
3.3.1.	Establish SparkBIZ Surrey as the enhanced business visitation program for Surrey	Achieve 500 visits with local businesses over the next 3 years	Design 2017-2018
3.3.2.	Help businesses gain access to new business capacity building programs, innovation initiatives, and all levels of government services	Number of companies connected to programming and support	On-going
3.3.3.	Create an inventory of potential investment and partnership opportunities for local businesses	Establish a partnership opportunities database through the <b>SparkBIZ Surrey</b> program Number of partnerships facilitated with local companies	To be initiated 2018
3.3.4.	Regularly survey local businesses and resolve any challenges they might be facing operating in Surrey	Number of city issues resolved	On-going
3.3.5.	Explore how to leverage new technologies to enhance <b>SparkBIZ Surrey</b> , including integration of <b>CitySpeaks</b> into the program	Feasibility study to explore the integration of <b>CitySpeaks</b>	To be initiated 2018

Design 2017 2018	Implement 2019 2020 2021	Review 2022	Renew 2023
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## STRATEGY 3.4: SUPPORT PARTNERSHIP DEVELOPMENT AMONG SURREY-BASED COMPANIES TO CREATE GEOGRAPHIC INDUSTRY CLUSTERS AND VALUE CHAINS

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
3.4.1.	Identify potential value chain partnership opportunities among Surrey businesses	Number of new business-to-business partnerships established between companies	On-going
3.4.2.	Research and identify value chain opportunities as part of Surrey's Value Chain Initiative	2 priority sector value chains mapped out in partnership with SFU	To be initiated 2018/2019
3.4.3.	Continue piloting the City of Surrey's Value Chain data visualization tool and enhance with data driven decision making (D3M) methodologies	Inclusion of value chain visualization tool as part of City's D3M program	Design 2017/2018
3.4.4.	Pilot area-based initiatives such as ECONewton and the City Centre Financial District	Number of new programs locating into the area as a result of the programs	Implementation Q4 2017

*Design 2017 2018*

*Implement 2019 2020 2021*

*Review 2022*

*Renew 2023*



## Priority #4: Creating Jobs and Developing Our Workforce

**OBJECTIVE:** To create one job per resident worker through retention, attraction, and development of Surrey's workforce over the next decade.

### DESIRED OUTCOMES

- Increased post-secondary seats for Surrey-based universities and colleges.
- Increase job opportunities for Surrey-resident workers.
- Attract regional talent to support the growth of local businesses.



**STRATEGY 4.1: IDENTIFY JOB CREATION AND WORKFORCE DEVELOPMENT OPPORTUNITIES IN SURREY'S FIVE PRIORITY SECTORS INCLUDING ADVANCED MANUFACTURING, AGRI-INNOVATION, CLEAN TECHNOLOGY, CREATIVE ARTS, AND HEALTH TECHNOLOGY**

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
4.1.1.	Complete Phase 1 labour market insight study on the advanced manufacturing & innovation economy	Completion of study	Completed 2017
4.1.2.	Develop a Phase 2 labour market partnership strategy with SFU and KPU to create new jobs and training opportunities in Surrey	Receive Ministry of Social Innovation and Social Development LMP funding Strategy completion	To be initiated Q2 2017

<i>Implement</i> 2017 2018	<i>Review</i> 2019	<i>Renew</i> 2020
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## STRATEGY 4.2: PROMOTE LOCAL EMPLOYMENT OPPORTUNITIES TO RETAIN SURREY RESIDENT WORKERS AND ATTRACT WORKERS FROM THE REGION

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
4.2.1.	Create a labour market marketing strategy to profile highly qualified person job opportunities in Surrey	Multi-channel marketing strategy	To be initiated Q4 2017
4.2.2.	Profile at least 10 HQP opportunities through the creation of "day-in-the life" type videos	At least 5 videos created	To be initiated Q4 2017

*Design* 2017

*Implement* 2018 2019

*Review* 2020

*Renew* 2021

## STRATEGY 4.3: ENGAGE RECENT SURREY POST-SECONDARY STUDENTS AND GRADUATES IN SURREY-BASED INDUSTRIES

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
4.3.1.	Promote Co-op and internship programs through BC post-secondary institutions	Number of co-op students placed in the City of Surrey Number of businesses hosting co-op students in Surrey Number of graduates working in Surrey	On-going
4.3.2.	Facilitate experiential learning experiences for Surrey-based post-secondary students including: Hackathons, challenge dialogues, etc.	Number of experiential learning opportunities per year	On-going

*Implement* 2017 2018 2019

*Review* 2020

*Renew* 2021



## **STRATEGY 4.4: PARTNER WITH POST-SECONDARY INSTITUTIONS TO CREATE UNIQUE WORKFORCE DEVELOPMENT OPPORTUNITIES FOR SURREY RESIDENTS AND NEW IMMIGRANTS**

<i>Tactical Action</i>		<i>Potential Impact Metrics</i>	<i>Status/Timeline</i>
4.4.1.	Collaborate with Simon Fraser University and Kwantlen Polytechnic University on developing industry-relevant degree curriculum and continuous learning opportunities	Number of new academic programs introduced in Surrey	On-going
4.4.2.	Work with industry associations and post-secondary institutions to support new credentialed training for new immigrants	Increased number of immigrant training and credentialing programs	On-going
4.4.3.	Advocate for more post-secondary seats in Surrey	Number of engagements with the BC Ministry of Advanced Education	On-going

*Implement 2017 2018 2019*

*Review 2020*

*Renew 2021*



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