

# CITY OF VAUGHAN

## **EXTRACT FROM COUNCIL MEETING MINUTES OCTOBER 2, 2019**

Item 1, Report No. 27, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on October 2, 2019.

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### **1. STRATEGIC BUSINESS PLAN FOR ECONOMIC AND CULTURAL DEVELOPMENT, 2020 - 2023**

**The Committee of the Whole recommends approval of the recommendation contained in the following report of the Interim City Manager, dated September 24, 2019:**

#### **Recommendations**

1. That, the Economic and Cultural Development Department's Strategic Business Plan 2020-2023 (Attachment 1) and other related attachments, be received.

## Committee of the Whole Report (2)

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**DATE:** Tuesday, September 24, 2019

**WARD(S):** ALL

**TITLE: STRATEGIC BUSINESS PLAN FOR ECONOMIC AND CULTURAL DEVELOPMENT, 2020-2023**

**FROM:**

Tim Simmonds, Interim City Manager

**ACTION:** FOR INFORMATION

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**Purpose**

To inform Committee of the Whole on the new Strategic Business Plan for the Economic and Cultural Development Department (ECD) 2020 to 2023.

**Report Highlights**

- An Economic Development Strategy must be a dynamic tool, anticipating and responding to emerging trends and opportunities in the marketplace to enable the City to be competitive.
- A Strategic Business Plan provides an action-oriented and results-based approach to guiding the mandate and services of the Economic and Cultural Development Department.
- This business plan was informed by the new Term of Council Service Excellence Strategic Plan 2018-2022, the Business Satisfaction and Needs Survey and the 2019 Economic Development and Employment Sectors Study.
- Informed and guided by Interim City Manager Tim Simmonds, this business plan pilots an innovative new format that aligns the Strategic Plan with departmental business plan and budgets, program areas and individual staff goals and measures of success to create a holistic picture of key activities, resource requirements, and desired outcomes as a basis for transparency and accountability in decision-making and service delivery.

## **Recommendations**

1. That, the Economic and Cultural Development Department's Strategic Business Plan 2020-2023 (Attachment 1) and other related attachments, be received.

## **Background**

In September 2010, Council approved the current Vaughan Official Plan and the Economic Development Strategy. In keeping with the requirements of the Planning Act, the City is now embarking on a series of master plans studies and updates that will inform the review of the Official Plan and other critical policy documents at the regional and municipal level. Along with the approval of the four-year Term of Council Service Excellence Plan for 2018-2022, the time was opportune to complete a refresh of the Department's economic development action plans within the context of these master plans.

### ***Connections to Vaughan Official Plan and other policy development***

The EDESS reports are part of a number of background reports to inform the update of the Vaughan Official Plan as well as York Region's Municipal Comprehensive Review and Economic Development Action Plan. Furthermore, the findings and action plans provide an economic development lens to the Comprehensive Zoning By-law update, secondary plans and other policy documents.

In October 2018, the City retained MDB Insight along with Watson and Associates to complete the EDESS with the goal of accelerating local economic growth and job creation over the next five years. At the same time, the City retained Forum Research to complete the City's inaugural Business Satisfaction and Needs Survey, the results (Attachment 2) of which informed the EDESS with economic and business perspectives from more than 200 business executives operating in Vaughan.

The first phase of the EDESS project aimed at understanding trends affecting the local, national and international marketplace, Vaughan's strengths, weaknesses, opportunities and threats (SWOTs), space demands in context of current and future economic sectors and technological and digital disruptions influencing Vaughan in the next five years. This work then informed the development of action plans in Phase 2 based on the following themes:

- Enhancing the Entrepreneurial and Innovation Ecosystem;
- Growing the Tourism and Creative Economy in Vaughan;
- Focusing International Business Development; and
- Supporting Commercial and Experiential Development in the Vaughan Metropolitan Centre (VMC).

Given the importance of getting community-based intelligence and broad support for the economic development action plans, input from stakeholders set the foundation of this study. In addition to one-on-one interviews with members of Council, the consultants held four workshops across a broad cross-section of industry and community leaders including developers, business operators, real estate, artists, creative sector, non-profit organizations, provincial staff, Toronto Global, regional and municipal staff from Planning and Economic Development.

For the 2020 fiscal year, Vaughan staff undertook a refreshed business planning and budget process introducing a more strategic approach of assessing the value of key activities, desired outcomes, resource allocations and requirements. This exercise prompted ECD to look at its business planning process. This report provides an update to Council on the ECD Strategic Business Plan in relationship to the Term of Council Service Excellence Strategic Plan, the Business Satisfaction and Needs Survey and the Economic Development and Employment Sectors Study.

### **Previous Reports/Authority**

Not applicable

### **Analysis and Options**

#### **EDESS Phase 1 Report: Establishing Vaughan's Context**

The Phase 1 report (Attachment 3 – Executive Summary) provides a basis for taking advantage of economic and employment opportunities while also providing an understanding of trends for traditional and established industries. Selected high-level observations from the Phase 1 report are included below. The full report is available on the website, [www.vaughan.ca/business](http://www.vaughan.ca/business).

Since the completion of 2010 Strategy, Vaughan along with cities across the country have faced significant geo-political, economic and technological shifts with the emergence of protectionist trade, border and immigration policies; growth in the sharing economy; emergence of new clusters of business and industry activities to support the knowledge economy and maturity of traditional clusters. This continuing shift in manufacturing sector, along with digital disruptions have profoundly changed how and where we shop, live, travel, and work.

#### ***State of transition is an opportunity to be embraced***

Whether it is the City's transition from a suburban community to a major urban centre; industrial space market to office market; or goods-producing to a service-producing sectors, Vaughan is well-positioned to seize the opportunities these challenges create.

This shifting landscape will challenge the old models of economic development and tactics deployed by municipalities in the attraction and retention of business investment and workers. Where historically, we were driven by market considerations, i.e. availability of serviced industrial land, buildings and workforce; competitive tax structures; transportation infrastructure; it is increasingly those softer, less tangible factors that sets municipalities apart from each other.

Embracing innovation and technological ingenuity to create new sectors or improve traditional industries; leveraging cultural diversity within our communities to connect globally; creating urban environments that provide a high quality of place experiences; or partnership models that allow us to leverage resources – these factors will define which municipalities will thrive in the future. The knowledge-based economy demands that Vaughan’s employment and population growth needs to be in better synchronicity, with fewer people commuting outside the City, while also providing employment opportunities within Vaughan that are more aligned with talent and skills.

***Place-making is a key to attracting and retaining talent***

High quality places, rich in experiences and amenities matter in attracting and retaining talent. Cultural diversity is to be harnessed for both organic growth and in competing for trade and foreign direct investment (FDI). Smart City technologies have the ability to connect people with public services and offer opportunities for more livable communities.

***Demand for quality employment areas is integral to the growth of Vaughan’s economy***

Notwithstanding the shift away from goods-producing activities, Vaughan’s past and future growth is dependent on the availability and quality of its employment land supply. With approximately 40 per cent of total vacant employment lands in York Region, Vaughan has the largest supply of employment lands. However, the City will need to provide larger serviced or shovel-ready sites, as well as more flexibility in land uses to accommodate flex-space and other work arrangements.

**EDESS Phase 2 Report: Economic Development Action Plans**

Where the Phase 1 Report provides an understanding of ‘Why Vaughan?’, this phase of the study provides a modernized economic vision for the City built around the four themes: enhancing the entrepreneurial and innovation ecosystem; growing tourism and the creative economy; focusing international business development; and supporting commercial and experiential development of the VMC.

The actions proposed in the Phase 2 Report (Attachment 4 – Executive Summary) are built on evidence-based economic and market research and seeks to differentiate

Vaughan from its competitors. The actions incorporate the findings of the Business Satisfaction and Needs Survey and the workshop findings with business and community stakeholders. The full Economic and Cultural Development Team was engaged in reviewing the draft action plans, testing proposed actions against team experiences, sector and industry intelligence and known budget constraints. The objectives, actions and desired outcomes have also been intrinsically informed by the Term of Council Service Excellence Strategic Plan, and estimates have been provided about timelines and resource requirements. The action plans answer the ‘How’ and ‘When’ questions related to achieving the City’s goals of accelerated economic growth and job creation. Recommendations from the Phase 2 work have been embedded in the new Economic and Cultural Development Strategic Business Plan 2020-2023.

### **Executive Summary of Strategic Business Plan for Economic and Cultural Development, 2020-2023**

Adopting an approach developed and utilized in a number of US jurisdictions, ECD piloted an Activity-Based Costing business plan model, integrating operating and capital budgets with activities and projects, staffing allocations and outcomes/output-based metrics to get a more fulsome understanding of the true costs and benefits of associated programming. The ECD Strategic Business Plan 2020-2023 (Attachment 1) reflects both a top-down and bottom-up approach. Strategic direction is set at the Term of Council level, drilling down from Priorities to Themes, Objectives, Program Areas, Key Activities, Budget to Staff Goal Alignments. If fully implemented, the Strategic Business Plan connects Term of Council reporting (Clearpoint) to individual staff performance plans (Halogen) as illustrated in Figure 1 below.

**Figure 1:**



## Mission Statement – ECD Department

The Economic and Cultural Development department has adopted a Mission Statement that states: “We work to make Vaughan a place where entrepreneurship, business, tourism, art and culture prosper and grow”. Further, the ECD’s Vision Statement alludes to “economic prosperity, entrepreneurial city, gateway to activity in the Toronto Area, and being a creative and cultural capital”.

## Service Mandate

The ECD’s service mandate include:

- Promotion of Vaughan’s economic-cultural advantages and key projects in target markets
- Engage businesses and regional partners
- Develop and implement economic and cultural development strategies, programs and initiatives
- Counselling, mentorship, training, and access to resources
- Collection, analysis and sharing of business, economic, market, real estate, demographic and competitiveness data and intel
- Plan and curate public art spaces and installations
- Creative and cultural place-making through regional and international partnerships
- Partnership and sponsorship
- Customer relations and service excellence
- Big lens thought leadership in representing Vaughan.

Delivery of economic and cultural development services and programming does not occur in isolation. The Department collaborates with the Planning and Growth Management Portfolio, as well as Community Services, Corporate Services, Infrastructure, and Public Works Portfolios. ECD staff also support the Corporation with Partnership, Sponsorship and Grant Development, generating non-taxation revenues to offset budget constraints.

Regional and provincial partners, and institutions also have significant roles in ECD service delivery – as funding and community partners, foreign business development agencies, and as regulatory entities.

## Strategic Alignment: Priorities and Themes

The ECD Strategic Business Plan encompasses outward facing (i.e. service delivery) and inward facing activities (i.e. operational performance). Two of the four Objectives within the Business Plan fall under the Economic Prosperity, Investment and Social Priority with strong linkages to the City Building Priority, following the “enable a climate for job creation’ theme. The third Objective related to arts and cultural development is aligned with the Active, Safe and Diverse Communities Priority, and the theme of “enriching our

communities'. While the fourth Objective is aligned with Priority: Good Governance, and theme: "demonstrating value for money".

### Objectives and Program Areas

Each Objective in the Strategic Business Plan has a series of Program Areas and Key Activities associated with it, such that Council, Senior Management and staff understand the alignment from the macro strategic goals to the individual work plan level. They articulate values from the customers' viewpoint, value propositions and delivery. They reflect all ECD business lines including Small Business and Entrepreneurship; Business Development; Municipal Partnerships and Sponsorship; Tourism, Arts and Culture and operational management activities.

Objective 1 encompasses core economic development activities, including international business development; industrial development in business parks or employment areas; small business development and entrepreneurship; research, marketing and promotion.

Objective 2 encompasses strategic level city-building projects such as the Vaughan Metropolitan Centre, Vaughan Healthcare Centre Precinct and Smart City have been included. These catalytic projects involve multiple City departments as well as external business, institutional and community stakeholders; and present an opportunity to elevate the City through place-making, leveraging technology and fostering innovation. Tourism Vaughan Corporation, a recent addition to ECD, addresses the tourism promotion and marketing required as part of the Municipal Accommodation Tax collection. Municipal partnerships and sponsorship are included in this grouping, as supporting activities.

Objective 3, as previously discussed, addresses arts and cultural development as economic and community drivers. In this endeavor, ECD collaborates with internal department stakeholders to deliver public art installations, exhibitions, cultural programming. Staff support external stakeholders to increase organizational capacity with respect to festivals, community and heritage events; as well as working to attract and retain creative industries.

Foundational to all ECD key activities, are the ongoing need for good governance, operational performance, citizen experience enhancements and staff engagement – Objective 4. Through these initiatives, we are supporting the organization and staff by fostering a culture of continuous improvement, enhanced communications, staff empowerment and growth.

### Desired Outcomes / Measuring Success:

As the City continues its Service Excellence Journey, measuring progress is a priority. The ECD Strategic Business Plan proposes a 'Results-Based Accountability' approach

which examines population (i.e. community indicators) and performance (customer-focused) accountability. Working backwards from desired end goals, actions are developed that produce positive change, i.e. 'turning the curve'.

By the nature of economic development work, decisions around business start-up, investment, relocation and expansion are frequently outside the control of the municipality. However, the municipality can influence the business climate by how well we listen and respond to needs of businesses, by promoting the Vaughan brand in domestic and international markets, and by supporting city-building projects that raise the overall quality of life for residents and businesses.

The proposed measures answer the questions: 'How much?', 'How well?', and 'Are we better off?'. Desired outcomes are measured by growth in total employment; the diversity of the economic base; increases in industrial, commercial and institutional investments; increase in non-residential tax assessments; and growth of Vaughan's economic activity as measured by gross domestic product (GDP).

Gauging departmental outputs, the measures include:

- Number of service requests fulfilled or completed
- New client accounts
- Target audiences reached
- Satisfaction with delivery of ECD services
- Awareness of City services

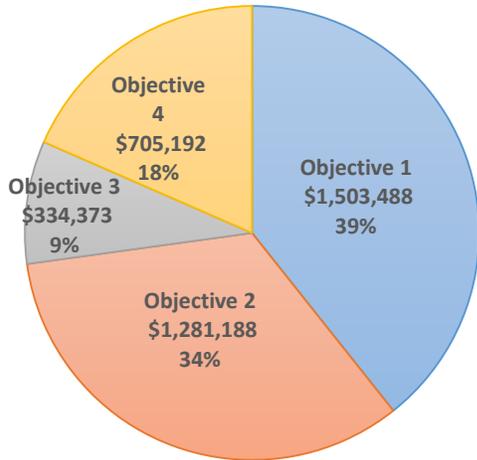
ECD staff will be building upon the 2018 Business Satisfaction and Needs Survey to develop baseline data. The Department will be working with the Office of the Chief Information Officer (OCIO) and Office of Transformation and Strategy (OTS) to implement data and analytical tools to collect the information, some of which are readily available through the Microsoft Dynamics Customer Relationship Management (CRM) tool, and others which will require development. It is expected that this will become an iterative process, where the data collected will improve from a communication, relevancy and data power standpoints.

### Financial Summary

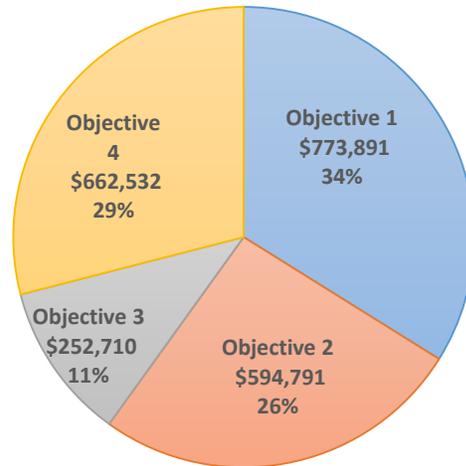
The 2020 Strategic Business Plan proposes combined total expenditures of approximately \$3.8 million, inclusive of Additional Resource Requests and Capital Budget asks. Assuming that full offsetting revenues from the Province, Municipal Accommodation Tax funding and other sources are secured, net expenditures total approximately \$1.9 million.

Objectives 1 and 2, encompassing key activities that contribute to enabling a climate for job creation, accounts for more than 73 per cent of total spending. Figure 2 illustrates the breakdown of total expenditures by Objectives. Labour expenditures account for 60 per cent of total expenditures, with Objectives 1 and 2 again accounting for 60 per cent of total labour expenditures (Figure 3).

**Figure 2: Total Expenditures by Objectives**



**Figure 3: Labour Expenditures by Objectives**



### **Next Steps**

The development of the ECD Strategic Business Plan is a pilot of a new business plan template for the City of Vaughan. The Department will be working with the Office of Transformation and Strategy, as well as the Finance Department to share experiences in developing and refining the template. Staff will also engage with the Office of the Chief Information Officer to develop data and analytics for the corporate performance measures.

ECD will seek feedback from stakeholders over the course of the business plan.

### **Financial Impact**

The ECD Strategic Business Plan is an evolving guidepost for economic development activities. The Strategic Business Plan proposes a suite of program areas and key activities for the Economic and Cultural Development department for the next five years. Selection and implementation of key activities and initiatives will be driven by Term of Council priorities and subject to availability of budget and other resources. Any requests

for additional funding will be dealt with through future Business Plan and Budget processes, or under separate cover, as required.

## **Broader Regional Impacts/Considerations**

This Strategic Business Plan and attachments including the Economic Development and Employment Sectors Study will be forwarded to York Region Economic Strategy, Toronto Global and the Vaughan Chamber of Commerce to inform the development of the Municipal Comprehensive Review and other regional economic development action plans that may arise in the future.

Full copies of the EDESS and the Strategic Business Plan will be posted online at [www.vaughan.ca/business](http://www.vaughan.ca/business).

## **Conclusion**

Vaughan has enjoyed tremendous population and employment growth since its incorporation as a city. Over the course of this Term of Council, there are ambitious plans for the City. Development of this Strategic Business Plan provides a roadmap for how ECD contributes to the efforts of the Corporation.

**For more information**, please contact Dennis Cutajar, Director of Economic and Cultural Development, ext. 8274.

## **Attachments**

1. Economic and Cultural Development Department Strategic Business Plan 2020-2023
2. Business Satisfaction and Needs Survey, 2018
3. Economic Development and Employment Sectors Study – Phase One Report – Executive Summary, MDB Insight, June 2019
4. Economic Development and Employment Sectors Study – Phase Two Report – Executive Summary, MDB Insight, June 2019

## **Prepared by**

Shirley Kam, Manager of Special Projects and Economic Development, ext. 8874  
Raphael Costa, Manager of Small Business and Entrepreneurship, ext. 8891  
Dennis Cutajar, Director of Economic and Cultural Development, ext. 8274

**ECONOMIC AND CULTURAL DEVELOPMENT  
DEPARTMENT**

**STRATEGIC BUSINESS PLAN  
2020-2023**



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# The Team



## Department Overview

Economic and Cultural Development

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Municipal Partnerships

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Vaughan Business Enterprise Centre



**Economic and Cultural Development**

**MISSION** We work to make Vaughan a place where entrepreneurship, business, tourism, art and culture prosper and grow.

**& VISION** Economic prosperity, entrepreneurial city, gateway to economic activity in the Toronto Area, creative and cultural capital.

**ECD SERVICE MANDATE**

- Promote Vaughan’s economic-cultural advantages and key projects in target markets
- Engage businesses and regional partners
- Develop and implement economic and cultural development strategies, programs and initiatives
- Counselling, mentorship, training, access to resources
- Collect, analyze and share business, economic, market, real estate, demographic and competitiveness data and intel with clients and partners
- Plan and curate public art spaces and installations
- Creative and cultural place-making through regional and international partnerships
- Partnership and sponsorship
- Customer relations and service excellence
- Big lens – thought leadership in representing Vaughan

# Executive Summary

The City of Vaughan is a dynamic and growing community with a current population of 335,000 and employment of 222,000 in more than 12,000 businesses. Future projections place Vaughan’s population at 427,900 and employment at 286,400 by 2031.

As the City works towards delivering on these targets, Council has approved a four-year Term of Council Service Excellence Strategic Plan and governance framework to guide the achievement of the Vaughan Vision in the 2018-2022 period. The development of the Economic and Cultural Development’s Strategic Business Plan 2020-2023 continues the alignment of people, priorities, processes and technology to Council-approved priorities. Our Strategic Business Plan establishes the inter-connections between annual budgets (both operating and capital), program areas, key activities and individual staff workplans to deliver services and programs that enhances the City’s economic prosperity, investment and social capital.



## STRATEGIC PLAN THEMES FROM THE TERM OF COUNCIL SERVICE EXCELLENCE STRATEGIC PLAN

- Enable a Climate for Job Creation
- Advance Economic Opportunities and Attract New Investments
- Enrich Vaughan’s Communities and Economy Through Public Art and Cultural Development
- Demonstrate Good Value for Money

## OBJECTIVES

1. Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada’s newest modern City.
2. Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism

3. Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.
4. Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.
5. Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

### DESIRED OUTCOMES

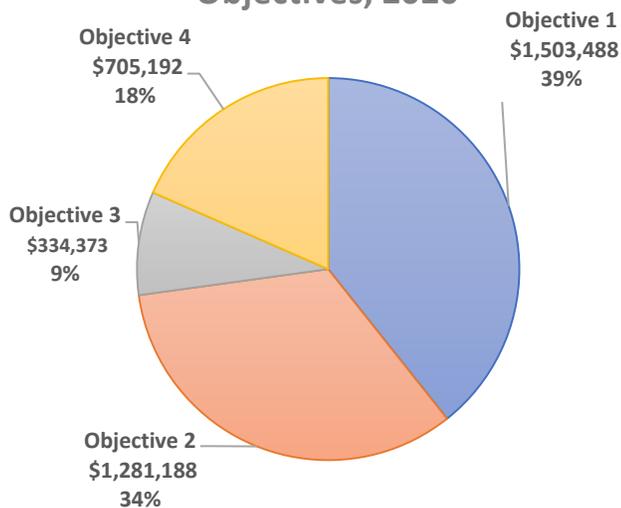
- Increase in Total Employment
- Diversify Economic Base (Goods Producing: Service Producing Businesses)
- Increase Industrial/Commercial/Institutional (ICI) Investment
- Increase Non-Residential Property Tax Assessment
- Increase in Vaughan’s Gross Domestic Product (GDP)

### FINANCIAL SUMMARY

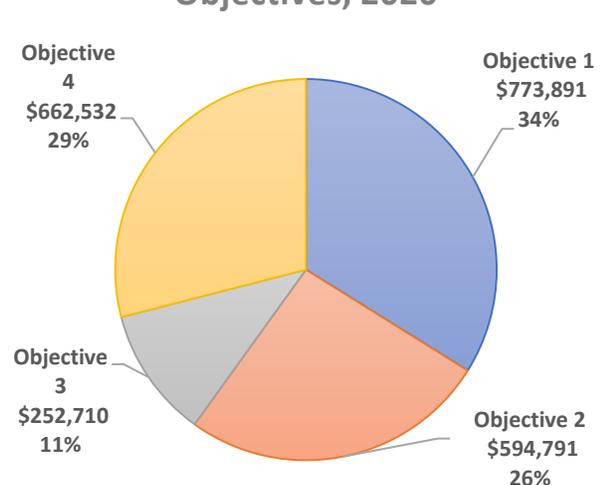
**Total Expenditures:**                   **\$3,824,240**

**Total Labour:**                           **\$2,283,923 (59.7% of total expenditures)**

**Total Expenditures by Objectives, 2020**



**Total Labour Expenditures by Objectives, 2020**



# Objective #1

Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.

## Program Areas

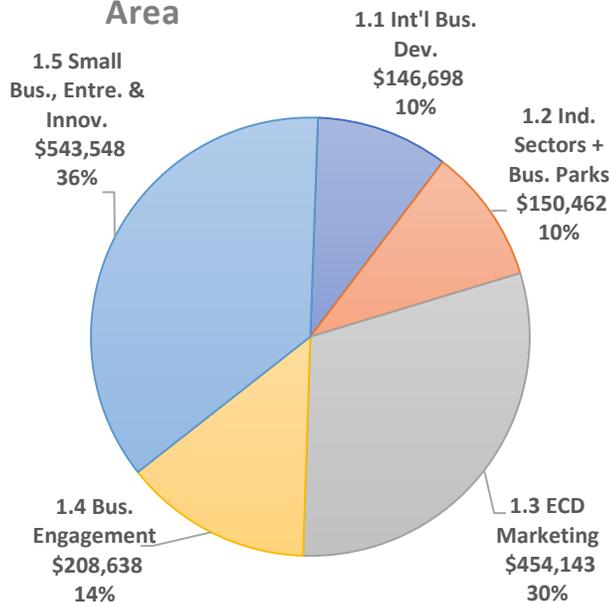
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place to Be (to Think, Start-up, Invest and Visit).
- 1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.
- 1.5 Develop Vaughan as an entrepreneurial, small business and innovation hub.

## Financial Summary

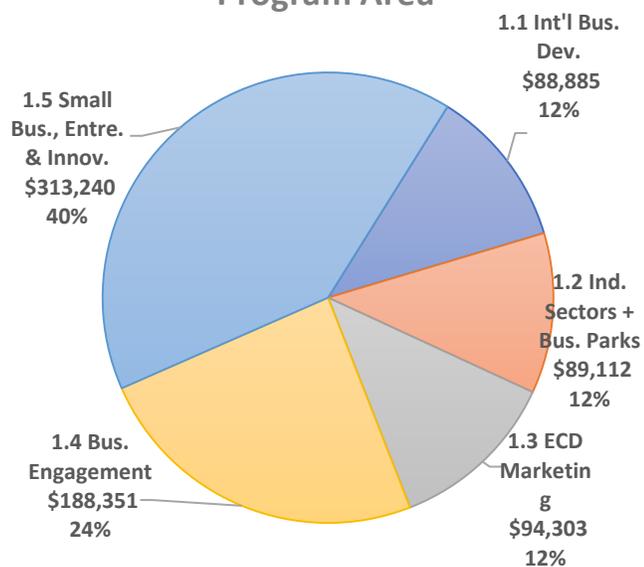
**Total Expenditure:**      **\$1,500,488**

**Total Labour:**            **\$773,891 (51.6% of total expenditures)**

**Expenditures by Program Area**



**Total Labour Expenditures by Program Area**



<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Enable a Climate for Job Creation</b>	
<b>Department Objective #1</b>	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canadas newest modern City.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centers (International Business Development)</b>	
<b>Key Activities</b>	<p>1.1.1 Foster and support FDI-based regional partners by providing local market expertise, professionally fulfilling information requests and effectively tracking and measuring FDI in Vaughan</p> <p>1.1.2 In partnership with Toronto Global, work with local companies and relevant diaspora to promote Vaughan’s advantages in the food and beverage sub-sector of the manufacturing industry primarily in key Europe markets, and secondarily in key USA markets.</p> <p>1.1.3 Promote the development of the Healthcare Precinct, the VMC and intelligent/smart city projects in the USA, Asia (Taiwan, Singapore, Japan and Korea), and Israel, leveraging existing networks and technology platforms such as the US Ignite Smart Gigabit Community Partnership, GO Smart Taipei, and other international sharing platforms and intermediaries.</p> <p>1.1.4 Increase knowledge about international markets, customs and traditions by engaging the local diaspora through Economic and Cultural Partnerships.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$111,698</u>
	1. Labour Cost	\$88,885
	2. Other Cost (includes \$35K from city-side MAT)	\$57,813
	3. Revenue	\$35,000
	Human Capital (FTE)	0.67
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Requests Completed</li> <li>• New Clients/Accounts in CRM</li> <li>• Audiences Reached</li> <li>• Service Excellence: Satisfaction with ECD Services and Awareness of City Services</li> </ul>	
<b>Staff Goals Alignment</b>	<ul style="list-style-type: none"> <li>• 1 Economic Development Officer (60%)</li> <li>• 1 Economic Development Assistant (5%)</li> <li>• 1 Director, Economic and Cultural Development (2%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Enable a Climate for Job Creation</b>	
<b>Department Objective #1</b>	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment (YRES)</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses Ratio) (YRES)</li> <li>• Increase ICI Construction Investment</li> <li>• Increase Non-Residential Property Tax Assessment (FIR)</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>1.2 Promote the Development of Vaughan's Industrial Sectors and Business Parks</b>	
<b>Key Activities</b>	<p>1.2.1 Raise awareness and recognition of the competitive assets of the Vaughan Enterprise Zone, and employment lands by working closely with the ICI Industry, local businesses and intermediaries to pursue and facilitate site selection, business attraction and expansion victories for Vaughan</p> <p>1.2.2 Support regional workforce development, by partnering with local companies and associations to promote skilled trades at trade shows, conference business meetings and other special events, as well as promoting these events through regional networks.</p> <p>1.2.3 Deliver expert economic development data, analysis and recommendations on policies and regulations that enable a competitive business climate in Vaughan</p> <p>1.2.4 Monitor, assess and report on Vaughan's economic base by investing in the York Region Employer Survey and other relevant data sources</p> <p>1.2.5 Participate as a partner on regional super-cluster initiatives, namely Advanced Manufacturing, to promote Vaughan's competitive advantages, such as talent, high-order infrastructure, and available supply for expansion.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only) <ul style="list-style-type: none"> <li>1. Labour Cost</li> <li>2. Other Cost</li> <li>3. Revenue</li> </ul> Human Capital (FTE)	<u>\$150,462</u> \$89,112 \$61,350 \$0 0.65
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Requests Completed</li> <li>• New Clients/Accounts in CRM</li> <li>• Audiences Reached</li> <li>• Service Excellence: Satisfaction with ECD Services and Awareness of City Services</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Economic Development Officer (45%)</li> <li>• 1 Economic Development Assistant (5%)</li> <li>• 1 Manager, Special Projects Economic Development (15%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Enable a Climate for Job Creation</b>	
<b>Department Objective #1</b>	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>1.3 Increase Vaughan's Brand Recognition as the Place to Be (to Think, Start-up, Invest and Visit).</b>	
<b>Key Activities</b>	<p>1.3.1 Set the stage for a new Economic Prosperity and Investment Marketing Fund and action plan, by designing a new Economic Development Brand and Style Guide.</p> <p>1.3.2 Establish a new multi-year 'Economic Prosperity and Investment Marketing Fund' focussed on delivering purpose-driven marketing initiatives that raises Vaughan's attractiveness and brand recognition on the national and international stage as a business-friendly investment location.</p> <p>1.3.3 Create, resource and implement a new multi-year Economic Prosperity and Investment Marketing Fund and action plan.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$115,603</u>
	1. Labour Cost	\$94,303
	2. Other Cost (includes capital budget of \$340K)	\$359,840
	3. Revenue	\$340,000
	4. Human Capital (FTE)	0.86
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Audiences Reached</li> <li>• Service Excellence: Satisfaction with ECD Services and Awareness of City Services</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Economic Development Officer (20%)</li> <li>• 1 Economic Development Assistant (65%)</li> <li>• 1 Director, Economic and Cultural Development (1%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Enable a Climate for Job Creation</b>	
<b>Department Objective #1</b>	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canada's newest modern City.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>1.4 Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks.</b>	
<b>Key Activities</b>	<p>1.4.1 Host annual Business to Business Signature Event of the Year.</p> <p>1.4.2 Formally meet with over 200 companies per year through pro-active Corporate Calling program and Main Street canvassing to understand needs, opportunities and challenges.</p> <p>1.4.3 Maintain memberships and active participation in industrial associations and attend business networking events.</p> <p>1.4.4 Gauge the needs, challenges and opportunities experienced by local businesses through focus groups and a Business Satisfaction and Needs Survey on Vaughan firms.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$176,659</u>
	1. Labour Cost	\$188,351
	2. Other Cost	\$20,287
	3. Revenue	\$31,979
	Human Capital (FTE)	1.35
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Requests Completed</li> <li>• New Clients/Accounts in CRM</li> <li>• Audiences Reached</li> <li>• Service Excellence: Satisfaction with ECD Services and Awareness of City Services</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 3 Economic Development Officers – IBD (25%); VMC (10%), VEZ (45%)</li> <li>• 1 Creative and Cultural Officer (5%)</li> <li>• 1 Senior Art Curator and Planner (5%)</li> <li>• 1 Tourism Development Coordinator (5%)</li> <li>• 1 Manager of Tourism, Arts, Culture (5%)</li> <li>• 1 Smart City Project Manager (10%)</li> <li>• 1 Manager, Small Business and Entrepreneurship (5%)</li> <li>• 1 Manager, Municipal Partnerships and Sponsorship (5%)</li> <li>• 1 Manager, Special Projects and Economic Development (5%)</li> <li>• 1 Director, Economic and Cultural Development (10%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Enable a Climate for Job Creation</b>	
<b>Department Objective #1</b>	1.0 Enable a climate for businesses to grow, prosper and create jobs, by listening and responding to the needs of businesses, by promoting Vaughan in domestic and international markets, by making Vaughan an entrepreneurial hub, and by creating a new economic development brand reflective of Canadas newest modern City.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>1.5 Develop Vaughan as an Entrepreneurial, Small Business and Innovation Hub.</b>	
<b>Key Activities</b>	<p>1.5.1 Deliver core small business and entrepreneurship programs in association with the Ministry of Economic Development, Job Creation + Trade (MEDJCT) to provide new entrepreneurs and citizens exploring entrepreneurship as a career choice with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.2 Deliver Summer Company programs in association with MEDJCT to provide entrepreneurs with a pipeline of tools, skills, connections and resources required to succeed.</p> <p>1.5.3 Deliver Starter Company Plus programs in association with MEDJCT to provide entrepreneurs running growing businesses with a pipeline of tools, skills connections and resources required to succeed.</p> <p>1.5.4 Increase technology related entrepreneurship, research and commercialization services in Vaughan by formalizing a funding partnership with ventureLAB and launching Ignite! Vaughan.</p> <p>1.5.5 Work with community partners through partnership-driven economic development to ensure entrepreneurs in Vaughan have access to incentives, capital and required infrastructure to thrive.</p> <p>1.5.6 Encourage the development and integration of attractive collaborative space and smart city objectives to support market-led innovation within Vaughan’s business community.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from MEDJCT and capital budget ask) Human Capital (FTE)	<u>\$175,064</u> \$312,240 \$230,308 \$368,484 3.08
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Requests Completed</li> <li>• New Clients/Accounts in CRM</li> <li>• Audiences Reached</li> </ul>	

	<ul style="list-style-type: none"> <li>• Service Excellence: Satisfaction with ECD Services and Awareness of City Services</li> </ul>
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Economic Development Officer (8%)</li> <li>• 1 Small Business Advisor (90%)</li> <li>• 1 Entrepreneurship Coordinator (100%)</li> <li>• 1 Information and Administrative Representative (90%)</li> <li>• 1 Manager, Small Business and Entrepreneurship (20%)</li> </ul>

## Objective #2

Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.

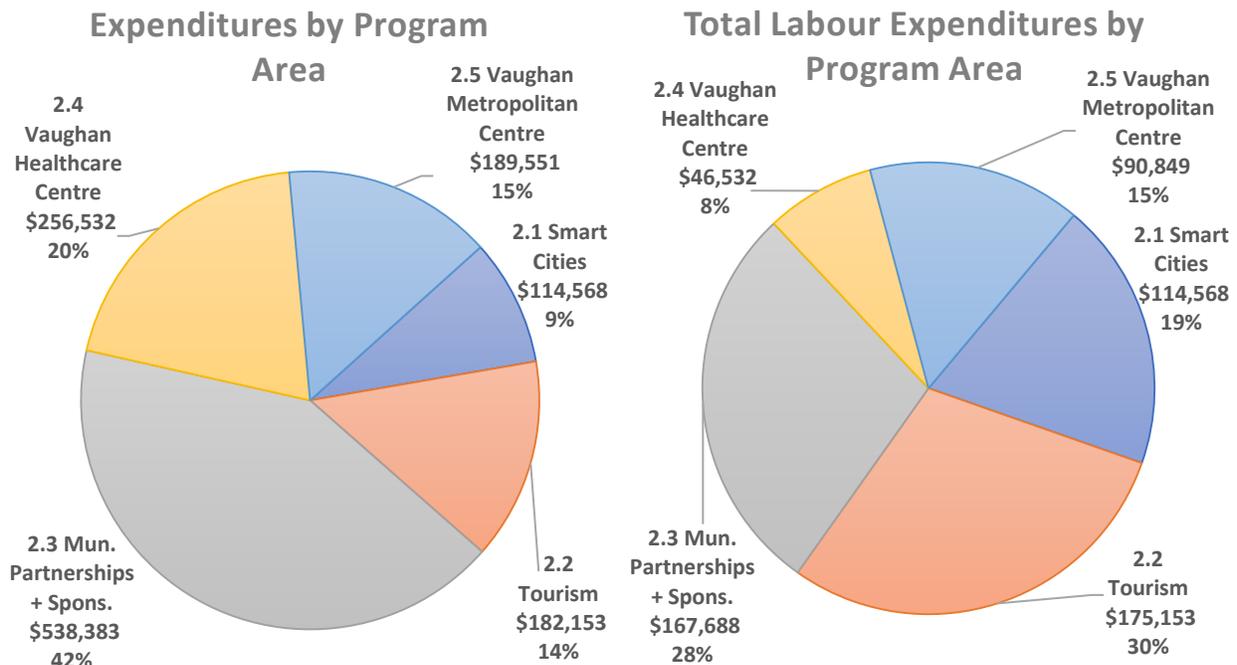
### Program Areas

- 2.1 Advance Smart City and technology-led economic development opportunities.
- 2.2 Invest in the Tourism and Accommodation industry.
- 2.3 Generate alternative revenue sources through city-wide sponsorship, advertising and grants.
- 2.4 Develop the Vaughan Healthcare Centre Precinct.
- 2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.

### Financial Summary

**Total Expenditures: \$1,281,188**

**Total Labour: \$594,791 (46.4% of total expenditures)**



<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Advance Economic Opportunities and Attract New Investments</b>	
<b>Department Objective #2</b>	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>2.1 Advance Smart City and Technology-led Economic Development Opportunities.</b>	
<b>Key Activities</b>	<p>2.1.1 Engage public and industry experts on the Smart City Task Force.</p> <p>2.1.2 Establish a Smart City Business Unit to implement existing and future taskforce findings.</p> <p>2.1.3 Create a 5-year business plan for Smart City projects.</p> <p>2.1.4 Substantially start and complete two Smart City legacy projects in Vaughan.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost 3. Revenue (offset from capital budget) Human Capital (FTE)	<u>\$20,237</u> \$114,568 \$0 \$94,331 1.0
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Special Projects Traffic Light Dashboard: Smart City</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Manager, Smart City (90%)</li> <li>• 1 Manager, Small Business and Entrepreneurship (5%)</li> <li>• 1 Director, Economic and Cultural Development (5%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Advance Economic Opportunities and Attract New Investments</b>	
<b>Department Objective #2</b>	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>2.2 Invest in the Tourism and Accommodation Industry.</b>	
<b>Key Activities</b>	<p>2.2.1 Create and maintain the new Municipal Accommodation Tax as a sustainable funding source for Tourism Business Development, Marketing and Infrastructure.</p> <p>2.2.2 Create and support the mandate and objects of the new City-owned destination marketing organization called Tourism Vaughan Corporation to be lead promotion entity that generates products supporting overnight stays in Vaughan.</p> <p>2.2.3 Partner with Central Counties and Vaughan Attractions Council to strengthen, promote industry network relationships, and partner on key business development opportunities.</p> <p>2.2.4 Support Tourism Vaughan Corporation in its efforts to attract third-party signature events and festivals, with a focus on sports and corporate markets.</p> <p>2.2.5 Set the stage for a new Tourism Business Development and Marketing Plan by designing a new tourism brand and Style Guide in order to attract new creative, tourism and cultural industries to Vaughan.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$4,761</u>
	1. Labour Cost	\$175,153
	2. Other Cost	\$7,000
	3. Revenue (offset – from MAT funding)	\$170,392
	Human Capital (FTE)	1.43
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Special Projects Traffic Light Dashboard: Tourism Vaughan Corporation</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Tourism Development Coordinator (90%)</li> <li>• 1 Manager, Tourism, Arts and Culture (51%)</li> <li>• 1 Director, Economic and Cultural Development (2%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Advance Economic Opportunities and Attract New Investments</b>	
<b>Department Objective #2</b>	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>2.3 Generate Alternative Revenue Sources Through City-wide Sponsorship, Advertising and Grants</b>	
<b>Key Activities</b>	<p>2.3.1 Secure Naming Rights for high-priority City-owned assets.</p> <p>2.3.2 Launch Digital Billboard Advertising Signs and generate sustainable advertising revenue in partnership with industry.</p> <p>2.3.3 Prospect, share-with and advise Departments city-wide on new inbound grant opportunities related to priority projects and services, centrally track all activity and report on the outcomes.</p> <p>2.3.4 Continue to support other prioritized City programs and services through sponsorship solicitation and Program Partnerships when applicable.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$36,209</u>
	1. Labour Cost	\$167,688
	2. Other Cost	\$370,695
	3. Revenue (offset – from Innovation Reserve)	\$502,174
	Human Capital (FTE)	1.07
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Corporate Sponsorship, Advertising and Grant Revenues Generated</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Administrative and Program Assistant (30%)</li> <li>• 1 Manager, Municipal Partnerships and Sponsorship (75%)</li> <li>• 1 Director, Economic and Cultural Development (2%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Advance Economic Opportunities and Attract New Investments</b>	
<b>Department Objective #2</b>	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>2.4 Develop the Vaughan Healthcare Centre Precinct.</b>	
<b>Key Activities</b>	<p>2.4.1 Formalize and nurture a new partnership with York University, ventureLAB and Mackenzie Vaughan Hospital that helps to leverage the Healthcare Centre Precinct as a catalyst for community development and regional placemaking.</p> <p>2.4.2 Develop City-owned lands at the Healthcare Centre Precinct by hiring an expert advisory firm to conduct an economic development opportunities study that will lead to a functional plan, site plan and business management structure, in partnership with the City, York University, ventureLAB and Mackenzie Vaughan.</p> <p>2.4.3 Attract post-secondary learning and development investments to the Healthcare Centre Precinct.</p> <p>2.4.4 Make the Healthcare Centre Precinct a major innovation hub in the health technology, deep technology research and commercialization space.</p> <p>2.4.5 Promote the Healthcare Centre Precinct as a premier investment location in domestic and international markets.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only) 1. Labour Cost 2. Other Cost (includes \$210K from capital budget) 3. Revenue Human Capital (FTE)	<u>\$46,532</u> \$46,532 \$210,000 \$210,000 0.25
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Special Projects Traffic Light Dashboard: Vaughan Healthcare Centre Precinct</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Manager, Small Business and Entrepreneurship (5%)</li> <li>• 1 Manager, Special Projects and Economic Development (15%)</li> <li>• 1 Director, Economic and Cultural Development (5%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Economic Prosperity, Investment and Social Capital</b>	
<b>Strategic Plan Theme</b>	<b>Advance Economic Opportunities and Attract New Investments</b>	
<b>Department Objective #2</b>	2.0 Advance economic opportunities and attract new investment in Vaughan, by advancing new high-impact strategic municipal economic development projects, including: Smart City, Tourism Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre (VMC) by 2023.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>2.5 Raise awareness and increase the profile of the VMC as a location for office, institutional, retail, arts and culture development, through economic development marketing, activations and place-branding.</b>	
<b>Key Activities</b>	<p>2.5.1 Improve awareness of the VMC as a premier office and retail business location, by emphasizing the compelling master planned vision, emergence of subway mobility and authentic partnerships, using timely traditional and non-traditional marketing business development and financial/non-financial incentive programs.</p> <p>2.5.2 Activate Vaughan’s emerging downtown by attracting signature events, such as Rogers Hometown Hockey.</p> <p>2.5.3 In partnership, set the table for the design and development of a creative and cultural hub as a major place-making and arts and culture service initiative in the VMC.</p> <p>2.5.4 Integrate Public Art as a tangible place-making catalyst for conveying Vaughan’s unique identity and economic vitality.</p> <p>2.5.5 Provide competitive and economic development comments and data, on the assessment and review of the financial and non-financial incentives in the VMC Community Improvement Plan in 2020.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$189,551</u>
	1. Labour Cost	\$90,849
	2. Other Cost	\$98,702
	3. Revenue	\$0
	Human Capital (FTE)	0.71
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Requests Completed</li> <li>• New Clients/Accounts in CRM</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Economic Development Officer (65%)</li> <li>• 1 Economic Development Assistant (5%)</li> <li>• 1 Director, Economic and Cultural Development (1%)</li> </ul>	

## Objective #3

Enrich Vaughan’s communities and economy through public art and cultural development, by development creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.

### Program Areas

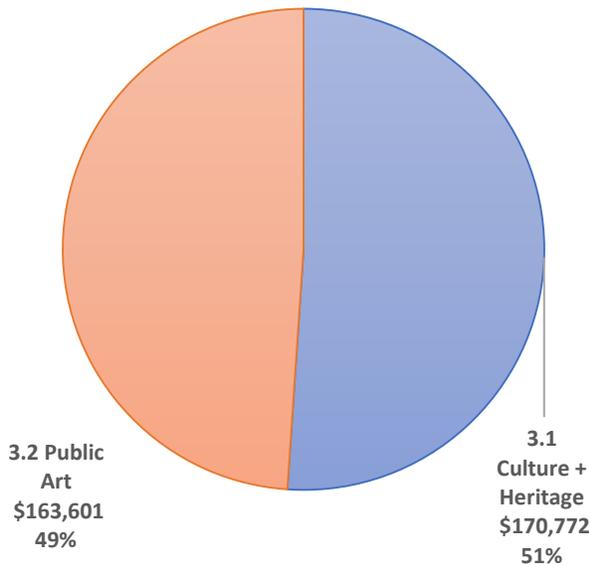
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

### Financial Summary

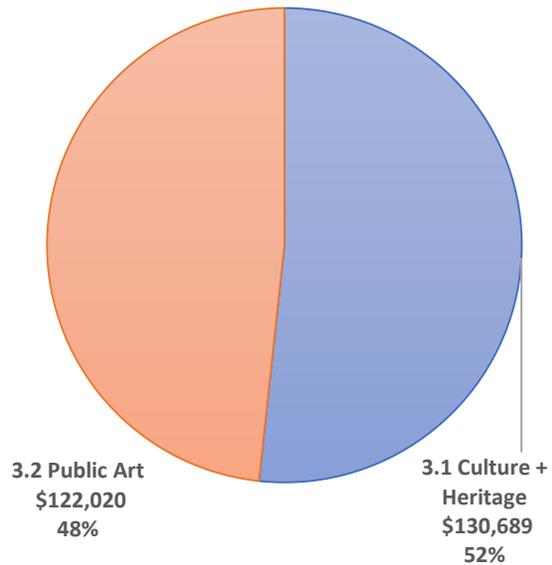
**Total Expenditures:**                   **\$334,373**

**Total Labour:**                           **\$252,710 (75.6% of total expenditures)**

**Expenditure by Program Area**



**Total Labour Expenditures by Program Area**



<b>Strategic Plan Priority</b>	<b>Active, Safe and Diverse Communities</b>	
<b>Strategic Plan Theme</b>	<b>Enrich Vaughan’s communities and economy through public art and cultural development</b>	
<b>Department Objective #3</b>	3.0 Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>3.1 Develop Creative and Cultural Amenities and Nurture Community Engagement.</b>	
<b>Key Activities</b>	<p>3.1.1 Contribute to the diversification of the local economy, by developing a new creative and cultural industries plan starting with an ecosystem and assets mapping project.</p> <p>3.1.2 Celebrate and recognize Heritage Cultural Events, and signature cultural events, festivals and activations that engage the public and raise the City’s image, in partnership with the community, government and industry leaders.</p> <p>3.1.3 Launch the new “Kaleidoscope Event Program” designed to be the premier arts and culture showcase in Vaughan (engage, celebrate, educate and recognize people, artform, community and industry).</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$167,757</u>
	1. Labour Cost	\$130,689
	2. Other Cost	\$40,083
	3. Revenue	\$3,015
	Human Capital (FTE)	1.206
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events</li> <li>• Service Requests Completed</li> <li>• New Client/Accounts in CRM</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Creative and Cultural Officer (90%)</li> <li>• 1 Clerical Assistant (27.6%)</li> <li>• 1 Manager, Tourism, Arts and Culture (2%)</li> <li>• 1 Director, Economic and Cultural Development (1%)</li> </ul>	

<b>Strategic Plan Priority</b>	<b>Active, Safe and Diverse Communities</b>	
<b>Strategic Plan Theme</b>	<b>Enrich Vaughan’s communities and economy through public art and cultural development</b>	
<b>Department Objective #3</b>	3.0 Enrich Vaughan’s communities and economy through public art and cultural development, by developing creative-cultural amenities through partnership opportunities, by nurturing public engagement, by increasing public art awareness and by developing public art place-making in the Vaughan community.	
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Assessment</li> <li>• Vaughan GDP</li> </ul>	
<b>Program Area</b>	<b>3.2 Increase Public Art Awareness and Develop Community Public Art Place-making.</b>	
<b>Key Activities</b>	<p>3.2.1 Increase awareness of the important role art has in civic society, by launching an inaugural Vaughan City-wide Public Art Awareness Campaign.</p> <p>3.2.2 Inspire and engage artists, resident and visiting audiences, art collectors, patrons and enthusiasts by planning and curating annual public art exhibitions on the SLATE at City Hall.</p> <p>3.2.3 Profile art acquisitions from the City of Vaughan Art Integration Collection in high profile satellite locations in partnership with Vaughan development projects.</p> <p>3.2.4 Provide expert professional advice and insight to the Design Review Panel.</p> <p>3.2.5 Activate the public realm by planning permanent and temporary Public Art projects that convey Vaughan’s unique identity.</p>	
<b>Budget 2020</b>	Total Net Expenditures (Operating Budget impact only)	<u>\$145,586</u>
	1. Labour Cost	\$122,020
	2. Other Cost (assumes approval of \$15K ARR)	\$41,581
	3. Revenue	\$18,015
	Human Capital (FTE)	1.068
<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Target Audiences Reached: Exhibitions, Cultural Activations, Heritage Events</li> <li>• Service Requests Completed</li> <li>• New Client/Accounts in CRM</li> </ul>	
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Senior Art Curator and Planner (90%)</li> <li>• 1 Clerical Assistant (13.8%)</li> <li>• 1 Manager, Tourism, Arts and Culture (2%)</li> <li>• 1 Director, Economic and Cultural Development (1%)</li> </ul>	

## Objective #4

Effectively pursue service excellence in the Economic and Cultural Development Department by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.

### Program Areas

- 4.1 Demonstrate good governance.
- 4.2 Operational performance.
- 4.3 Achieve positive customer experiences.
- 4.4 Staff engagement.

### Financial Summary

<b>Total Expenditures:</b>	<b>\$705,192</b>
<b>Total Labour:</b>	<b>\$662,532 (94% of total expenditures)</b>

<b>Strategic Plan Priority</b>	<b>Good Governance</b>
<b>Strategic Plan Theme</b>	<b>Demonstrate Good Value for Money</b>
<b>Department Objective #4</b>	4.0 Effectively pursue service excellence in the Economic and Cultural Development Department, by increasing awareness and satisfaction of services and programs, by increasing accountability and controls through strategic planning, and the ongoing development of new policy and procedures, and by achieving a high level of staff engagement and effective use of communication technologies.
<b>Desired Outcomes</b>	<ul style="list-style-type: none"> <li>• Increase Total Employment</li> <li>• Diversify Economic Base (Goods Producing: Service Producing Businesses)</li> <li>• Increase ICI Investment</li> <li>• Increase Non-Residential Property Tax Assessment</li> <li>• Vaughan GDP</li> </ul>
<b>Program Area</b>	<b>4.1 Demonstrate Good Governance</b>
<b>Key Activities</b>	<p>4.1.1 Support City Council mandated task forces that are aligned with this Business Plan with staff resources, marketing materials, economic research, policy and advice applying an economic development viewpoint, namely: Smart City, the Healthcare Centre Precinct, and the Economic Prosperity, Investment and Social Capital Task Forces.</p> <p>4.1.2 Annual progress reports will be provided to Members of Council and the community each March, from 2020 to 2023 that include current performance measures as well as milestones and achievements.</p> <p>4.1.3 Achieve and effectively communicate vertical integration and alignment of strategic plan priorities and themes, with department business plan programs and services, with the department budget and with individual staff goal plans.</p>
<b>Program Area</b>	<b>4.2 Operational Performance</b>
<b>Key Activities</b>	<p>4.2.1 Strengthen accountability, controls and processes related to programs and services of the Economic and Cultural Development Department, by obtaining Corporate and Council approval of policy initiatives: Economic and Cultural Partnerships Policy, Inbound and Outbound Delegation Policy; Art Stewardship Policy; Corporate Advertising on City Property Policy; Hosting and Granting Policy (TVC); and Corporate Promotional Items Policy.</p> <p>4.2.1 Develop a 3 to 5-year plan to address office accommodation needs in the ECD Department.</p>
<b>Program Area</b>	<b>4.3 Achieve Positive Customer Experiences</b>
<b>Key Activities</b>	<p>4.3.1 Invest in MS Dynamics 365 to improve CRM capability and capacity.</p> <p>4.3.2 Formally measure performance and progress, by developing outcomes-based corporate performance measures, and outputs-based measures for each of the Objectives outlined in this Business Plan.</p>

	<p>4.3.3 Invest in economic research, data and analytics tools to support decision-making and customer service.</p> <p>4.3.4 Expand readership and content of the Vaughan Economic Monitor, and other communication tools.</p> <p>4.3.5 Invest in GIS technology to help promote Vaughan, and professionally fulfill advisory services.</p> <p>4.3.6 Create a new Economic Development website, and dedicated social media channels, as major marketing platform.</p> <p>4.3.7 To measure level of awareness of ECD services and level of satisfaction with ECD services, conduct small sample customer surveys.</p>										
<b>Program Area</b>	<b>4.4 Staff Engagement</b>										
<b>Key Activities</b>	<p>4.4.1 Continue to invest in professional development plans for our staff.</p> <p>4.4.2 Empower teams and individuals to promote thought leadership.</p> <p>4.4.3 Promote open communication, using collaborative communication tools.</p> <p>4.4.4 Continue to invest in the annual business development internship program to support the career path of local post-secondary students.</p>										
<b>Budget 2020</b>	<table border="1"> <tr> <td>Total Net Expenditures (Operating Budget impact only)</td> <td><u>\$597,724</u></td> </tr> <tr> <td>    1. Labour Cost</td> <td>\$662,532</td> </tr> <tr> <td>    2. Other Cost</td> <td>\$42,660</td> </tr> <tr> <td>    3. Revenue</td> <td>\$107,467</td> </tr> <tr> <td>Human Capital (FTE)</td> <td>4.35</td> </tr> </table>	Total Net Expenditures (Operating Budget impact only)	<u>\$597,724</u>	1. Labour Cost	\$662,532	2. Other Cost	\$42,660	3. Revenue	\$107,467	Human Capital (FTE)	4.35
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3. Revenue	\$107,467										
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<b>Measures of Success (Outputs)</b>	<ul style="list-style-type: none"> <li>• Service Excellence: Satisfaction with ECD Services</li> <li>• Service Excellence: Awareness of City Services</li> </ul>										
<b>Staff Goals Alignment &amp; Weighting</b>	<ul style="list-style-type: none"> <li>• 1 Manager, Special Projects and Economic Development (65%)</li> <li>• 1 Manager, Small Business and Entrepreneurship (65%)</li> <li>• 1 Manager, Municipal Partnerships and Sponsorship (20%)</li> <li>• 1 Administrative and Program Assistant (70%)</li> <li>• 1 Small Business Advisor (10%)</li> <li>• 1 Information and Administrative Representative (10%)</li> <li>• 1 Economic Development Assistant (20%)</li> <li>• 3 Economic Development Officers (22% combined)</li> <li>• 1 Creative and Cultural Officer (5%)</li> <li>• 1 Senior Art Curator and Planner (5%)</li> <li>• 1 Clerical Assistant (27.6%)</li> <li>• 1 Manager of Tourism, Arts and Culture (40%)</li> <li>• 1 Tourism Development Coordinator (5%)</li> <li>• 1 Director, Economic and Cultural Development (70%)</li> </ul>										

## References

City of Vaughan (2019), *Term of Council Service Excellence Strategic Plan, 2018-2022*.

City of Vaughan Economic Development Department (2010), *Vaughan Economic Development Strategy: Building a Gateway to Tomorrow's Economy*.

Forum Research (2019): *Business Satisfaction and Needs Survey, 2018*.

City of Vaughan Economic and Cultural Development Department (2019), *Economic Development and Employment Sectors Study*.

# Vaughan Business Survey

Prepared by: Forum Research

January 11, 2019

# Survey Research Method

Three 1-hour focus group discussions were held with key informants from multiple sectors including manufacturing, professional service, supply chain, arts and culture, small business and entrepreneurs (less than 20 employees).

The quantitative survey that followed was informed by key information collected in the focus groups.

Fieldwork Dates	Focus Groups – November 8 Survey – November 30 - December 14
Method	Computer Assisted Telephone Interviewing (CATI)
Criteria for Participation	Business owner/Senior Management operating out of Vaughan
Sample Size	212
Margin of Error	± 6.73%, 19 times out of 20

TOP2 indicates the sum of the two positive answer options. BTM2 indicates the sum of the two negative answer options

## Reasons your Business is located in Vaughan

- Many respondents indicated Vaughan is a good location for their business (39%)
- They live in Vaughan (21%)
- Their customers are located in Vaughan (20%)
- The vast majority (TOP2 = 95%) indicated the overall quality of life in the city of Vaughan is very good or good.

## Services provided by Vaughan

- The majority (TOP2 = 52%) of respondents indicated they were very aware or somewhat aware of the services that the City of Vaughan provides to local businesses.
- 9-in-10 respondents (TOP2 = 91%) are satisfied with the delivery of services provided by the City of Vaughan.
- Looking only at large businesses (100+ employees), respondents are satisfied with the delivery of services provided by the city (TOP2 = 94%).

# Executive Summary

Respondents have heard of about half of the services. The services are grouped by known and less known.

Known Services (At least 50% of respondents have heard of the service):	Less Known Services (33% or less of respondents have heard of the service):
Fire and Emergency Services (80%)	Entrepreneurship Programs (17%)
Bylaw Enforcement (72%)	Location Assistance (18%)
Building Standards (68%)	Procurement Services (23%)
Business Licenses (67%)	Small Business Services (25%)
Library (61%)	Environmental Sustainability services (26%)
Waste Management (60%)	Sponsorship/Advertising (29%)
Recreation, Sports and Wellness Services (57%)	Economic Development Services (32%)
Planning and Development Services (52%)	Business to Business Networking (33%)

## Business Growth

- The vast majority (TOP2 = 93%) indicated their business is growing or staying about the same.

## Challenges

The top 5 challenges for businesses are:

- Competition (15%)
- Costs (10%)
- Traffic/Congestion/ Travel Times (10%)
- Customers/Sales (9%)
- Staffing (8%)

## Digital/Innovative Technology

- The majority (TOP2 = 61%) of respondents indicated they are not strongly negatively affected or not affected at all by digital or online products/competitors.
- The majority (TOP2 = 67%) of respondents estimated they will spend a significant/some investment on new/innovative technology for their business.

## Vaughan Metropolitan Centre

- The majority (TOP2 = 52%) of respondents indicated the City of Vaughan is effectively promoting the Vaughan Metropolitan Centre as a location where businesses want to invest.
- However, about 2-in-10 (22%) indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre at all.
- The majority of respondents from Large businesses indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre (BTM2 = 53%).

## Services: Focus Areas

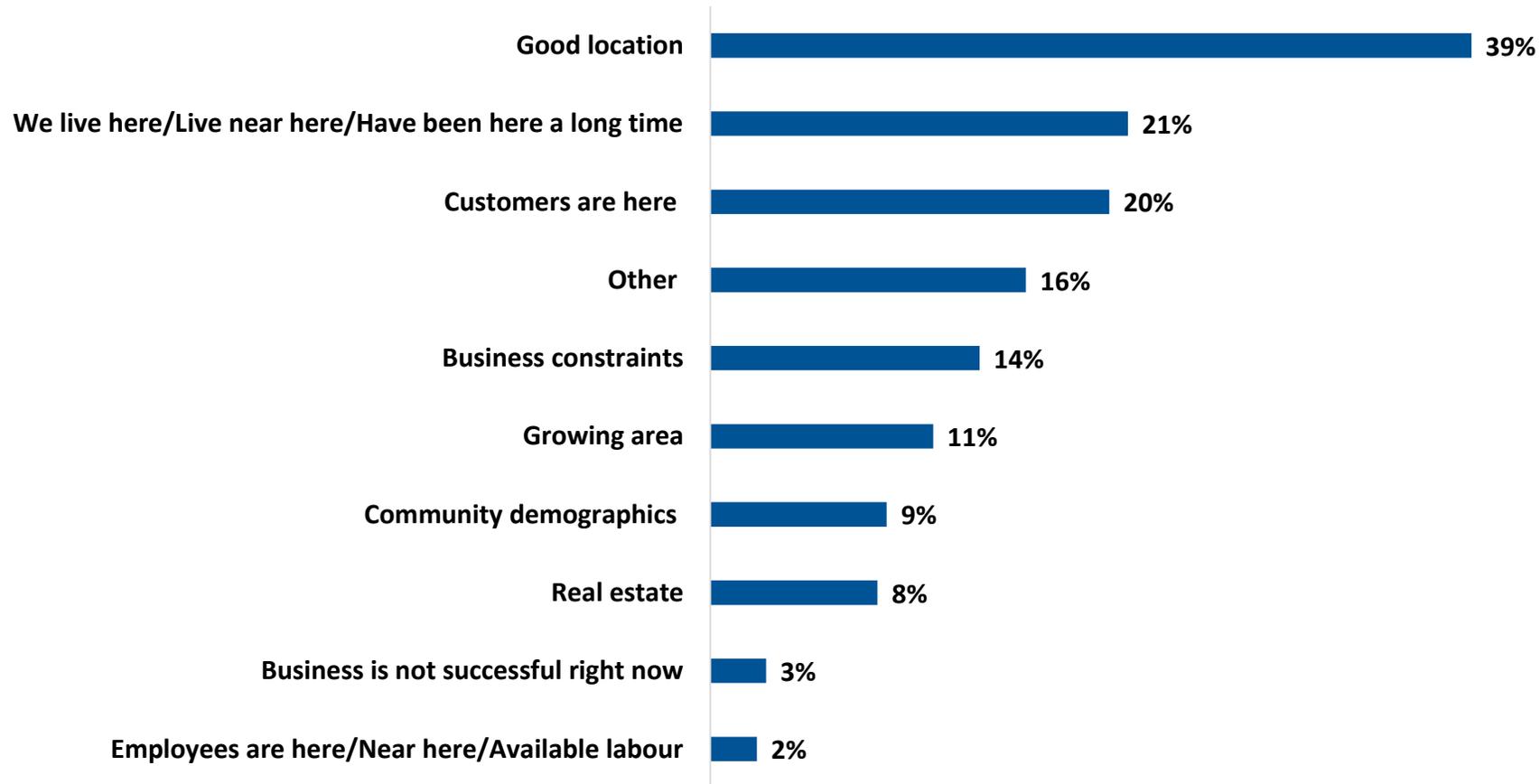
- The City of Vaughan could consider focusing its economic development efforts to improve road infrastructure (40%), encourage businesses (26%) and improve public transit (18%).

## Contacting the City of Vaughan

- Just over 3-in-10 respondents have contacted the city of Vaughan for a reason related to their business (37%).
- Of those who contacted the City, almost 7-in-10 indicated the reason for their contact was resolved to their satisfaction (68%).

# Key Findings

## Reasons your Business is Located in Vaughan



Respondents were asked to list some of the reasons their business is located in Vaughan.

Many respondents indicated Vaughan is a good location for their business (39%), they live in Vaughan (21%), or their customers are located in Vaughan (20%).

# Reasons your Business is Located in Vaughan



Respondents were asked what are some of the reasons your business is located in Vaughan. Here are some of the responses on location:

**“Due to location. We are near the airport, close to major 400 highways.”**

**“It's the location I chose. Good relationship with my customers. Providing the jobs required.”**

**“Location. It's close to highways and the business we are serving. Traffic times, the lower rent than in other cities we've looked at.”**



# Reasons your Business is Located in Vaughan



Respondents were asked what are some of the reasons your business is located in Vaughan. Here are some of the responses on living in Vaughan, and their customers are located in Vaughan:

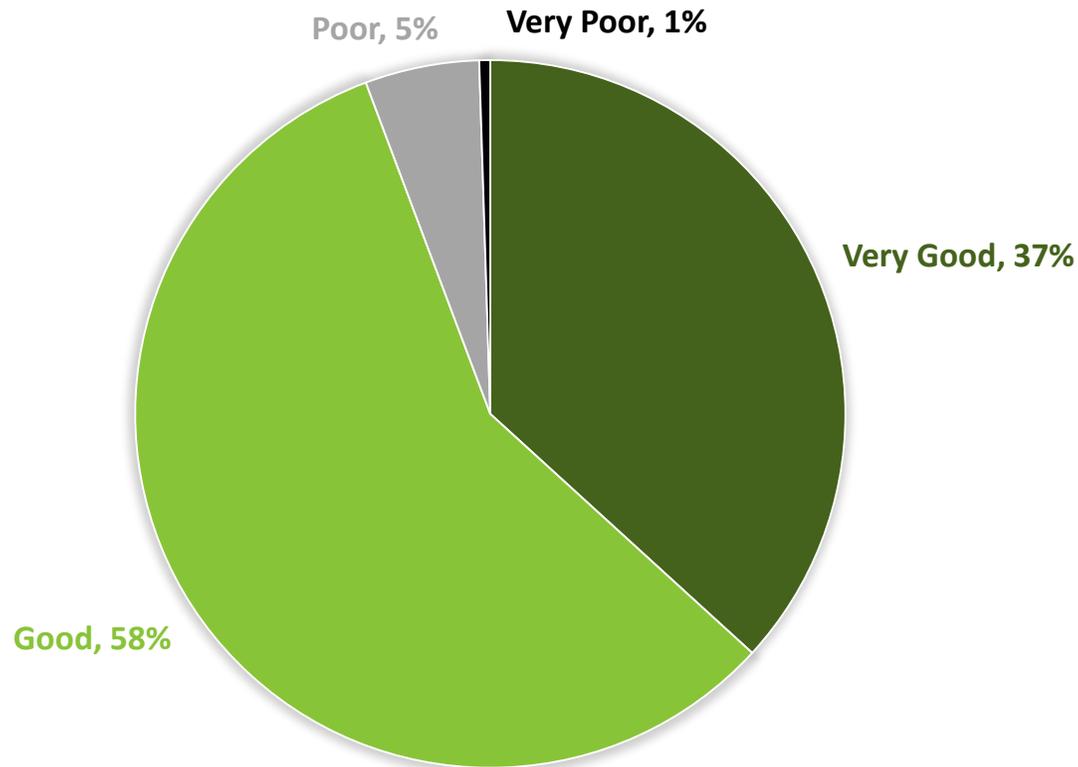
**“This is where we live and it's close to our house, it's a historical older building it's been around for nearly fifty years. Our customer base: we have a lot of repeat customers and word of mouth”**

**“We're here for the last 12 years. Good relationship with patients.”**



# Key Findings

## QUALITY OF LIFE IN VAUGHAN



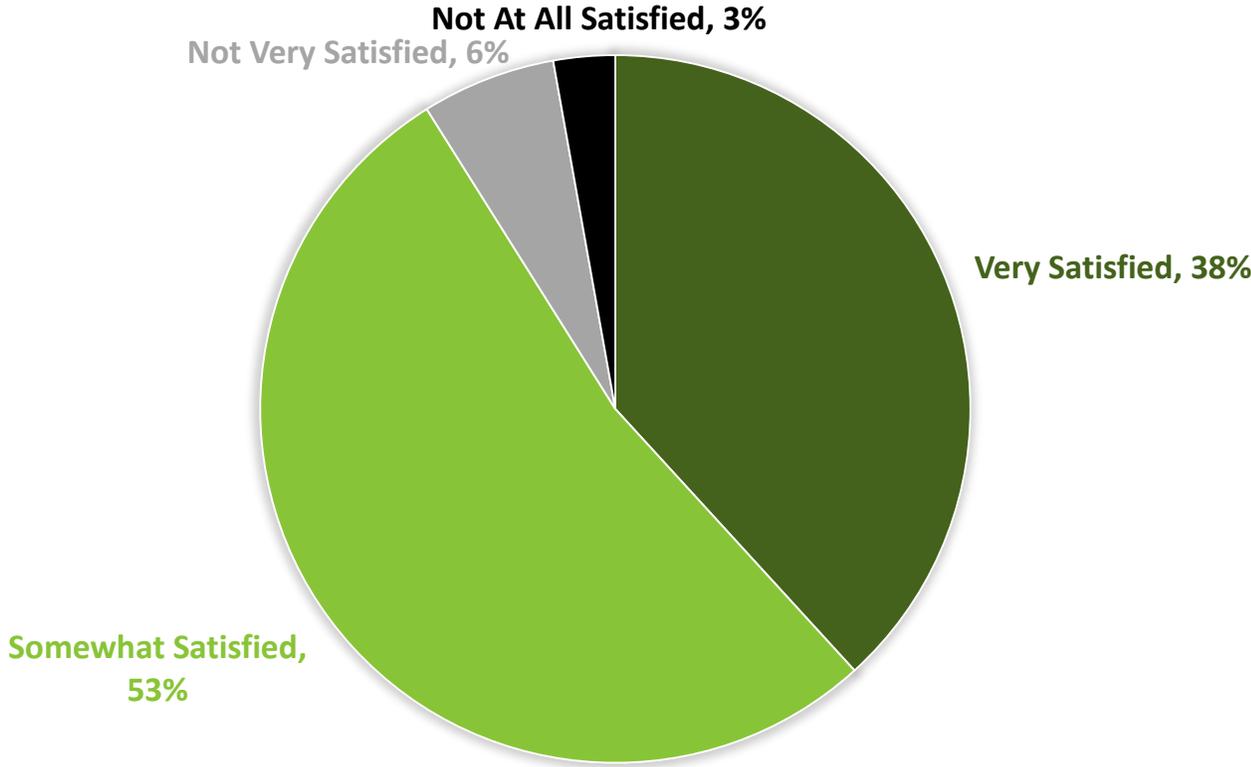
Respondents were asked to rate the overall quality of life in the City of Vaughan using a 4-point scale.

The vast majority (TOP2 = 95%) indicated the overall quality of life in the City of Vaughan is very good or good.

**Question:** How would you rate the overall quality of life in the city of Vaughan today?  
**Sample:** 212  
**Framework:** All

# Key Findings

## SATISFACTION WITH DELIVERY OF SERVICES

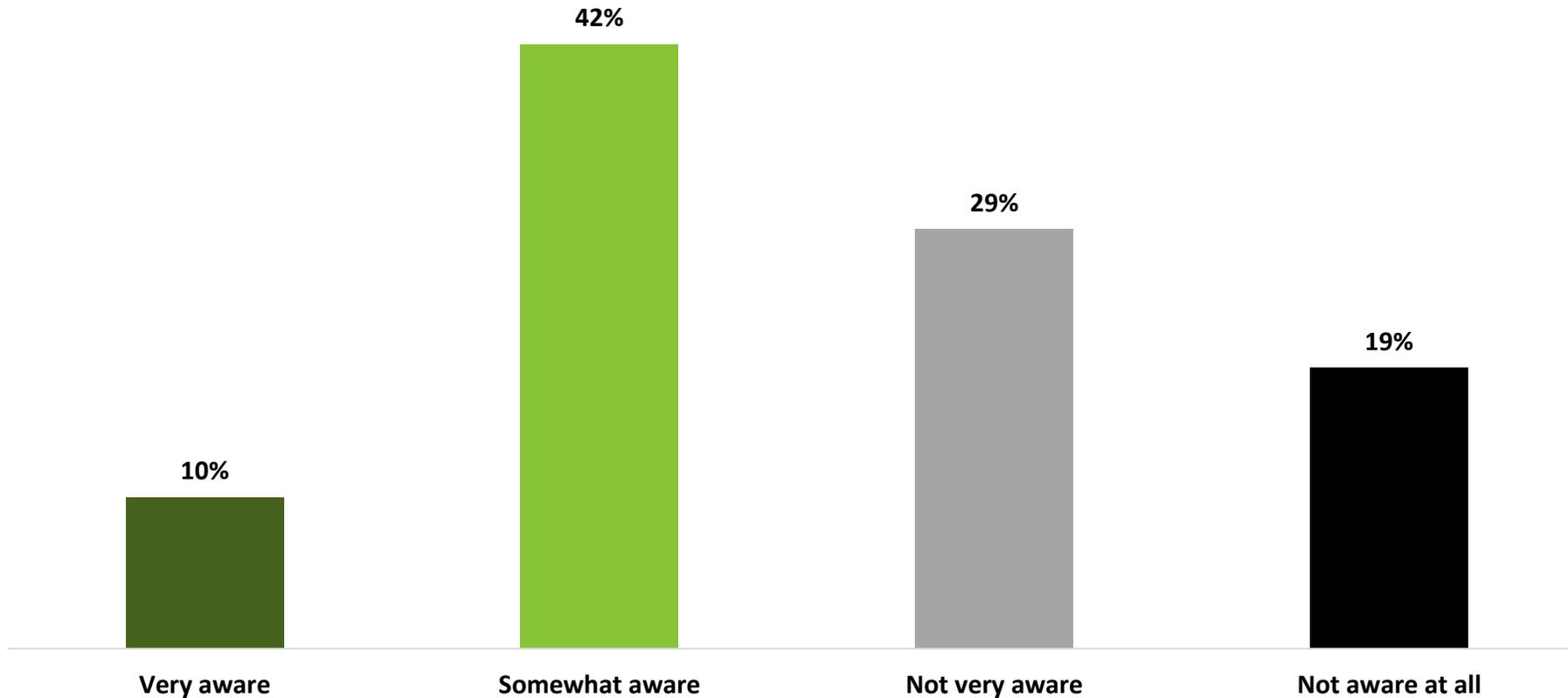


Respondents were asked how satisfied they are with the delivery of services provided by the City of Vaughan on a 4-point scale.

The vast majority (TOP2 = 91%) are satisfied with the delivery of services provided by the City of Vaughan.

# Key Findings

Generally, how aware are you of the services that the city of Vaughan provides specifically to local businesses?

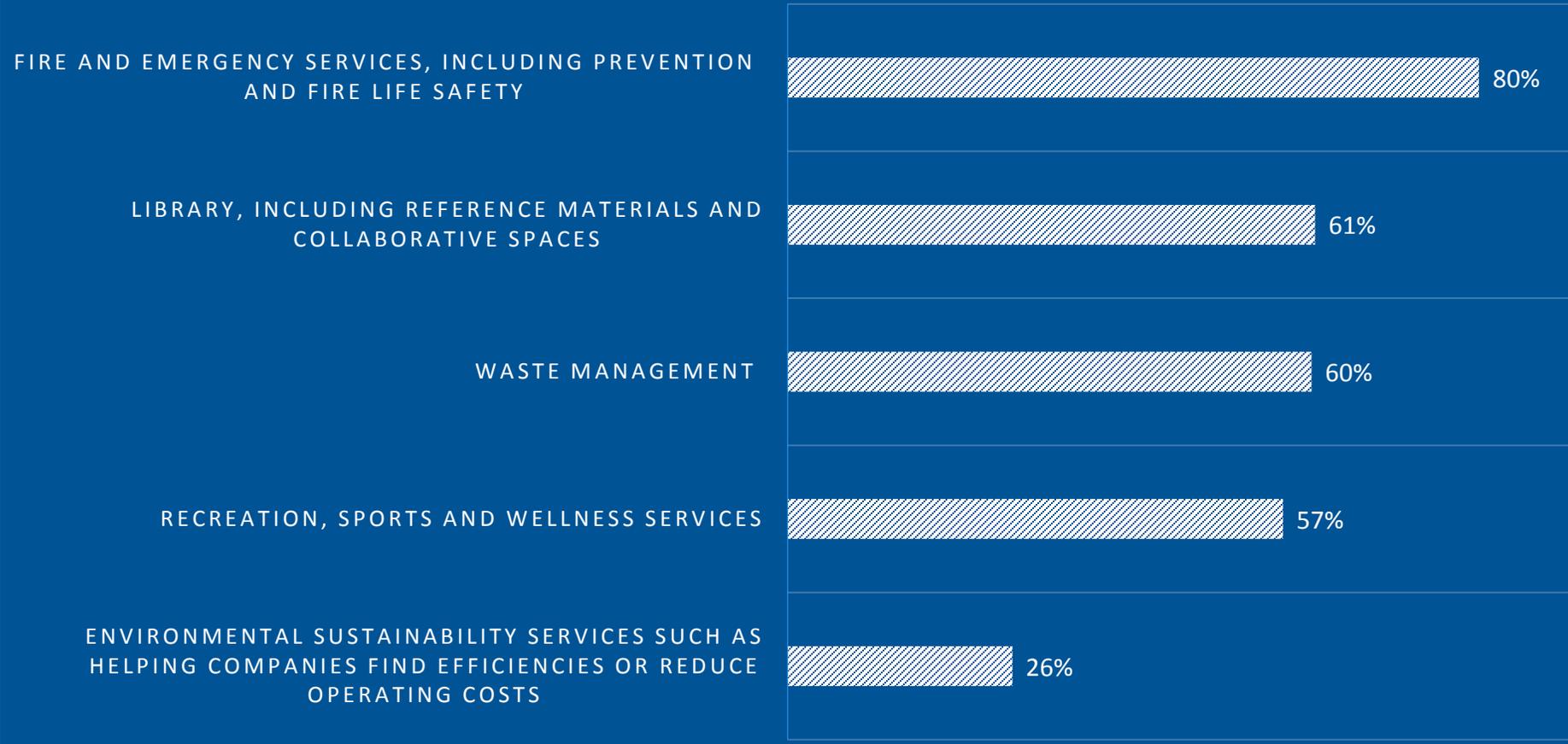


Respondents were asked how aware they are of the services Vaughan provides to local businesses using a 4-point scale.

The majority (TOP2 = 52%) of respondents indicated they were very aware or somewhat aware of the services that the City of Vaughan provides to local businesses.

# Key Findings

## SERVICES BUSINESSES HAVE HEARD ABOUT



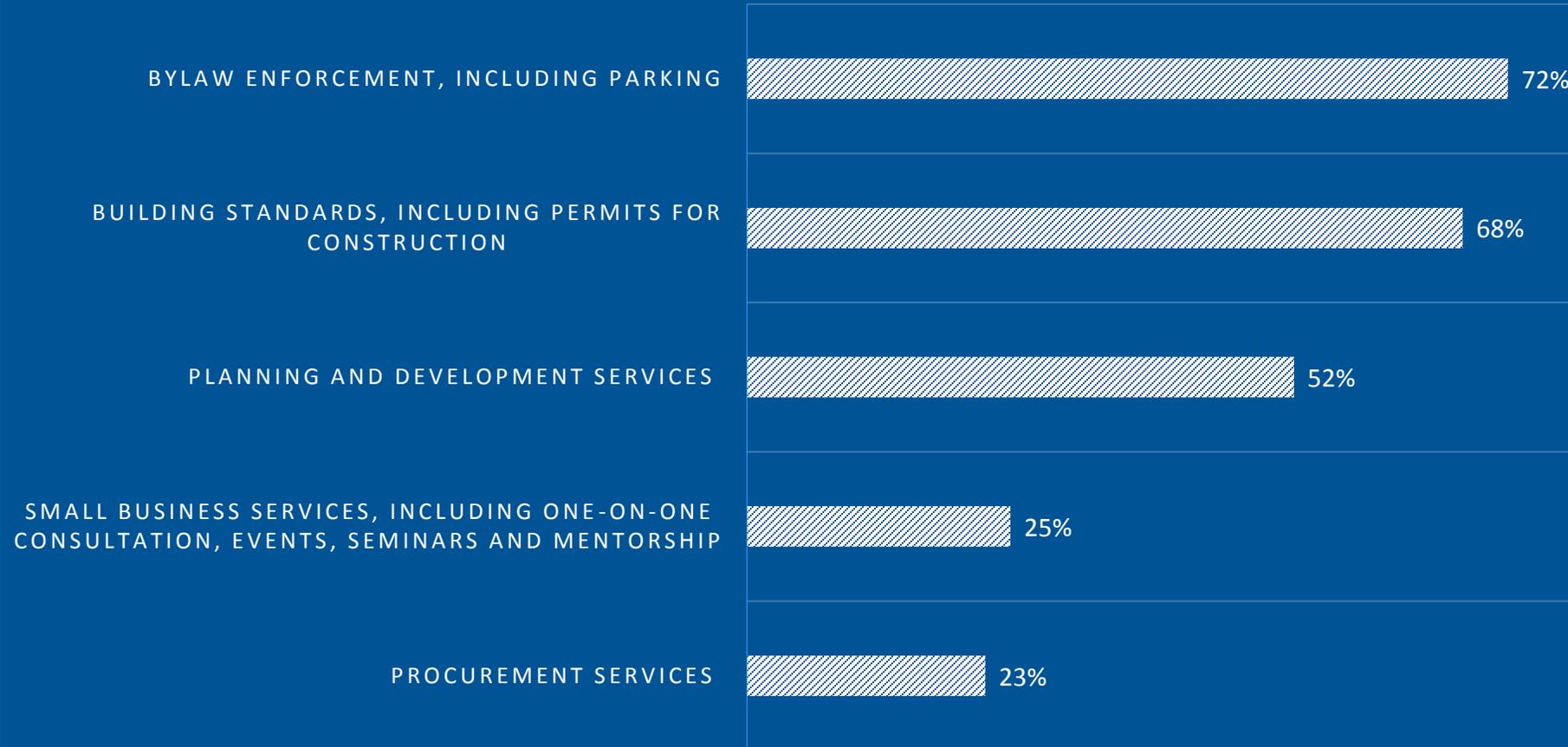
The majority of respondents have heard about:

- Fire and Emergency Services (80%)
- Library (61%)
- Waste Management (60%)
- Recreation, Sports and Wellness Services (57%)

However, only a quarter of respondents have heard about Environmental Sustainability services (26%)

# Key Findings

## SERVICES BUSINESSES HAVE HEARD ABOUT



The majority of respondents have heard about:

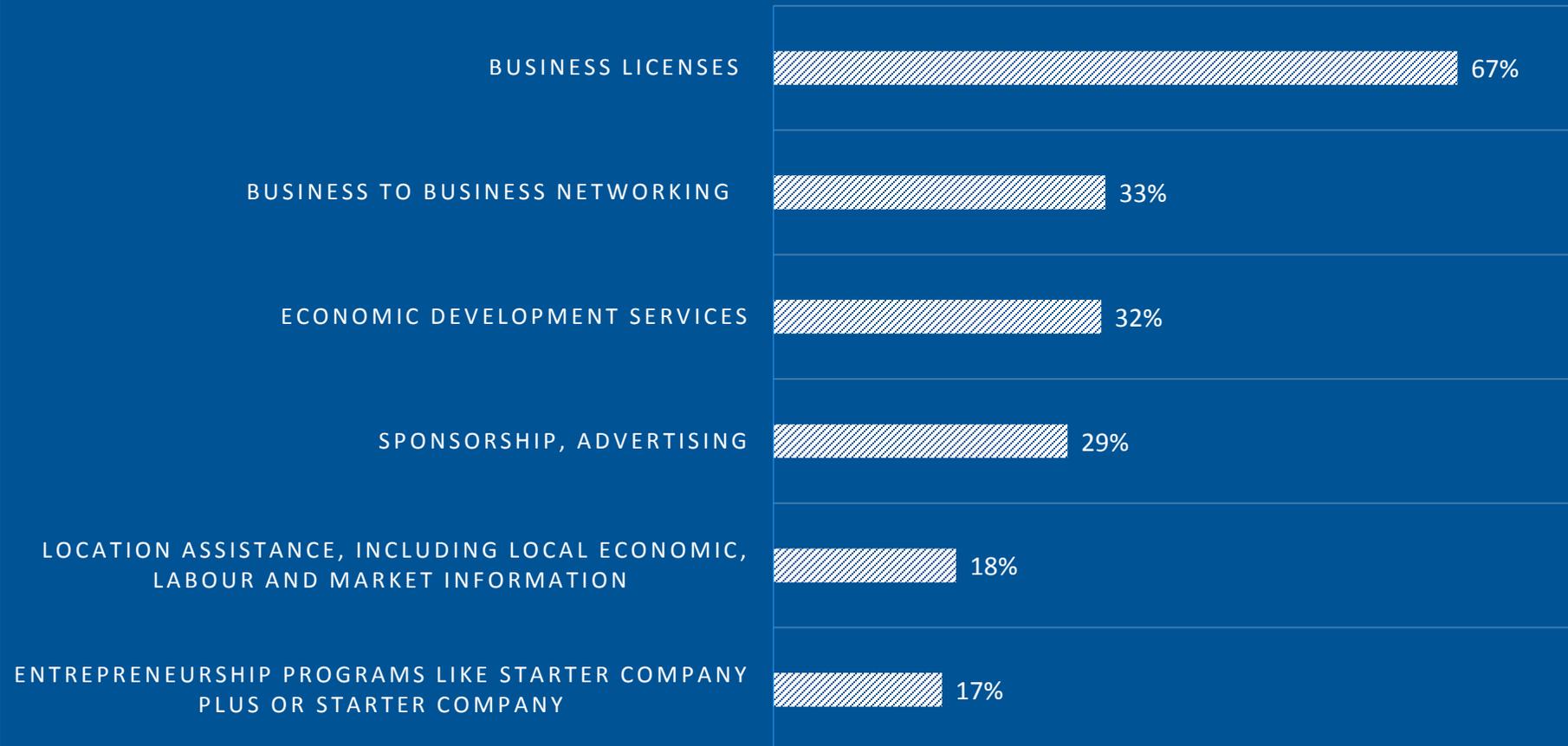
- Bylaw Enforcement (72%)
- Building Standards (68%)
- Planning and Development Services (52%)

However, only a quarter of respondents have heard about:

- Small Business Services (25%)
- Procurement Services (23%)

# Key Findings

## SERVICES BUSINESSES HAVE HEARD ABOUT



The majority of respondents have heard about:

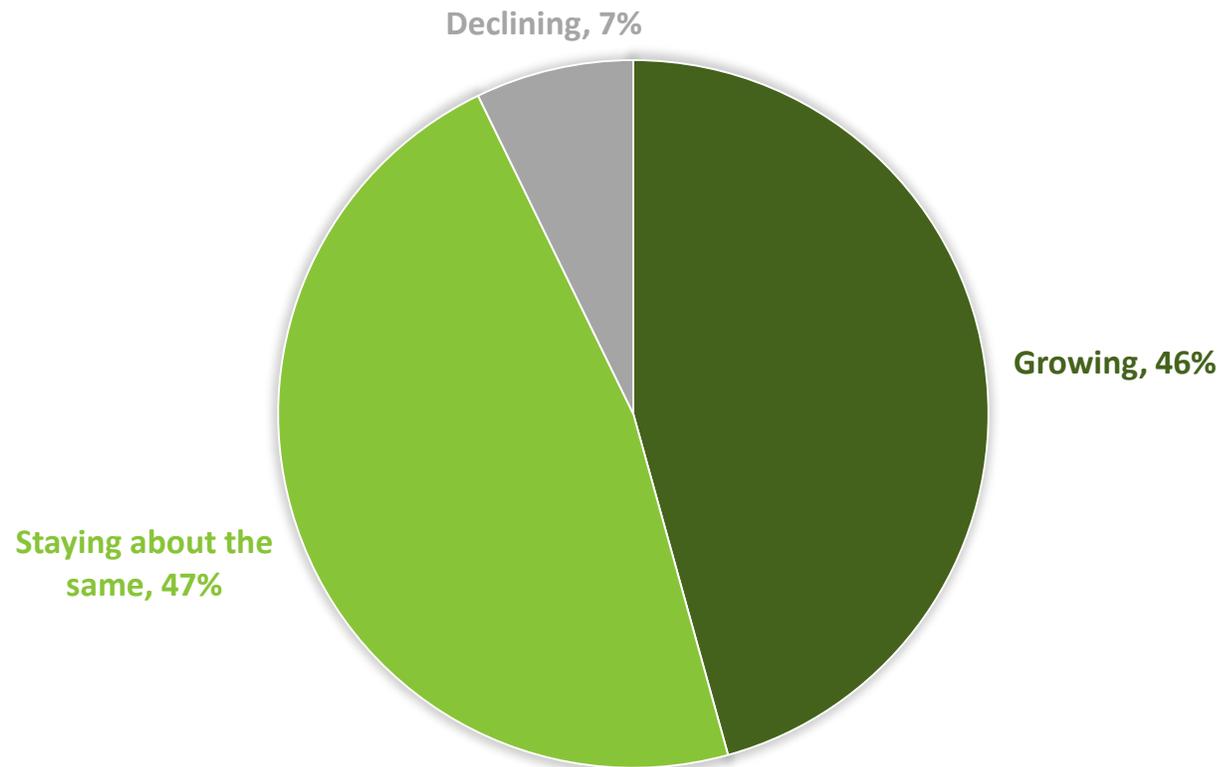
- Business Licenses (67%)

However, only one third or fewer respondents have heard about:

- Business to Business Networking (33%)
- Economic Development Services (32%)
- Sponsorship/Advertising (29%)
- Location Assistance (18%)
- Entrepreneurship Programs (17%)

# Key Findings

## BUSINESS GROWTH/DECLINE

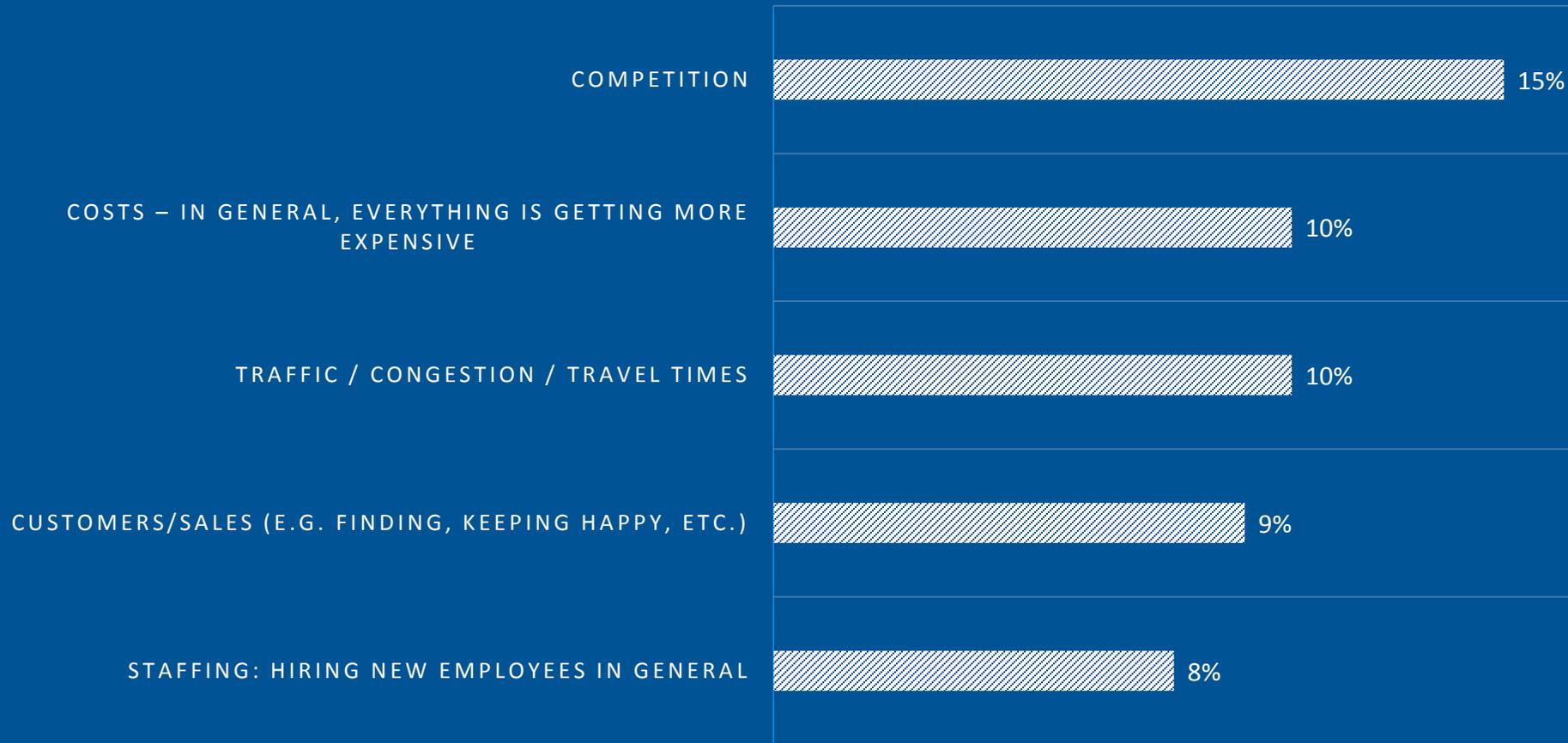


Respondents were asked about the current growth/decline of their business.

The vast majority (TOP2 = 93%) indicated their business is growing or staying about the same.

# Key Findings

## TOP 5 CHALLENGES FOR BUSINESSES



The top 5 challenges for businesses are:

1. Competition (15%)
2. Costs (10%)
3. Traffic/Congestion/Travel Times (10%)
4. Customers/Sales (9%)
5. Staffing (8%)

**Question:** What would you say are the biggest challenges your business faces? (multi-mention)

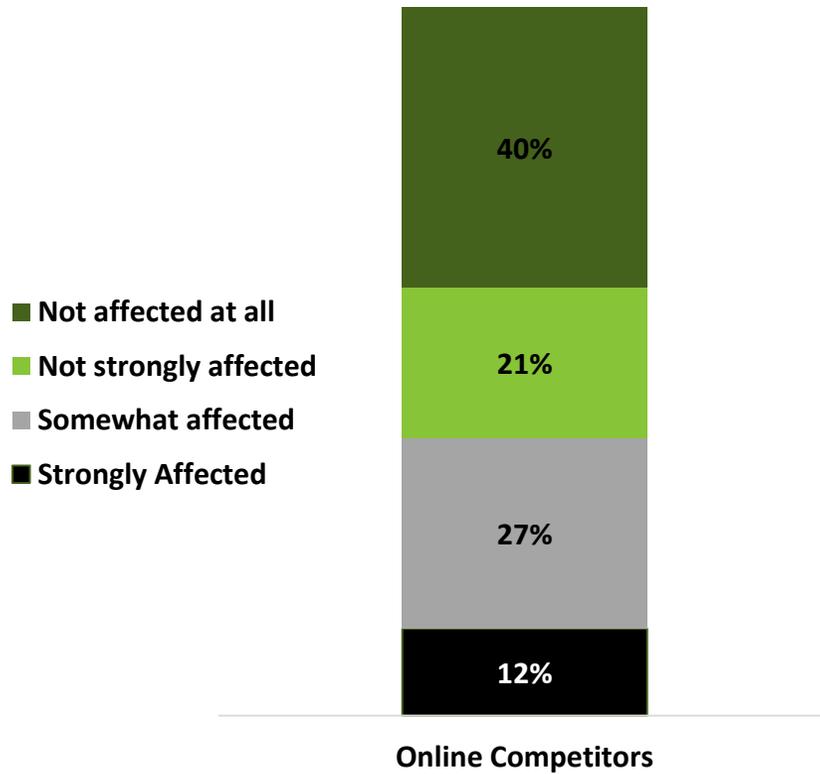
**Sample:** 212

**Framework:** All

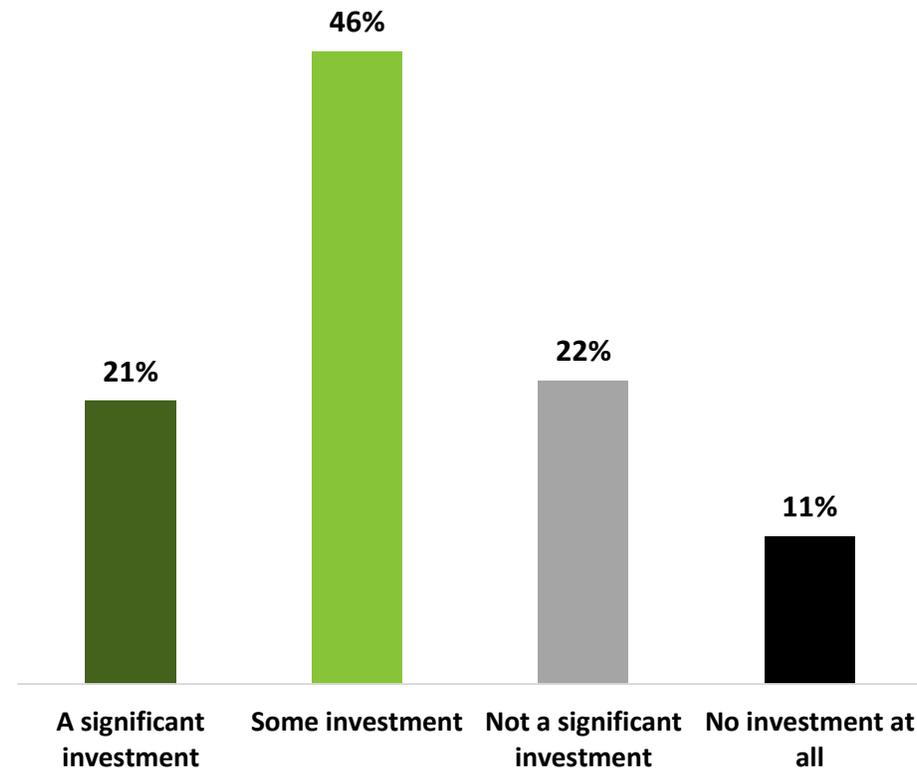


# Key Findings

How much is your business, if at all, being negatively affected by digital or online products or competitors?



In the next five years, how much of an investment do you expect you will make in new or innovative technology for your business?

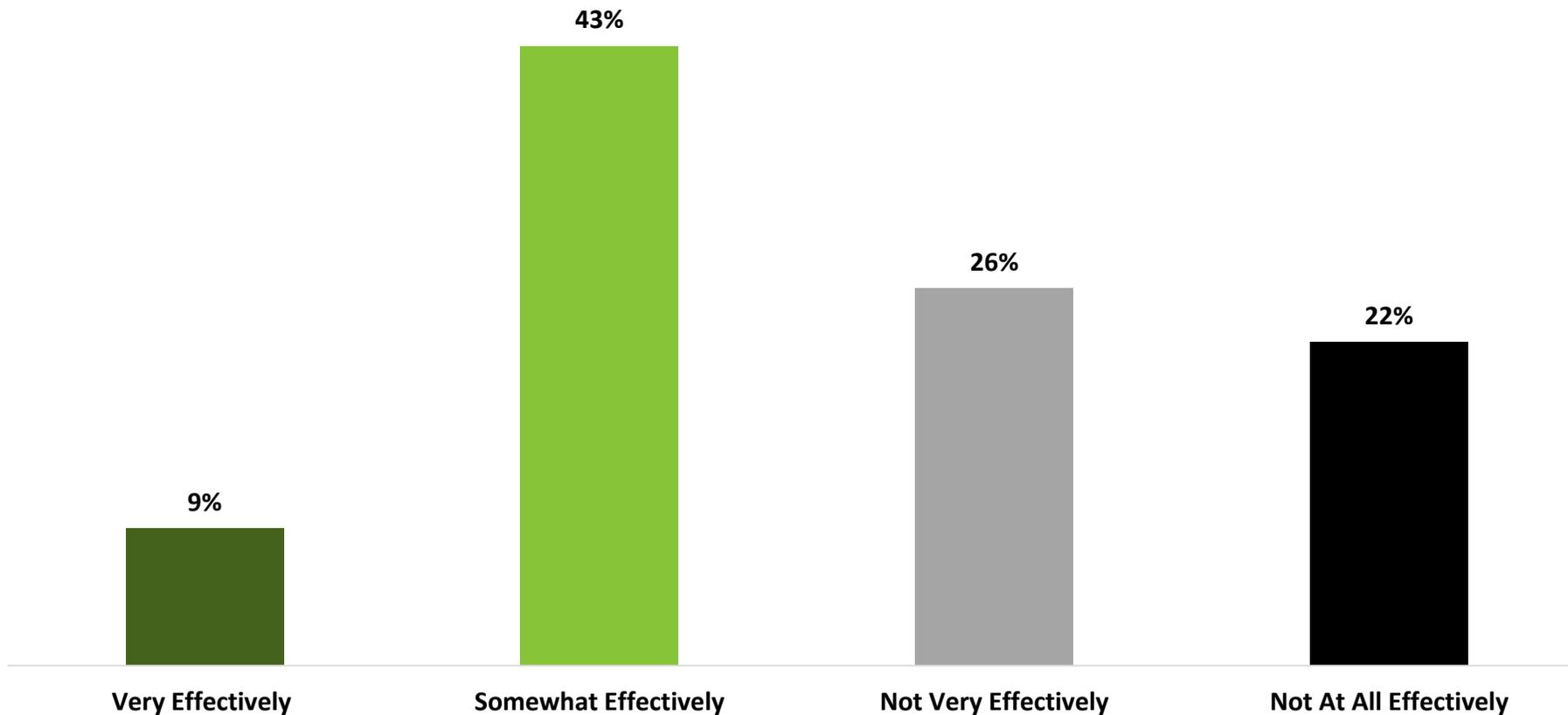


The majority (TOP2 = 61%) of respondents indicated they are not strongly negatively affected or not affected at all by digital or online products/competitors.

The majority (TOP2 = 67%) of respondents estimated they will spend a significant/some investment on new/innovative technology for their business.

# Key Findings

**How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?**



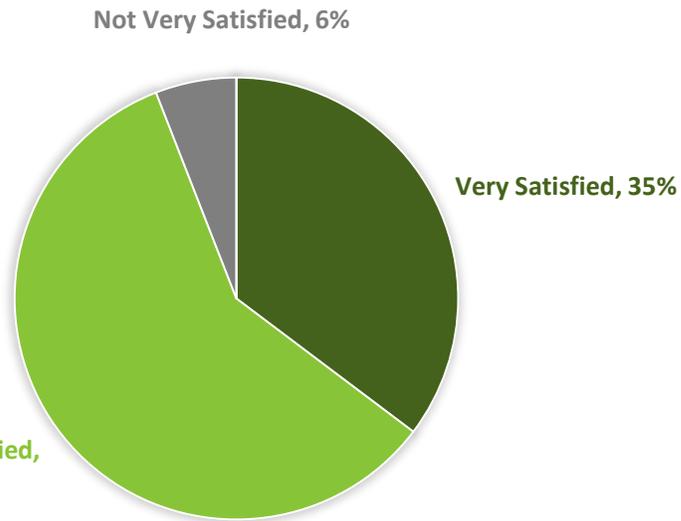
Respondents were asked to rate how effectively Vaughan is promoting the Vaughan Metropolitan Centre as a location where businesses want to invest on a 4-point scale.

The majority (TOP2 = 52%) of respondents indicated the City of Vaughan is effectively promoting the Vaughan Metropolitan Centre as a location where businesses want to invest.

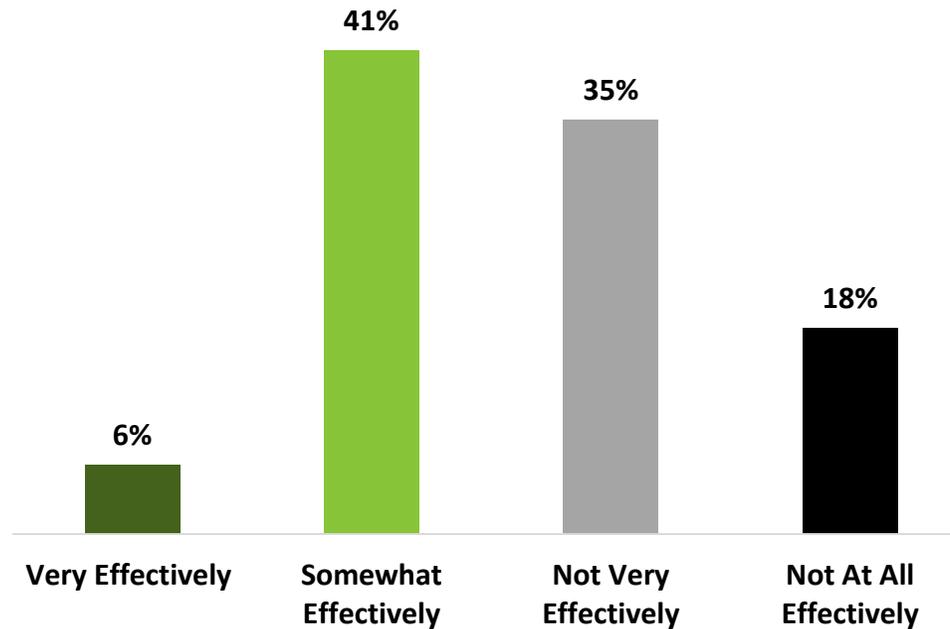
However, about 2-in-10 (22%) indicated the city of Vaughan is not effectively promoting the Vaughan Metropolitan Centre at all.

# Key Findings – Large Businesses

## SATISFACTION WITH DELIVERY OF SERVICES



## How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?



Looking only at Large businesses (100+ employees), respondents are satisfied with the delivery of services provided by the city (TOP2 = 94%).

The top 5 challenges for large businesses are focused around costs, resources and staffing.

The majority of respondents from Large businesses indicated the City of Vaughan is not effectively promoting the Vaughan Metropolitan Centre (BTM2 = 53%).

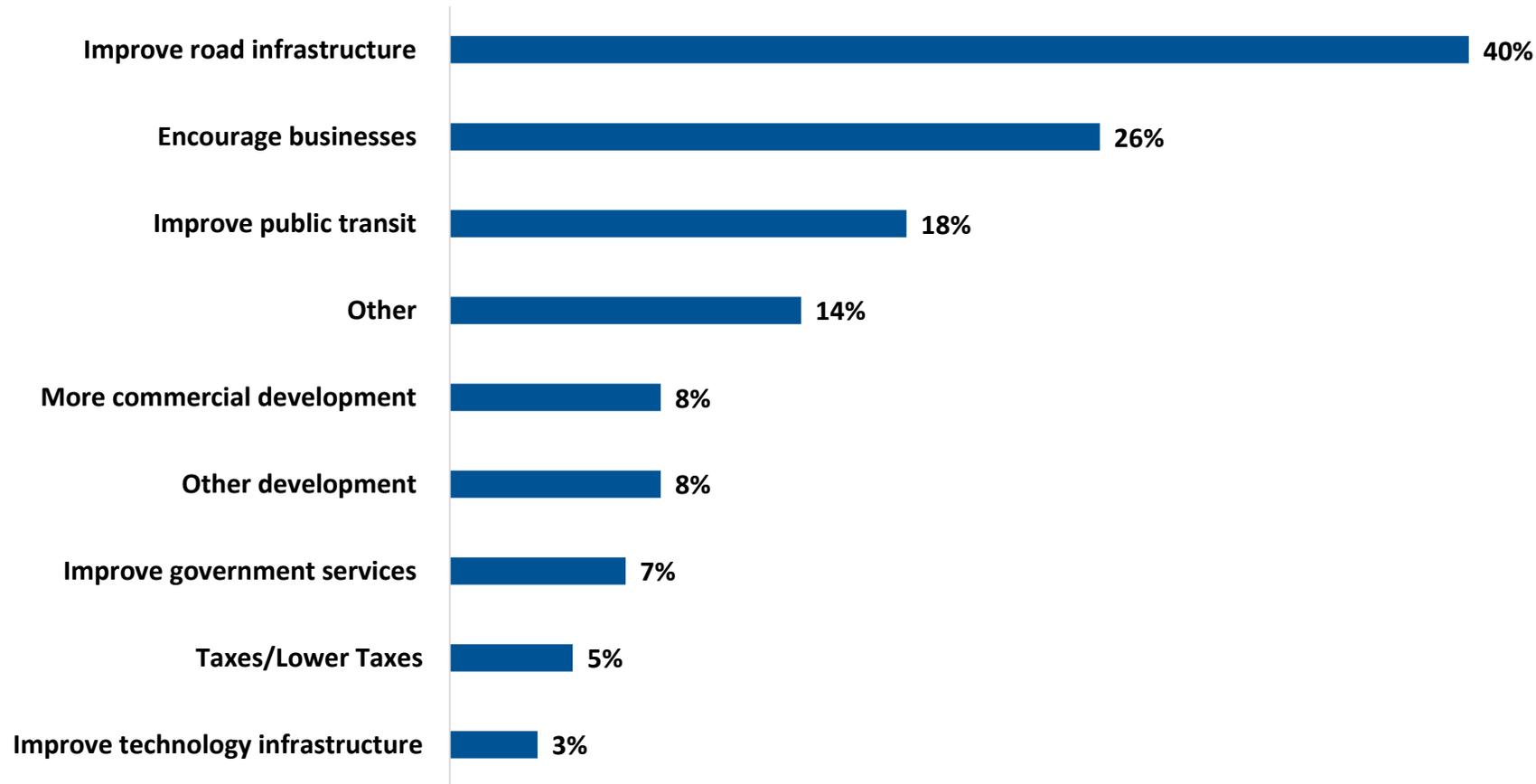
**Question:** [Top Left] Overall, how satisfied are you with the delivery of all the services provided by the city of Vaughan? [Top Right] What would you say are the biggest challenges your business faces? [Bottom] How effectively is the city of Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?

**Sample:** 17

**Framework:** Large Businesses Only (100+ employees)

# Key Findings

## Areas to Focus Economic Development Efforts



Respondents were asked to list where the city of Vaughan should be focusing its economic development efforts over the next five years.

The City of Vaughan could consider focusing its economic development efforts to improve road infrastructure (40%), encourage businesses (26%) and improve public transit (18%).

**Question:** Over the next five years, specifically where should the city of Vaughan be focusing its economic development efforts?  
**Sample:** 58  
**Framework:** All

# Areas to Focus Economic Development Efforts



Respondents were asked where the City of Vaughan should be focusing its economic development efforts. Here are some of the responses on improve road infrastructure, encouraging businesses and improve public transit:

**“Definitely traffic and making general business popular here and connecting with Toronto.”**

**“Alleviating gridlock and manage flow of traffic. Start encouraging use of public transport. Get people moving all over the city in a cost efficient manner and in an environmentally conscious manner.”**



# Areas to Focus Economic Development Efforts



Respondents were asked where the City of Vaughan should be focusing its economic development efforts. Here are some of the responses on improve road infrastructure, encouraging businesses:

**“Improving traffic as the city is growing and traffic has increased.”**

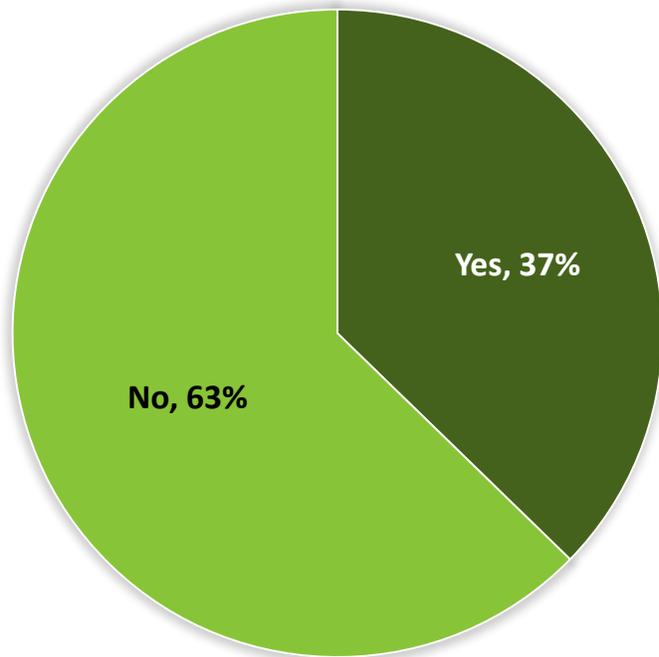
**“Support the businesses that exist instead of allowing space to bring in more business.”**

**“Helping small businesses by lower taxes and making regulations easier.”**

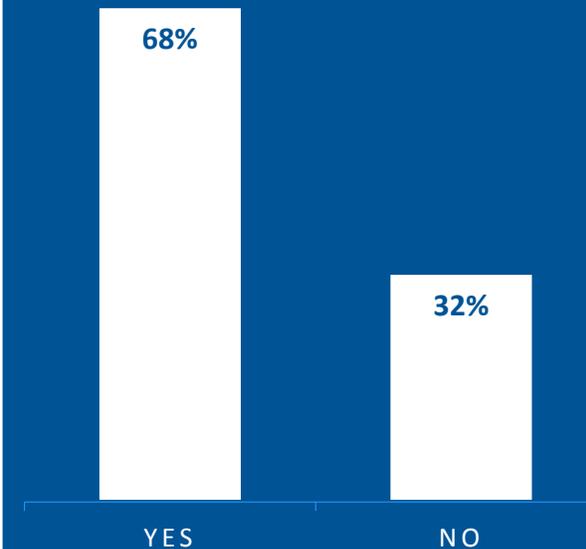


# Key Findings

## CONTACTED CITY: BUSINESS RELATED



## WAS THE REASON RESOLVED TO YOUR SATISFACTION?



Just over 3-in-10 respondents have contacted the City of Vaughan for a reason related to their business (37%).

Of those who contacted the City, almost 7-in-10 indicated the reason for their contact was resolved to their satisfaction (68%).

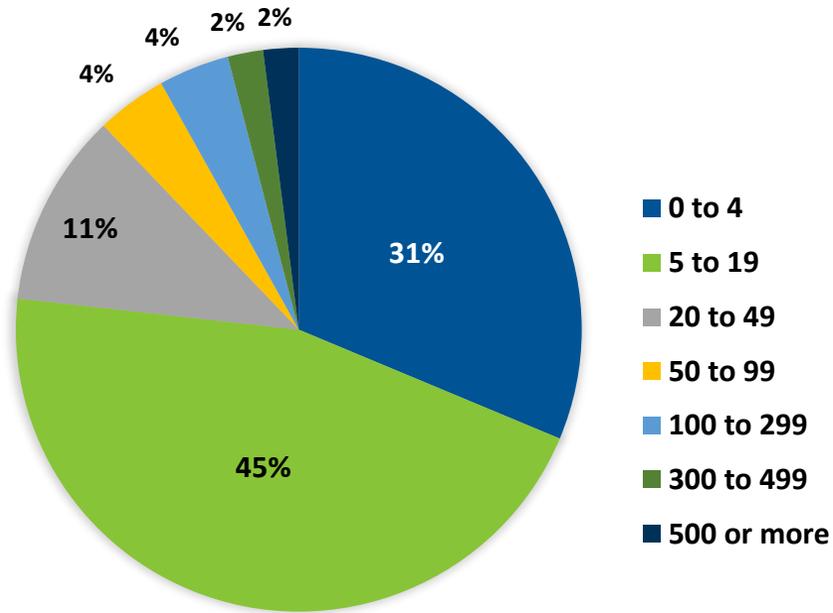
**Question:** [Left] Have you ever contacted the city of Vaughan for a reason related to your business? [Right] Would you say that the reason for your contact of the city resolved to your satisfaction?

**Sample:** [Left] 212; [Right] 79

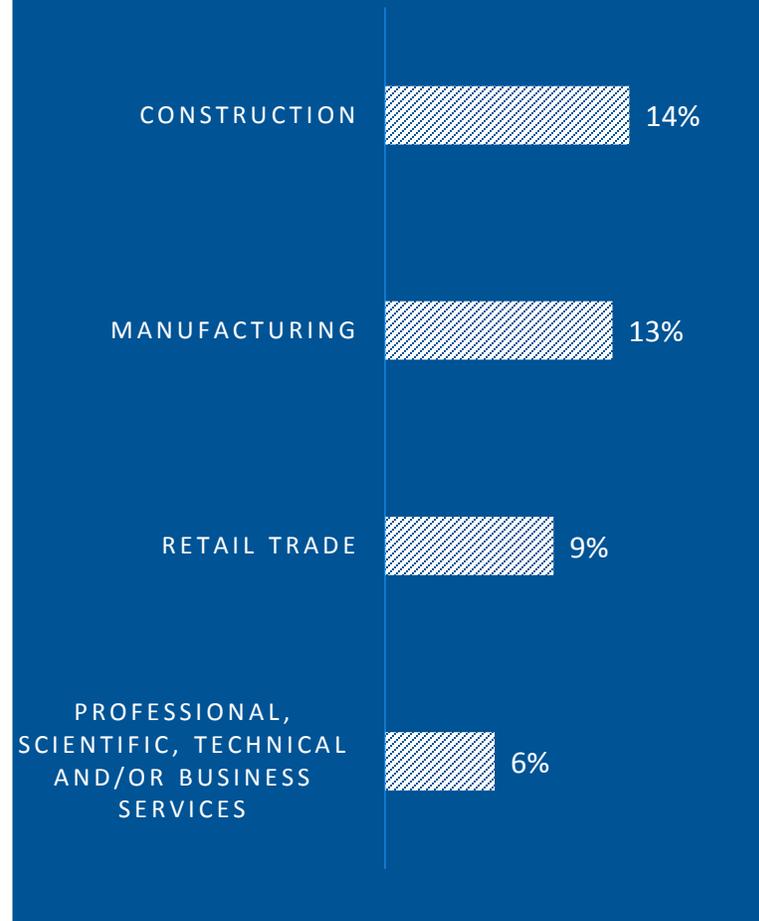
**Framework:** [Left] All; [Right] Those who have contacted the City.

# Respondent Information

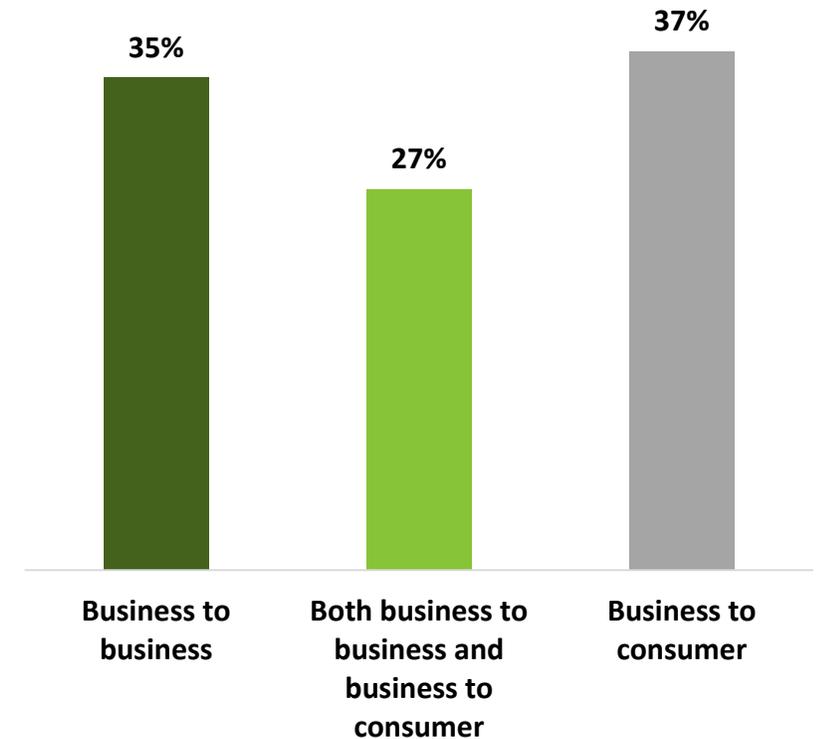
## NUMBER OF EMPLOYEES



## TOP 5 SECTORS



How effectively is Vaughan promoting the Vaughan Metropolitan Centre as a location where businesses want to invest?



**Question:** [Left] How many employees does your business have? [Middle] In what sector does your business primarily operate? [Right] Would you say that your business model is primarily business to business, business to consumer, or close to equal parts of both?

**Sample:** [Left] 206; [Middle] 212; [Right] 212

**Framework:** All

# Next Steps



- Businesses are satisfied with the quality of life and the delivery of services provided by the City.
- Businesses have mixed feelings about the effectiveness of the City's promotion of the Vaughan Metropolitan Centre for a location where businesses should invest.
  - The City should consider further research into the promotion of the Vaughan Metropolitan Centre.
- One of the top challenges for businesses, both small and large, is costs in general.
  - The City could use this finding for future planning initiatives.
- Businesses are not aware of the entrepreneurship programs offered by the city of Vaughan, Sponsorship services, and location assistance.
  - The could consider additional advertising for these lesser known services.
- Many businesses will be investing in new/innovative technology for their businesses.
  - The City could consider offering technical assistance or other offers for future planning initiatives.
- Businesses have suggested that the City focus its economic development efforts to improve road infrastructure, encourage businesses, and improve public transit.





## Executive Summary

The City of Vaughan is preparing an update to the 2010 Economic Development Strategy: Building a Gateway to Tomorrow's Economy and Employment Sectors Strategy (ESS), hereinafter to be referenced as the Economic Development and Employment Sectors Study (EDESS). The purpose of this study is to guide the development and implementation of the City's economic vision in order to accelerate local economic growth and job creation over the next five years; provide an employment land capacity analysis that will inform the City's Official Plan Review and Growth Management Strategy; and propose a focused and pro-active blueprint or action plans for the City and the Economic Development and Culture Services Department.

This Phase One Report provides a basis for taking advantage of new and emerging economic and employment opportunities while providing certainty on traditional and established industries. Within this report, the following analysis was undertaken:

- Identify and assess dominant post-recession impacts on the Ontario and GTA sub-regional economies, considering economic shifts (goods-producing versus service-orientation); trade policy such as various CETA and NAFTA frameworks, and transformation of BRIC and Emerging nation-state economies;
- Assess, describe and discuss implications and opportunities of shifts in Vaughan's economic base;
- Define, describe and quantify the Knowledge Economy in Vaughan;
- Vaughan Employment Land Needs Analysis;
- Qualitatively assess the top-line strengths and weaknesses of the current land use policy framework (VOP 2010) in the context of emerging trends in the economy as the basis for providing direction on the use of land (e.g. area and distribution), urban form (building type) and tenure needs of the future; and
- Valuation of the currency and relevance of the Vision and Goals of the Vaughan Economic Development Strategy (2010) in tandem with the Creative Together: A Cultural Plan for the City of Vaughan (2010) as the effective relevant strategies.

The following provides a summary of the key report findings.

### **Macro-Economic Trends Impacting Ontario and G.T.H.A Sub-Regional Economies**

Over the past several decades, the provincial economic base, as measured by G.D.P. output, has shifted from goods-producing sectors (i.e. manufacturing and primary resources) to services-producing sectors. This has been led by strong growth in sectors such as finance and insurance, professional, scientific and technical services and educational services or progressively driven by knowledge-based and creative sectors. Similar trends have been observed within the G.T.H.A. context.

This shift in the economy is reflected in the top sectors for FDI attraction for the province, which include Software & IT Services, Business Services, Communications, Industrial Equipment and Financial Services. Ontario, as a whole, attracted \$6.9 billion dollars in capital investment in 2017, maintaining its position as a "Top 3 Destination" for Greenfield FDI in North America for the second year in a row.

With a robust economy and diverse mix of export-based employment sectors, the G.T.H.A. is highly attractive on an international and national level to new businesses and investors. Of 30 sectors



attracting investment into the G.T.H.A, Software & IT Services was the top-performing sector. Vaughan's position relative to the other 15 potential destination municipalities within the G.T.H.A is potentially indicative of under-performance in FDI attraction.

York Region has experienced relatively strong employment and population growth over the 2011-2016 period. York Region's industrial and office employment base expanded by 3.9% and 13.8%, respectively, over the period, well above the G.T.H.A. average.

### **Regional Industrial and Major Office Markets**

The G.T.H.A.'s industrial and office commercial development markets are significant, having the third and sixth largest inventories, respectively, in North America. Of the industrial and office space in the G.T.H.A. 18% and 9%, respectively, is located in York Region.

Industrial development over the past decade has been largely oriented to large-scale industrial buildings housing wholesale trade, transportation/warehousing and multi-tenant industrial condominiums, accommodating a range of industrial and non-industrial uses. Over the 2011-2017 period, 25% of G.T.H.A. industrial development has been accommodated within York Region.

Over the period, vacancy rates have gradually declined to relatively low levels, and net market rents have risen, albeit at a marginal rate. The industrial availability rate in the G.T.H.A. and York Region is currently 1.7% and 1.5%, respectively. This is indicative of a market which is facing supply challenges.

Major office development in the G.T.H.A. has exhibited relatively strong growth throughout the past decade. Over the 2011 to 2017 period, over half of all new major office development was accommodated within the City of Toronto compared to 11% in York Region. Over the past decade, office development activity in the G.T.H.A. has shifted increasingly to downtown Toronto at the expense of suburban locations. The major office availability rate in York Region is currently 11% compared to 6.5% in the G.T.H.A. (excluding Hamilton).

Historically, the vast majority of suburban office development has been accommodated within Employment Areas; however, market prospects for conventional standalone suburban office development within Employment Areas is gradually diminishing, as demand shifts to more urban environments. Demand for office space within Employment Areas is increasingly single-tenant and integrated with multi-purpose facilities (e.g. R&D, training centres, wholesale trade) often in campus-type settings. Further, there are growing opportunities for office development within innovation districts located on employment lands which have direct synergies with knowledge-based clusters, as well as health and educational infrastructure.

### **Sector Trends Driving Demand for Employment Lands in the G.T.H.A**

Like all Canadian regions, the G.T.H.A.'s regional economy is transitioning away from goods production and towards services delivery. These structural changes in the broader economy are altering the nature of economic activities on employment lands and impacting the built form and character of these lands. Recent market demand on employment lands has been increasingly driven by growth in the knowledge-based or creative class economies, including employment sectors such as advanced manufacturing; professional, scientific and technical services; finance and insurance; real estate; information and culture; health care and social assistance, and education. With an increasing emphasis on these knowledge-based sectors, major office, flex office and multi-purpose facilities encompassing office and non-office uses are becoming an increasingly dominant built form within Employment Areas.

The nature of traditional industrial processes is also rapidly shifting, becoming more capital/technology-



intensive and automated, with lower labour requirements. Emerging export-based sub-sectors have siting, space and built-form requirements that are significantly different from traditional manufacturing.

Increased outsourcing of manufacturing production to emerging global markets continues to drive the need for new consolidated, land-extensive warehousing facilities to store and manage the distribution of goods produced locally as well as goods imported from abroad. Demand in the Goods Movement sector is anticipated to continue across the G.T.H.A, particularly in locations where available employment lands have strong connectivity to regional transportation infrastructure (i.e. intermodal facilities and major highway access).

Anticipating and responding to the evolving needs of industry will be necessary for the City of Vaughan to better position itself for sustained growth, particularly in leading sectors. Recognizing these recent structural changes in the regional economy, there has been a shift in planning philosophy that calls for developing Employment Areas to provide for a wider range of amenities and employment-supportive uses which complement both knowledge-based and traditional industrial sectors.

Of York Region's 4,800 net ha (11,900 net acres) of developed employment lands, half (50%) is located in Vaughan. The City of Vaughan also accounts for approximately 40% of the total vacant employment lands in York Region.

### **Vaughan's Economic Profile and Growth Trends**

Vaughan has experienced relatively strong growth in all major sectors over the 2011 to 2017 period, including an average annual G.D.P. growth of 3.7% and 4.4% in industrial and office sectors, respectively. Over the next five years (2018 to 2022), G.D.P. growth in all sectors is expected to be moderately slower than the historical average including the industrial and office sectors, which are anticipated to grow at 2.3% and 3.4%, respectively.

Vaughan's employment base in 2017 is approximately 233,000 jobs, an increase of 25% from 2011. The largest sector in Vaughan is manufacturing, which accounts for 22% of the total employment base. Other key sectors include construction, retail trade, and wholesale trade.

Since 2006, employment growth has averaged 3.7% annually in Vaughan, slightly higher than the growth rate in York Region. Over the 2008 to 2017 period, the City accommodated an average of \$297 million worth of non-residential development activity annually. Over the period, the majority (48%) was in the commercial sector. This is compared to 31% and 21% in the institutional and industrial sectors, respectively.

Commuting patterns by industry show that Vaughan is a net importer of employees in sectors including manufacturing, construction, trades and transportation and warehousing. However, the City exports employees in finance and insurance, educational services, health care and social assistance and professional, scientific and technical services.

As per the June 2018 Canadian Business Counts data, Vaughan had a total of 65,141 business establishments (including self-employed establishments). Sectors that have experienced the highest rate of growth for establishments include Professional, scientific and technical services; Health care and social assistance; Finance and insurance; and Transportation and warehousing.

Approximately 127,430 residents of Vaughan are employed. Sales and services occupations rank the highest in Vaughan, accounting for 24 % of total occupations. Vaughan also has a higher percentage of trades, transport and equipment operators and related occupations compared to York Region and the Province. Occupations in manufacturing and utilities are also relatively high in Vaughan.



With respect to Vaughan's Creative Economy, the City has a relatively high talent index score relative to other municipalities the G.T.H.A. and is well-positioned to capitalize on its ability to attract immigrants and visible minorities when considering employment opportunities based on its tolerance index score. While Vaughan's technology index is lower than the G.T.H.A. average, the City has the potential to capitalize on hi-tech opportunities.

### **Vaughan Employment Areas and Industrial/Major Office Market**

Employment lands are an integral part of Vaughan's economic development potential, and they accommodate a significant share of the municipality's businesses and employment. As of 2017, Vaughan's employment lands accommodated approximately 145,200 jobs, accounting for 67% of the City-wide total. Vaughan's employment lands accommodate a broad range of sectors, including manufacturing, construction, wholesale trade, professional, scientific and technical services, and transportation and warehousing. Of Vaughan's 2017 employment base on employment lands, 38% is located within the Concord/CN Railway Lands district while the Highway 400 Industrial District accommodates 27%, as illustrated in Figure 72. Highway 407 and Highway 427 Industrial Districts account for 25% and 10% of the employment base, respectively.

Over the 2006 to 2017 period, the City's employment on employment lands has expanded from 104,900 jobs to 145,200, and its share of City-wide employment has decreased from 71% to 67%. Vaughan has averaged approximately 1,341,000 sq.ft. (124,600 sq.m) of building activity on employment lands annually over the past decade and employment land absorption has averaged approximately 39 net ha (96 net acres) per year. Over the 2011 to 2017 period, Vaughan has accounted for 53% of the Region's total employment lands absorption.

Vaughan has a total of 1,042 net ha (2,575 net acres) of vacant designated employment land (as of mid-2017), which represents approximately 40% of the York Region total. Further, a total of 407 ha (1,006 acres) of developed employment land within the City was identified as underutilized. This represents 16% of the total developed employment land base. Underutilized parcels are located in a number of more mature Employment Areas including Jane South and Keele, as well as newer greenfield areas including Highway 427 West and Highway 427 East.

With respect to the local industrial market, which is largely accommodated on employment lands, the City of Vaughan contains the largest inventory of industrial space in York Region, accounting for approximately 54% of the regional total. Over the 2011 to 2017 period, industrial development in Vaughan has been robust, averaging 807,000 sq.ft. per year with 2017 particularly strong with development of approximately 1.3 million sq.ft. The industrial availability rate in Vaughan and York Region is 1.5%, slightly lower than the G.T.A. average of 1.8%.

Over the past decade, major office development activity has shifted away from Employment Areas in favour of other commercial areas in the City, such as the V.M.C. Over the period, major office development in Vaughan has averaged 212,000 sq.ft. (19,700 sq.m) per year. While major office availability rates have historically been relatively low in Vaughan, the rates are currently relatively high, averaging 9.4%. This is comparable to the G.T.A. average but marginally lower than the York Region average of 11.0%.

### **Forecast Employment Growth and Employment Land Needs**

In many respects, Vaughan's long-term employment potential is largely tied to the success of the G.T.H.A./G.G.H. and York Region as a whole. As previously identified, the G.T.H.A. represents the economic powerhouse of Ontario and the centre of much of the economic activity in Canada. With a



robust economy and diverse mix of export-based employment clusters, the G.T.H.A. is highly attractive on an international and national level to new businesses and investors.

Vaughan's employment base is expected to increase from 238,300 jobs in 2019 to 261,100 jobs in 2024, an increase of 22,700 jobs, with an average annual growth rate of 1.8% over the period. Employment Areas in Vaughan are forecast to accommodate approximately 11,800 jobs over the period. This represents approximately 52% of the City's total employment growth over that period.

Employment lands in Vaughan provide opportunities to accommodate a wide variety of employment sectors and businesses within a range of building types and forms. Key growth sectors include construction, goods movement, advanced manufacturing and other knowledge-based sectors.

Within the 2019 to 2024 forecast period, approximately 20% of employment growth on employment lands is anticipated to be accommodated through intensification, such as the expansion of existing buildings, additional development on already occupied parcels and infill on partially vacant lots. Adjusted for intensification, the City is anticipated to require an additional 236 net ha (583 net acres) of employment lands to accommodate forecast demand of 9,440 employees.

### **Industry Sector Requirements and Opportunities to Accommodate Growth**

Several factors determine municipal competitiveness and growth potential within an employment lands context. The relative importance of these factors is evolving in response to structural changes in the macro-economy, which is impacting industrial and office development patterns within the G.T.H.A. and more broadly in Ontario. Being competitive in today's "new economy" requires new approaches to how employment areas are planned and developed.

With respect to industrial development, industrial activity is increasingly centred on production processes which are time-sensitive, driven by just-in-time manufacturing, e-commerce and an increasingly globalized environment. As a result, the location and site requirements within the industrial sector continue to evolve. For the goods movement sector, a major growth sector, the growing interdependence of companies and their suppliers continues to increase the importance of this integrated business process through various modes of transportation. In turn, this drives the need for more, bigger and better-located warehouses and logistics facilities. As such, large flexible tracts of land are required for large warehouses, storage yards and future expansion. Locational requirements are typically focused on direct access to distribution channels. This means that access to transportation infrastructure is critical, including access to 400 series highways and intermodal facilities. Given that these facilities tend to be land-extensive, competitive land costs are also an important consideration in site selection.

With an increasing emphasis on the "knowledge-based" and/or "creative class" economy, office development is becoming an increasingly dominant built form. Within the office sector, office development patterns are evolving in response to the needs of office tenants. Office tenants are increasingly looking for access/proximity to high-order transit and services/amenities as well as environments that feature mixed-use development and offer opportunities for live/work. The quality and location of new office space are considered very important tools to attract and retain talent. While development and operating costs on location decisions for office development are important, it is less evident than some of the other factors identified above. Industry sectors have a variety of requirements and considerations that go into site selection.

For Vaughan to continue to be competitive and attractive to a broad range of industrial and commercial sectors, the City needs to ensure that it has enough supply and market choice of serviced employment



lands. Based on recent absorption trends, it appears that Vaughan is currently meeting this requirement. However, despite the availability of vacant employment land, the market choice is somewhat limited. Although Vaughan has a relatively healthy supply of small- to medium-sized parcels (i.e. less than 5 Ha), there is a limited number of larger vacant industrial land parcels (i.e. 5 Ha and greater) that are shovel-ready. For Vaughan to continue to be competitive and potentially attract larger-scale industrial employers, such as large-scale manufacturers, logistics and distribution centres, the City needs to provide a greater number of larger serviced industrial sites.

### **Employment Land Policies Evaluation and Recommendations**

Land-use planning policies must anticipate the evolving nature of the local and regional economy and reflect the diverse needs of established and emerging industries. Land-use policies must also offer a degree of flexibility and nimbleness that allows for relatively rapid responses to disruptive factors, which can be a critical advantage relative to competitive markets. To address this, an assessment of the current land-use policy framework as presented in the City of Vaughan Official Plan (2010) with respect to employment uses was completed within a broader G.T.H.A. comparative context.

This analysis had consideration for the following:

- Alignment of OP Policies with market demand and potential for Vaughan’s employment lands;
- Protection and conversion of employment uses; and
- Opportunities to accommodate a higher density of development within certain locations.
- A summary of the analysis is provided below. Based on this analysis, a series of recommendations is also presented.

Based on this analysis, the following recommendations and policy or process-based actions were developed for the City of Vaughan to consider in its land-use and economic development planning activities.

1. Ensure that Employment Lands are Well Adapted to Structural Changes Occurring in the Evolving Macro-Economy
2. Provide Stronger Direction Regarding Employment-Supportive Uses in Employment Areas
3. Explore Opportunities for Intensification of Employment Lands
4. Undertake Regular and Ongoing Monitoring of Employment Land Supply and Demand to assist with Longer-Term Land Use Planning and Land Needs
5. Undertake a Detailed Employment Lands Competitiveness Analysis



# 1. Executive Summary

The City of Vaughan in preparing an update to its 2010 Economic Development Strategy is focused on accelerating local economic growth and job creation over the next five years; providing an employment land capacity analysis that will inform the City's Official Plan Review and Growth Management Strategy; and developing a focused and proactive blueprint and action plan for the City and the Economic Development and Culture Services Department that provides for a more strategic role for the department and aligns with the Term of Council Priorities of Attracting Investment and Creating Jobs.

The goal of any economic development strategy is to improve the liveability and quality of life of a community through sustainable economic growth that includes the attraction of high-quality jobs, wealth and investment.

To achieve this, cities like Vaughan are evaluating their roles and responsibilities in economic development, recognizing their increasingly important role on the global stage. Communities across Canada have begun extending their traditional programming such as business attraction and retention, to include efforts that support and foster skills development, entrepreneurship, mentorship, risk financing, technology transfer, product commercialization, immigrant attraction and the integration of information and communications technology in ways that have begun to transform industry sector performance and city-building.

The implications of this shifting landscape are challenging the old models of economic development and the tactics deployed by municipalities in the attraction of and retention of business investment and workers. Where historically economic development was driven by a competitive tax structure, the availability of serviced employment land, buildings and an educated workforce, today's successful cities are adding new elements to their economic development strategies that seek to:

- Enhance innovation and productivity within the business community as a way to improve competitiveness
- Leverage cultural diversity that supports connects within a city and to the rest of the world
- Create opportunities for partnerships with industry, advanced education, government and community to flourish
- Create urban environments that provide for a high quality of place experience in order to attract the best and the brightest to their community