

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 29, 2020**

Item 5, Report No. 27, of the Ready, Resilient and Resourceful Committee, which was adopted without amendment by the Council of the City of Vaughan on June 29, 2020.

#### **5. VAUGHAN BUSINESS RESILIENCE PLAN**

**The Ready, Resilient and Resourceful Committee recommends approval of the recommendation contained in the following report of the Acting City Manager, dated June 23, 2020:**

##### **Recommendations**

1. THAT the Vaughan Business Resilience Plan (attachment 1) be received as an addendum to the Economic and Cultural Development Business Plan, 2020-23.

# Ready, Resilient and Resourceful Committee Report

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**DATE:** Tuesday, June 23, 2020

**WARD(S):** ALL

**TITLE: VAUGHAN BUSINESS RESILIENCE PLAN**

**FROM:**

Mary Reali, Acting City Manager

**ACTION:** FOR INFORMATION

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## **Purpose**

This report presents two items. It provides Council with an update on the Economic and Cultural Development (ECD) Department's actions, inclusive of the Tourism Vaughan Corporation (TVC), taken in response to the global novel coronavirus (COVID-19) pandemic. Second, it presents the Vaughan Business Resilience Plan to build readiness, resourcefulness, and resilience into Vaughan's business community as an addendum to ECD's existing business plan.

## **Report Highlights**

- The COVID-19 pandemic has had far-reaching impact on local businesses and the economy. It continues to change how business works and the economy functions: a new normal is emerging
- ECD, inclusive of TVC, has helped Vaughan's businesses adapt to the new normal, responding to more than one thousand business requests, and launching programs accessed by thousands to help businesses pivot operations and keep Vaughan's culture active
- ECD is presenting the Vaughan Business Resilience Plan: an immediate and long-term plan to build capacity to adapt to the post-COVID world. ECD will:
  - help businesses and the economy build resilience;
  - build resilience into key economic opportunities and strategic sectors like healthcare, supply-chain and manufacturing, and tourism;
  - share Vaughan's reimagined public spaces within social distancing and invite the community to experience Vaughan's culture and arts

## **Recommendations**

1. THAT the Vaughan Business Resilience Plan (attachment 1) be received as an addendum to the Economic and Cultural Development Business Plan, 2020-23.

## **Background**

On March 11, 2020, the World Health Organization (WHO) declared a global pandemic in response to the rapid spread of the Novel Coronavirus (COVID-19). Economic and Cultural Development (ECD), as part of the broader City of Vaughan effort to monitor COVID-19, had been monitoring the impact of public health closures on the economy in other jurisdictions. ECD had also been assessing the actions and roles of economic development departments in other crises.

Preparation allowed ECD to quickly gather information on COVID-19 and to deploy several response measures within days of the declaration of the pandemic.

- a) COVID and the Business Community

***The global COVID-19 pandemic has had far reaching and negative impacts on our economy.***

Before the pandemic was declared on March 11, 2020, the Canadian economy was facing significant headwinds. The International Monetary Fund (IMF), for example, pointed to several factors as recently as January 2020, including an aging workforce and a need to increase trade, to justify a Canadian economic outlook that predicted a flat growth rate in 2020 and 2021.<sup>1</sup>

The implementation of emergency orders and the necessary resulting temporary closures of businesses to protect public safety has had a significant impact on the

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<sup>1</sup> See: "World Economic Outlook, January 2020", January 2020 <https://www.imf.org/en/Publications/WEO/Issues/2020/01/20/weo-update-january2020> (accessed May 17, 2020); and, "Six Charts on Canada's Economic Outlook for 2019", June 2019 <https://www.imf.org/en/News/Articles/2019/06/20/NA062919-Six-Charts-on-Canadas-Economic-Outlook-for-2019> (accessed May 15, 2020).

economy. In the first quarter of 2020, Canada's real GDP fell 2.1%.<sup>2</sup> This meant a 5.2% rise in Canada's unemployment rate from March to April to 13%.<sup>3</sup>

***COVID-19's impact on the economy is uneven with sectors relying on people gathering being most affected, while other sectors, for example digital services and medical manufacturing, are seeing growth.***

With travel bans and border closures around the world, and local advisories to limit movement, Vaughan's accommodations reported a less than ten percent occupancy rate in early May and some properties had temporarily closed their doors in the wake of the declaration of a global pandemic. Across Canada, this local trend is mirrored by a national trend that saw output from the accommodation and food services sector decline by almost forty percent from February to March.<sup>4</sup>

Similarly, storefront businesses have been heavily affected by the Covid-19 pandemic. Dan Kelly, the President of the Canadian Federation of Independent Businesses (CFIB) reported that a quarter of small businesses would not survive beyond one month if their revenues dropped by half or more.<sup>5</sup> Furthermore, Statistics Canada (StatCan) reported that the Retail Sector's output dropped nearly ten percent from March to April.<sup>6</sup> In Vaughan, the retail and service sector contributes more than ten percent of the City's employment.

On the other hand, certain segments of the business community have pivoted operations and are seeing growth. Unsurprisingly, digital service providers that help businesses with e-commerce, for example, have seen significant growth. Shopify, the Ottawa-based provider of online retail stores is just one example, as the online commerce company saw its first quarter revenues rise nearly 50% in 2020.<sup>7</sup> Closer to home, certain Vaughan-based manufacturers of medical devices have pivoted to provide Personal Protective Equipment (PPE). A variety of companies have worked with ECD and ventureLAB to access federal government funding and hire additional staff.

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<sup>2</sup> "Gross domestic product, income and expenditure, first quarter 2020", May 29, 2020. <https://www150.statcan.gc.ca/n1/daily-quotidien/200529/dq200529a-eng.htm?HPA=1> (accessed May 29, 2020).

<sup>3</sup> "Exceptional times continue in the labour market" May 8, 2020. <https://www150.statcan.gc.ca/n1/daily-quotidien/200508/dq200508a-eng.htm> (accessed May 8, 2020).

<sup>4</sup> "Gross domestic product, income and expenditure, first quarter 2020".

<sup>5</sup> See: newswire.ca, <https://www.newswire.ca/news-releases/half-of-small-firms-report-a-drop-in-sales-due-to-covid-19-a-quarter-say-they-won-t-survive-a-month-with-a-big-drop-in-income-805746251.html>. Accessed March 17, 2020.

<sup>6</sup> "Gross domestic product, income and expenditure, first quarter 2020".

<sup>7</sup> "Shopify Announces First-Quarter 2020 Financial Results", May 6, 2020. <https://www.businesswire.com/news/home/20200506005253/en/Shopify-Announces-First-Quarter-2020-Financial-Results> (accessed May 11, 2020).

***Vaughan's diverse and growing pre-COVID economy was well-positioned in relative terms to respond to the global pandemic.***

Before COVID-19, Vaughan had one of the country's fastest growing business communities with an annual average of more than 3% growth in both GDP and employment.

Vaughan's economy has proven itself resilient and diverse. Since 2010, more than 60,000 jobs have been created in Vaughan, driven by the development of key centers like the Vaughan Metropolitan Centre (VMC), and industries like manufacturing, supply-chain and logistics, and professional services. Vaughan is also a hub for entrepreneurship, with small business making up more than eighty percent of the firms in the City.

The resilience of Vaughan's business community has been on display during the COVID-19 pandemic. Dozens of companies have worked with the City to donate PPEs or food to front line workers, pivot their production to supply PPEs, or raise funds for local causes. Similarly, companies have been working with ECD to engage in programs like Ontario Together or York Region's PPE supply chain database.

Similarly, the business and investment community continue to show incredible confidence in Vaughan. During the first quarter of 2020, the City of Vaughan issued 656 permits valued at over \$128 million. More than 12,300 inspections have taken place over the past three months – well exceeding 2019, 2018 and 2017 outputs.

b) Economic and Cultural Development's Response to the Crisis

***ECD has conducted extensive qualitative and quantitative research that points to common key challenges facing our business sectors. These include: help adapting to a new normal; accessing information; and pivoting operations.***

The VBAP called on ECD to prepare a long-term economic development response to the consequences of COVID-19 on our business community. Staff immediately developed a draft project matrix and engaged with stakeholders on how to best support local businesses.

Before the end of May 2020 forty stakeholder consultations with businesses and business associations had been conducted by staff. Stakeholders have cited challenges

like cashflow, access to information, access to policy decisionmakers at other levels of government, and increased uncertainty.

Detailed results from the York Region Business Impact Survey, conducted in partnership with the region's nine municipalities and chambers of commerce, support stakeholder findings and provide guidance on where best to deploy ECD's resources. To June 8, 2020, 304 Vaughan businesses have responded to the survey, making up nearly thirty-six percent of respondents. Key results so far include:

- Forty-nine percent of respondents say that their revenue has dropped seventy-five percent or more
- Half say that it will take more than six months to return to normal levels of operation after social distancing is lifted.
- About half feel that residual public fear or caution will affect their business in the first year after social distancing is lifted.
- Information on available government financial assistance was cited by nearly sixty percent of respondents as important to help once social distancing has been lifted, followed by visibility, and networking.<sup>8</sup>

***To help our economy weather the pandemic, ECD, inclusive of the TVC, has been proactive in assisting Vaughan's business community, reaching thousands of businesses with programs, marketing, and advisory support.***

In response to the COVID-19 crisis, ECD has three objectives:

1. To provide our business community with the most up-to-date, relevant, and reliable information possible concerning the pandemic and the economy
2. To help our business community navigate the various programs provided and decisions taken by other levels of government and business support agencies
3. To understand the impact of the crisis on the business community

To achieve these objectives, ECD has undertaken a series of actions with significant operational results.

Objective	Action	Result
1	Pivot department website landing page to a one-stop information center for all relevant business programs and announcements regarding COVID	15,821 page views on our websites from March to the end of May

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<sup>8</sup> Please note that these are preliminary results. The survey is ongoing. York Region, *COVID-19 Business Impact and Recovery Survey*, June 8, 2020.

	Launch segment focused e-newsletters with targeted relevant information for: small businesses; arts and culture; tourism and hospitality; business development	105 newsletters delivered with a roughly thirty percent open rate
2	Maintain and enhance business inquiry service to provide business with quick access to information	815 inquiries handled from March 14 to May 31
	Maintain and enhance business consultation service for support on strategy, relevant connections, and adjusting business models	258 consultations delivered from March 14 to May 31
	Conduct corporate calling to ensure that businesses were aware of available opportunities like Ontario Together or York Region's PPE supply requests	More than seventy companies contacted from March 14 to May 31
3	Conduct business impact survey in partnership with York Region's municipalities and Chambers of Commerce	Survey launched on May 27 with 304 responses to June 8, 2020
	Conduct economic impact assessment in partnership with York Region	Conference Board of Canada secured to deliver a two phased assessment: an economic impact projection in September 2020; and, an economic impact assessment after the World Health Organization (WHO) lifts the pandemic

***ECD, inclusive of the TVC, has launched or supported a series of programs to help businesses maintain commerce to the extent possible under public health regulations, and to build resilience into our economy for the long term.***

In supplementing response to COVID-19, ECD has used its marketing, program, and research resources to be proactive and achieve four objectives:

1. To provide training and hands-on support to local businesses in pivoting operations to adapt to the new-normal
2. To educate businesses on the challenges and opportunities presented by COVID-19
3. To ease, wherever possible, extraordinary regulatory burdens on business
4. To maintain community arts and cultural connections

From the declaration of the pandemic to the end of May, ECD, inclusive of the TVC, has launched or supported a series of programs to achieve these objectives:

Objective	Action	Result
1	Developed and launched Digital Boost to help main street businesses adopt digital tools	Secured volunteer mentorship from the private sector and received more than 190 applications
	Launched the visitvaughan.ca website to help local attractions maintain visibility	Secured support from Central Counties Tourism (CCT) and launched with all major Vaughan attractions and accommodations
	Supported the Open For Business online directory lead by Licensing and Permit Services	More than one hundred businesses featured on the platform
2	Partnered with local institutions like the Vaughan Public Libraries, the Vaughan Chamber of Commerce, and NiagaraU to deliver webinars and town halls	19 webinars to 2,159 viewers from March 14 to May 31
	Supported the #ShopVaughanLocal Campaign lead by Corporate and Strategic Communications (CSC)	More than one thousand Instagram and twitter uses
3	Launched the Vaughan Business Action Plan	Eased noise restrictions bylaws to support movement of goods; supported hospitality industry by suspending the Municipal Accommodation Tax (MAT) to September 1, 2020
	Supported the extension of the deadline for payment of interim and final installments of property taxes	Deadline extended twice to July 1
	Supported the extension of the business license grace period by Licensing and Permit Services	Businesses granted an extra ninety days to renew expiring business licenses
4	Moved the City's art collection to a virtual platform	Two exhibitions launched
	Delivered the Vaughan InSpirit Festival digitally	Hosted more than 600 participants with more than 24,000 social media impressions

***In addition to the response to COVID-19, ECD has continued with city-building as COVID-19 persists.***

The development of the Vaughan Healthcare Centre Precinct (VHCP) continues to be a strategic economic priority for the City of Vaughan. To that end, COVID-19 has not slowed the progress of the study to establish a leading health innovation hub in the City of Vaughan. The VHCP economic development opportunity study remains on track to



be completed by the end of 2020, with the first phase completed on schedule in May 2020.

ECD has delivered the new Council-approved economic development placebrand and microsite, [vaughanbusiness.ca](http://vaughanbusiness.ca). The site has become the go-to place for those interested in all things Vaughan business and economy, including an updated COVID-19 resource page. In the first three days of operation, site views surpassed those to the old website in an average pre-COVID month.

The VMC continues to be celebrated as one of the premier office and neighbourhood destinations in Ontario. At May's VMC Sub-Committee meeting, staff presented on the ongoing marketing efforts and the VMC's first public art installation scheduled for Fall 2020.

c) Advancing Economic Development Best Practices

***ECD's response to date has been based on Economic development best practices in crisis response.***

Economic development offices play an important role in the short and long term in crisis recovery.

In the short-term, during crises, economic development offices should:

- Conduct marketing and communications regarding business continuity
- Conduct business advisory services and outreach to businesses to help them access programs from other levels of government
- Conduct business impact assessments

In the long term, best practices for economic development offices are to focus on building resilience by:

- Supporting economic diversification
- Re-evaluating our community's value proposition and economic development's business plan
- Continuing entrepreneurship programming and workforce development support
- Conducting ongoing marketing and communications<sup>9</sup>

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<sup>9</sup> Economic Disaster Recovery Project, *The Recovery and Resiliency Roadmap: A Toolkit for Economic Preparedness*. (Economic Developers Alberta and British Columbia Economic Developers Association, 2014). 7-10.

## **Previous Reports/Authority**

[ECONOMIC PROSPERITY TASK FORCE – APPROVAL OF TERMS OF REFERENCE AND APPOINTMENT OF MEMBERS](#), Committee of the Whole (2) Report, May 20, 2020

[EXTENSION OF MUNICIPAL ACCOMMODATION TAX SUSPENSION IN RESPONSE TO COVID-19](#), Committee of the Whole (2) Report, May 20, 2020

[Vaughan Business Action Plan](#)

[York Region Business Recovery Support Partnership](#)

[CITY OF VAUGHAN ECONOMIC MEASURES IN RESPONSE TO THE GLOBAL NOVEL CORONA VIRUS \(COVID-19\) PANDEMIC](#), City of Vaughan Special Council Meeting, March 17, 2020

[TOURISM VAUGHAN CORPORATION \(TVC\) – 2020 BUDGET AND BUSINESS PLAN](#), Committee of the Whole (2) Report, March 9, 2020

[STRATEGIC BUSINESS PLAN FOR ECONOMIC AND CULTURAL DEVELOPMENT, 2020-2023](#), Committee of the Whole Report (2), September 24, 2019

[Economic and Cultural Development Business Plan, 2020-23](#)

[SMALL BUSINESS AND ENTREPRENEURSHIP SERVICES UPDATE](#), Committee of the Whole Report, April 2, 2019

## **Analysis and Options**

ECD's ability to respond quickly and effectively to the COVID-19 pandemic stems from the strength of its existing business plan, 2020-23.

The business plan mandates ECD to pursue four objectives to 2023:

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 Vaughan Corporation, Municipal Partnerships and Sponsorship, Vaughan Healthcare Centre Precinct and the Vaughan Metropolitan Centre.
3. 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.
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.

a) The Vaughan Business Resilience Plan: Activities and Actions, 2020-23

***Resilience is about building capacity and adaptability in Vaughan's businesses and sectors.***

***New key activities within the existing ECD Business Plan, 2020-23 make up the Vaughan Business Resilience Plan.***

To serve the business community, ECD will continue to achieve the above objectives, with the following additional key activities making up the Vaughan Business Resilience Plan:

Objective	New Key Activity	Actions
1	1.6 Secure Vaughan as the Region's largest employment center through programs that will help our business owners build resilience into their businesses and adapt to the new normal	1.6.1 Review and support Vaughan's municipal policy regime to allow for businesses to succeed while protecting public safety
		1.6.2 Deliver business development and entrepreneurship programs to help local businesses understand the opportunities available to them in Vaughan in a post-COVID context
		1.6.3 Support marketing initiatives that promote local commercial activities

		1.6.4 Understand and share trends that were changing how business was conducted that have been accelerated by COVID-19 like alternative work arrangements, e-commerce, etc. through ongoing research and communications
2	2.6 Build resilience into Vaughan's key strategic sectors (health, tourism, supply-chain and logistics, and manufacturing) to ensure that economic opportunities continue in Vaughan in a post-COVID world	2.6.1 Understand the impact of COVID-19 on Vaughan's economy through formal stakeholder engagement via existing partnerships and boards to identify partnership opportunities in a post-COVID world to strengthen respective sectors
		2.6.2 With government partners, assess, report on, and implement wherever possible available municipal financial tools to support business
		2.6.3 Prepare emergency regulatory, program, and marketing packages to quickly support key industries in future crises
		2.6.4 Work inclusive of the TVC to engage with Vaughan's tourism sector to attract and host safe multi-day cultural festivals, sports events and meetings and conventions in a post-COVID context
		2.6.5 Work inclusive of the TVC to partner with regional, provincial and federal tourism marketing groups to promote Vaughan as a safe destination for domestic leisure and business travel, staycations and industry investment.
		2.6.6 Ensure that the Vaughan Mackenzie Healthcare Precinct economic opportunity study is completed and considers the opportunities presented by the COVID pandemic in future-facing healthcare paradigms

		2.6.7 Evaluate the next steps in the Vaughan performing arts center project to consider the potential impacts of COVID, ensuring that future work reflects how social distancing is changing how we consume the arts.
3	3.3 Share Vaughan's reimagined public spaces within social distancing measures and invite the community to experience the cultural fabric of Vaughan as the COVID-19 pandemic subsides through public art and cultural development and highlight Vaughan as a welcoming community	3.3.1 Support local culture and heritage events and creative amenities through digital public engagement to maintain a sense of community and recognize Vaughan's culture during times of social distancing, and support the safe transition back to in-person engagements when permitted 3.3.2 Leverage public art on digital channels to inspire a sense of place-making and convey Vaughan's unique identity with the community and welcome people to experience Vaughan's public spaces when social distancing is lifted.

b) Guiding Principles for the Vaughan Business Resilience Plan

***Responding to COVID-19 must not stop the task of city building, and the response to the pandemic must be ongoing.***

COVID-19 is fundamentally changing our economy and the way business works in several ways. From alternative work arrangements, to commercial real estate, to supply-chain management, and healthcare, a new normal is emerging.

The new normal is not yet fully understood. As such, ECD continues to monitor several trends to ensure that they are reflected in our programming and city building initiatives.

***The race to adapt to COVID-19 is a marathon, not a sprint: the Vaughan Business Resilience Plan will work in the immediate, medium, and long terms.***

In the immediate term, ECD has deployed *Ready* measures to mitigate the immediate impact of the Global COVID-19 pandemic on businesses and prepare for support activities post-pandemic. As the economy started to re-open, ECD began looking to the next phase of programming.

In the medium term, ECD began developing measures to support a *Resilient* business community and economy. These immediate post crisis measures aligned available resources to short term impacts of COVID-19 on key Vaughan sectors. ECD will begin to transition completely from these measures when a viable treatment and/or vaccine is found.

In the long-term, ECD will work to make our economy *Resourceful*. Medium and long-range measures to mitigate impacts of future pandemics on the business community will be implemented.

c) The Vaughan Business Resilience Plan and ECD's Existing Operations

***This revision to ECD's business plan will mean that the scope of existing business plan actions will change.***

To respond to COVID-19, ECD has reallocated, and will continue to reallocate resources from existing initiatives. Nonetheless, the Vaughan Business Resilience Plan will work within ECD's existing resource structure.

***To support the implementation of the Vaughan Business Resilience Plan as an addendum to ECD's Business Plan, and understand if actions are leading to meaningful outcomes, the department has improved its access to economic indicators.***

ECD has traditionally relied upon the York Region Employment Survey (YRES) – an invaluable business directory for the City of Vaughan – to understand the size and scope of its business community. However, the YRES recently moved to a biennial update with the next survey being done in 2021.

To understand the business community better ECD has supplemented the YRES with the following public sector sources:<sup>10</sup>

- *The Conference Board of Canada* (Conference Board), an industry-recognized, Canadian not-for-profit think tank dedicated to researching and analyzing economic trends; and

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<sup>10</sup> Please note, ECD has used these sources on an ad hoc basis in the past. However, with the YRES becoming biennial, resources are now available to access other sources on a regular basis.

- Currently requested annually and covers real GDP, employment and key economic indicators
- *Statistics Canada* (StatCan)
  - The Canadian Business Counts are available on a biannual basis, and detail business counts and sizes

***The Economic Prosperity Task Force will play an important advisory role in ECD's business plan, inclusive of the Vaughan Business Resilience Plan.***

The experts on the Economic Prosperity Task Force, launching in July 2020 and chaired by Councillor Sandra Yeung Racco and vice chaired by Deputy Mayor and Regional Councillor Mario Ferri, will provide invaluable peer advice on ECD's actions and approach. Sessions will focus on themes in economic development, which allows the group to review actions across ECD's business plan, including the Vaughan Business Resilience Plan.

## **Financial Impact**

***By adopting the Vaughan Business Resilience Plan, ECD will build flexibility into its operations without impacting budget.***

There are no financial impacts to the adoption of the recommendations in this report.

## **Broader Regional Impacts/Considerations**

ECD continues to work with the York Region Business Recovery Support Partnership.

The partnership:

- Conducts ongoing economic impact assessments
- Streamlines business advisory supports

Four sub-groups of the partnership focus on the following areas:

- Crisis response supply chain
- Business advisory services
- Agriculture and agri-food
- Tourism, arts and culture

The Vaughan Business Resilience Plan leverages and compliments the work of the partnership.

## **Conclusion**

The Vaughan Business Resilience Plan is a measured and ambitious response to the global COVID-19 pandemic. It reflects the ongoing need to continue city building, and to respond to COVID-19 in the short, medium, and long term.

Approving the addendum to ECD's business plan, 2020-23 will allow the City of Vaughan to continue to support businesses and the economy adapt to the new normal.

**For more information**, please contact: Raphael Costa, Acting Director, Economic and Cultural Development, ext. 8891.

## **Attachments**

1. Vaughan Business Resilience Plan project matrix
2. Vaughan Economic and Cultural Development Business Plan, 2019-23
3. Vaughan Business Resilience Plan: Key projects undertaken or in development

## **Prepared by**

Raphael Costa, Acting Director, Economic and Cultural Development, ext. 8891



**Vaughan Business Resilience Plan, 2020-23**

Economic and Cultural Development (Strategic Business Plan) Addendum

Prepared by Economic and Cultural Development

**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.

**Key Activity:**

1.6 Secure Vaughan as the Region's largest employment centre through programs that will help our business owners build resilience into their businesses and adapt to the new normal

**Actions:**

1.6.1 Review and support Vaughan's effective municipal policy regime to allow for businesses to succeed while protecting public safety

1.6.2 Deliver business development and entrepreneurship programs to help local businesses understand the opportunities available to them in Vaughan in a post-COVID context

1.6.3 Support marketing initiatives that support local commercial activities

1.6.4 Understand and share trends that were changing how business was conducted that have been accelerated by COVID-19 like alternative work arrangements, e-commerce, etc. through ongoing research and communications

### Project Matrix:

Activity	Ready: mitigate the immediate impact of the Global COVID-19 pandemic on businesses and prepare for support activities post-pandemic. Ends when economies start re-opening.	Resilient: immediate post crisis response aligning available resources to short term impacts of COVID-19 on key Vaughan sectors. Ends when a viable treatment and/or vaccine is found.	Resourceful: medium and long-range response to mitigate impacts of future pandemics on the business community.
Monitoring	<p>Conduct ongoing research to track:</p> <ul style="list-style-type: none"> <li>• Business closures and staffing decisions with existing clients</li> <li>• Peer organization approaches</li> <li>• Local, provincial, and national economic impacts</li> </ul> <p>In partnership with York Region and other stakeholders, scope and conduct a business and economic impact study program to deploy in response AND recovery</p> <p>Find free online tools to educate and support the business</p>	<p>Conduct ongoing research to track:</p> <ul style="list-style-type: none"> <li>• The ability of businesses to reopen and grow</li> <li>• Impacts on key and effected industries</li> <li>• Peer organization approaches</li> <li>• Local, provincial, and national economic impacts</li> </ul> <p>Review terms of current economic development grant and sponsorship agreements and consider implications and/or adjusting scope</p>	<p>Automate and digitize ongoing research, including:</p> <ul style="list-style-type: none"> <li>• CRM integration with service requests to easily aggregate data</li> <li>• Diversify data sources</li> <li>• Integrate marketing channels (constant contact)</li> <li>• News and data monitoring</li> </ul> <p>Conduct ongoing research to track:</p> <ul style="list-style-type: none"> <li>• Economic resilience over the medium to long-term (job losses/gains, business establishment, shift in industry sectors)</li> <li>• Peer organization approaches</li> <li>• Conduct follow-up survey to gauge recovery efforts and uncover any major shortcomings in policy/programs</li> <li>• Adapt corporate calling program to include reviews of COVID-19 recovery</li> </ul>

	community		
Activity	Ready	Resilient	Resourceful
Outreach and Education (incl. Marketing)	<p>Connect with businesses and cultural industries to ensure their concerns and questions are addressed and to educate them about government programs:</p> <ul style="list-style-type: none"> <li>• Maintain webpage as an information portal</li> <li>• Maintain e-Newsletters</li> </ul> <p>Enlist key partners (Vaughan Chamber of Commerce, York Region (including Arts Council) Central Counties Tourism, media, Kleinburg Business Association) to:</p> <ul style="list-style-type: none"> <li>• Help promote small businesses</li> <li>• Help promote tourism, art &amp; culture experiences</li> <li>• Provide information</li> <li>• Determine vulnerable sectors in need of information</li> </ul>	<p>Streamline provision of information to businesses and cultural industries:</p> <ul style="list-style-type: none"> <li>• Leverage partners to ensure resources are widely available while avoiding duplication</li> </ul> <p>Deliver and evaluate comms campaigns targeted at high priority needs</p>	<p>Develop a future emergency communications plan and package</p> <ul style="list-style-type: none"> <li>• Key messages</li> <li>• Mobilization of existing channels</li> <li>• Assess efficacy of comms resources</li> </ul> <p>Build channels amongst the private sector to foster collaboration via tools like the Business Café</p> <p>Leverage partners to deliver information to the business community and cultural industries (formal MOUs, agreements through MP, etc)</p> <p>Develop marketing campaign to educate businesses and culture industries on trends accelerated by the crisis:</p> <ul style="list-style-type: none"> <li>• AWA</li> <li>• E-Commerce</li> <li>• Commercial Real Estate</li> <li>• Supply Chain</li> </ul> <p>Develop and share business and culture industry resiliency toolkit:</p> <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Financial health</li> <li>• E-Commerce</li> </ul>

			<ul style="list-style-type: none"> <li>• Innovation</li> </ul>
Activity	Ready	Resilient	Resourceful
Policy and Regulation	Ease restrictions on businesses to deliver goods in a reliable manner to essential businesses like food and pharmacy vendors <ul style="list-style-type: none"> <li>• Document and capture decision-making processes</li> </ul>	Assess regulations: <ul style="list-style-type: none"> <li>• Sign by-laws as part of business recovery</li> <li>• Noise by-laws (MTO)</li> <li>• Property Tax collection</li> <li>• Municipal Accommodation Tax (TAX)</li> </ul>	Work with OCIO to enhance internal digital tools to respond to crises (work from home access, phone redirection, etc.)
Activity	Ready	Resilient	Resourceful
Advocacy	Work with Corporate and Strategic Communications (CSC), stakeholders, industry associations (like Tourism Industry Association of Ontario) and partners (like Vaughan Chamber of Commerce) to relay important information to the Provincial and Federal governments	Work with community partners to share the efficacy of front-line Economic & Cultural Development services in crises  Advocacy for potential revisions to noise by-law, vacancy rebates, government programs, income supports programs, etc. provided by other levels of government  Work with partners like the Chambers of Commerce and industry associations to strengthen advocacy referenced above	Work with partners like the Chambers of Commerce and industry associations to: <ul style="list-style-type: none"> <li>• Encourage the development of rapid emergency response packages for businesses across all industries (ie: Small business, cultural, tourism, etc.)</li> </ul>
Activity	Ready	Resilient	Resourceful
Programming	Deliver business advisory services  Partner with local providers for	Deliver business advisory services  Dedicated provincial grant programs	Increase support to mainstreet businesses to adopt online and ecommerce

	<p>webinars</p> <p>Leverage the Business Café and other online tools to run events and forums</p>	<p>Dedicated seminars and events to rebuild capacity of small business community</p> <p>Invest in technology that enables efficient online delivery</p> <p>Undertake an initiative that aims to increase consumer spending confidence</p> <p>Work with employment agencies and labour organizations to ensure local hiring needs are addressed</p> <p>Research and communicate grant funding announcements to support external job creation</p> <p>Support shop local campaign initiatives</p>	<p><i>Activate!Vaughan</i> - continue hosting pitch competitions and adjust challenge statements to include building resilience</p> <p>Provide professional services to small businesses (legal, financial, tax, succession planning, employee training, AWA, etc.) to promote resiliency and financial longevity</p> <p>Research, communicate and support grant funding announcements to support external job creation</p> <p>Engage in Corporate Calling Program to help Vaughan businesses to respond to Ontario's needs</p> <p>Develop an operating procedure for ECD to quickly adapt services to future crises</p>
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**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.

**Key Activity:**

2.6 Build resilience into Vaughan's key strategic sectors (health, tourism, supply-chain and logistics, and manufacturing) to ensure that economic opportunities continue in Vaughan in a post-COVID world.

**Actions:**

2.6.1 Understand the impact of COVID-19 on Vaughan's economy through formal stakeholder engagement via existing partnerships and boards to identify partnership opportunities in a post-COVID world to strengthen respective sectors

2.6.2 With government partners, assess, report on, and implement wherever possible available municipal financial tools to support business

2.6.3 Prepare emergency regulatory, program, and marketing packages to quickly support key industries in future crises

2.6.4 Work inclusive of the Tourism Vaughan Corporation to engage with Vaughan's tourism sectors to attract and host safe multi-day cultural festivals, sports events and meetings and conventions in a post-COVID context

2.6.5 Work inclusive of the Tourism Vaughan Corporation to partner with regional, provincial and federal tourism marketing groups to promote Vaughan as a safe destination for domestic leisure and business travel, staycations and industry investment

2.6.6 Ensure that the Vaughan Mackenzie Healthcare Precinct economic opportunity study is completed and considers the opportunities presented by the COVID pandemic in future-facing healthcare paradigms

2.6.7 Evaluate the next steps in the Vaughan performing arts centre project to consider the potential impacts of COVID, ensuring that future work reflects how social distancing is changing how we consume the arts.

#### Project Matrix:

Activity	<b>Ready: mitigate the immediate impact of the Global COVID-19 pandemic on businesses and prepare for support activities post-pandemic. Ends when economies start re-opening.</b>	<b>Resilient: immediate post crisis response aligning available resources to short term impacts of COVID-19 on key Vaughan sectors. Ends when a viable treatment and/or vaccine is found.</b>	<b>Resourceful: medium and long-range response to mitigate impacts of future pandemics on the business community.</b>
Monitoring	<p>Assess VHCP - impact on partners' core business:</p> <ul style="list-style-type: none"> <li>Reassess vision document authored in partnership with ventureLAB</li> <li>Inventory gaps in data and information with a Smart City lens in partnership with Transformation Department</li> </ul> <p>Monitor impact on office sector (construction and leasing) and tourism sectors by connecting with key stakeholders</p> <p>Research and inventory grant funding announcements to support</p>	<p>Establish a schedule to meet with key stakeholders on a regular basis (accommodation providers, banks, ecosystem partners, etc.).</p> <p>VHCP – opportunities to support partners – jurisdictional scan on what resources or activities are required</p> <p>Work with key stakeholders on impact and short/medium term plans for ongoing and future development and marketing of major office and commercial hubs</p> <p>Create a core, internal database and impact dashboard of all relevant data in</p>	<p>Monitor the market to determine timing for sponsorship outreach and properties</p> <p>Research and track grant funding announcements to support resiliency in post-pandemic economy (ie. pivoting to different markets, financial planning, staff subsidies/professional development)</p> <p>Monitor medical officer of health messaging to determine timing for in-market destination marketing when travel is safe, and engage in tourism event attraction</p>

	post-pandemic economy	<p>partnership with the Office of Transformation and Strategy</p> <p>Establish key benchmarks to measure future economic recovery/growth</p> <p>Research and track grant funding announcements to support post-pandemic economy</p>	
<b>Activity</b>	<b>Ready</b>	<b>Resilient</b>	<b>Resourceful</b>
Outreach and Education (inc. Marketing)	<p>Research, communicate and support grant opportunities related to COVID-19 response efforts internally to offset costs to the local tax base</p> <p>Partner with local and regional groups to promote no-contact services and digital experiences, including the digitization of local cultural experiences</p> <p>Support essential service businesses by enabling cross-sector connections to support economic stimulus (i.e. hotels offering special rates for first responders)</p>	<p>Re-evaluate marketing and business development plans for major projects including the VMC, the Economic Prosperity Fund, and the Innovation Catalyst project</p> <p>Reassess the City-wide Community Improvement Plan and adjust based on accelerated AWA trends</p> <p>Re-evaluate and launch Economic Prosperity Task Force and Tourism Vaughan Advisory Committee to consider COVID-19</p>	<p>Work with Economic Prosperity Task Force and Tourism Vaughan Advisory Committee to deliver customized support to increase resilience of businesses in a difficult economy</p> <p>Work with regional and provincial tourism partners to promote Vaughan as a safe travel destination for domestic travelers and safe host destination for event planners.</p>
<b>Activity</b>	<b>Ready</b>	<b>Resilient</b>	<b>Resourceful</b>
Policy and	Monitor emerging policy changes	Assess Community Improvement Plan in	Reassess long-term Strategy and Vision: To



Regulation	coming from other jurisdictions	<p>light of COVID – changes to demand economics</p> <p>Assess Tourism Vaughan Corporation's 2020 Budget and Business Plan in accordance with lost revenues resulting from suspension of the Municipal Accommodation Tax and an assumed decrease in overnight stays as travel resumes, and costs associated with tourism industry COVID-related tactics. Including updated forecast for 2021 budget and collections.</p>	<p>promote diversification and self-sufficiency in targeted industry sub-sectors in Vaughan through a "Local Import Substitution Development Strategy" in partnership with industry associations and regional partners (Phase 1. Phase 2 = programs).</p> <p>Assess barriers to tech, manufacturing, etc. companies responding to emergency needs (ie. connecting supply chain directly to Mackenzie Health and emergency services)</p> <p>Assess future Community Improvement Plans to represent/address opportunities for Small Business community</p> <p>Contribute to the development of official plans, and other master plans to drive economic, social and cultural resiliency in the new environment.</p> <p>Assess innovative emergency management tools (ie; drone delivery for medication) and identify opportunities for regulatory action</p> <p>Assess and establish governance for data collection balancing the realities of emergencies and privacy protection</p> <p>Develop an emergency regulatory package to rapidly deploy in future crises</p>
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Activity	Ready	Resilient	Resourceful
Advocacy	Support the Mayor and Council through CSC by providing advocacy messaging based on business needs.	<p>Work with CSC and Council to advocate for targeted support for businesses in affected sectors (Tourism Vaughan Corporation Board for tourism sector)</p> <p>Work with CSC and Council to advocate for grant applications related to city recovery</p>	Work with partners like OBIAA to advocate for expansion of existing programs like Digital Mainstreet and creation of new programs to help business community build resilience
Activity	Ready	Resilient	Resourceful
Programming	<p>Work with current sponsors to extend or suspend contracts accordingly</p> <p>Work with event venues (cultural, sport, meetings and conventions) to develop a Vaughan event venue asset inventory to prepare for event hosting.</p>	<p>VHCP – complete the feasibility study leveraging the lessons, best practices and case studies for a future healthcare innovation hub that serves the greater region and builds resilience in future crises</p> <p>Consider subsidized options for Vaughan small businesses to access regional opportunities like events</p>	<p>VHCP – initiatives to attract targeted functional areas that are resilient to future pandemics (ie. community-delivered healthcare services, aging population, chronic care, data and informatics)</p> <p>Leverage big data platforms (maps, hot zones etc.) to present more information</p> <p>Launch cost-effective marketing-based partnership options through city and partner assets like the digital billboards</p> <p>Develop a Tourism Event Hosting Program to encourage the attraction, hosting and marketing of one-time, national and international events in the areas of sports, culture, meetings, conventions and special tourism projects</p>

### Objective:

3. 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

### Key Activity:

3.3. Share Vaughan's reimagined public spaces within social distancing measures and invite the community to experience the cultural fabric of Vaughan as the COVID-19 pandemic subsides through public art and cultural development and highlight Vaughan as a welcoming community.

### Actions:

3.3.1 Support local culture and heritage events and creative amenities through digital public engagement to maintain a sense of community and recognize Vaughan's culture during times of social distancing, and support the safe transition back to in-person engagements when permitted.

3.3.2 Leverage public art on digital channels to inspire a sense of place-making and convey Vaughan's unique identity with the community and welcome people to experience Vaughan's public spaces when social distancing is lifted.

### Project Matrix

Activity	Ready: mitigate the immediate impact of the Global COVID-19 pandemic on businesses and prepare for support activities post-pandemic. Ends when economies start re-opening.	Resilient: immediate post crisis response aligning available resources to short term impacts of COVID-19 on key Vaughan sectors. Ends when a viable treatment and/or vaccine is found.	Resourceful: medium and long-range response to mitigate impacts of future pandemics on the business community.
Monitoring	Impose and track cancellations and	Leverage opportunities within arts,	Develop and/or maintain ongoing databases

	postponements of festivals, events, exhibitions, public art projects and activations – quantify the scale and impact of losses (e.g. VFF, ICFF, etc.)	<p>culture and tourism sectors to get short-term data on tourism, arts and cultural impacts</p> <p>Engage with stakeholders for input (in partnership with government and associations) on recovery tactics and revise plans, goals and objectives for cancelled/postponed/future projects</p> <p>Re-evaluate budgets and staff resources to deliver on plans and projects</p> <p>Develop methodology and process data collection for Tourism and related businesses</p>	(contacts, capital assets, other assets) and inventory resources
Activity	Ready	Resilient	Resourceful
Outreach and Education (inc. Marketing)	Communicate and relay information collected through monitoring to key stakeholders and internal groups specific to the Arts and Cultural Industries	<p>Continue to communicate and relay information about our recovery response tactics/planning</p> <p>Engage stakeholders to provide and collect feedback on our recovery planning and their contribution</p> <p>Encourage and support stakeholder collaborations and partnerships</p> <p>Deploy communications and marketing plan to inform and share next steps for</p>	<p>Develop and provide a recovery information package to begin re-invigorating Vaughan's cultural programs and events (CoV and third party)</p> <p>Deploy marketing and communications strategy to invigorate re-launch of exciting experiential opportunities</p> <p>Develop digital marketing channels, processes and policies to sustain delivery of TAC programs through digital experiences</p>

		TAC support/recovery	
Activity	Ready	Resilient	Resourceful
Policy and Regulation	Monitor sector related government and association groups on related policy and regulations	<p>Ensure that Vaughan and its stakeholders are employing best practices:</p> <ul style="list-style-type: none"> <li>Sharing policy and reg developments with stakeholders.</li> </ul> <p>Assess Municipal Accommodation Tax regulations and monitor Provincial sentiment on this front</p>	<p>Ensure that current policy and regulations identify pandemic impacts on sectors that build Vaughan's communities and quality of place</p> <p>Governance review of TVC Board to enhance stakeholder representation, thereby garnering industry buy-in, program support and advocacy:</p> <ul style="list-style-type: none"> <li>Inc: orientation packages and training sessions about roles on public boards</li> </ul>
Activity	Ready	Resilient	Resourceful
Advocacy	<p>Work with CSC, internal/external stakeholders (like Vaughan Chamber of Commerce), government organizations and associations to relay sector specific information to the Province and Federal government</p> <p>Communicate advocacy work to stakeholders</p> <p>Reinforce the role of TAC sectors on the socio-economic landscape and importance for recovery phase</p>	<p>Continue tactics of response phase in alignment with new developments</p> <p>As a vulnerable sector, continue to reinforce TAC as a vital element in the recovery phase to keep it top of mind during recovery planning</p> <p>Research and communicate support opportunities for recovery programming development with City and stakeholders</p>	

	<p>Leverage TAC as a vital element of healthy communities (I.e. digital experiences)</p> <p>Channel industry advocacy for relief from the Municipal Accommodation Tax</p>		
Activity	Ready	Resilient	Resourceful
Programming	<p>Business advisory services</p> <p>Support adoption of online formats for community events</p> <p>Working with stakeholders and partners on current and upcoming projects to maintain viability and opportunity</p> <p>Survey of priorities from stakeholders and develop links with upcoming planning</p>	<p>Support local festivals community activations, and events as key to the reinvigoration of our communities and sense of place</p> <p>Collaborate with and support stakeholders/partners on next steps and prioritizing for programs:</p> <ul style="list-style-type: none"> <li>Re-assess budget and resources to support</li> </ul> <p>Funding resilience – explore micro-grant or micro-loan program for cultural industries, including festivals, not-for-profit, and community-based arts, cultural, and heritage organizations to reanimate communities from city-side MAT funds.</p>	<p>Develop and maintain a succinct database of TAC programming</p> <p>Embed programming provisions in future emergency plans</p> <p>Build capacity in non-profit, community and cultural organizations to deliver programs</p> <p>Establish policies to enable supports and grants to arts and cultural organizations on an emergency and/or non-emergency basis</p> <p>Build and leverage partnerships to enhance the public realm through public art</p>



# 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.

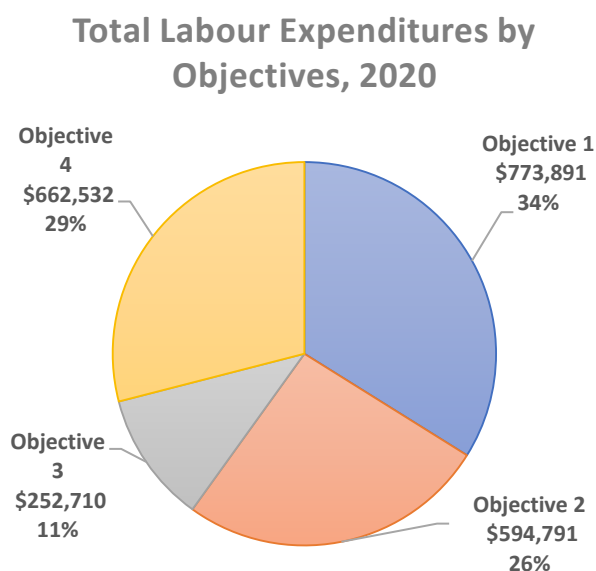
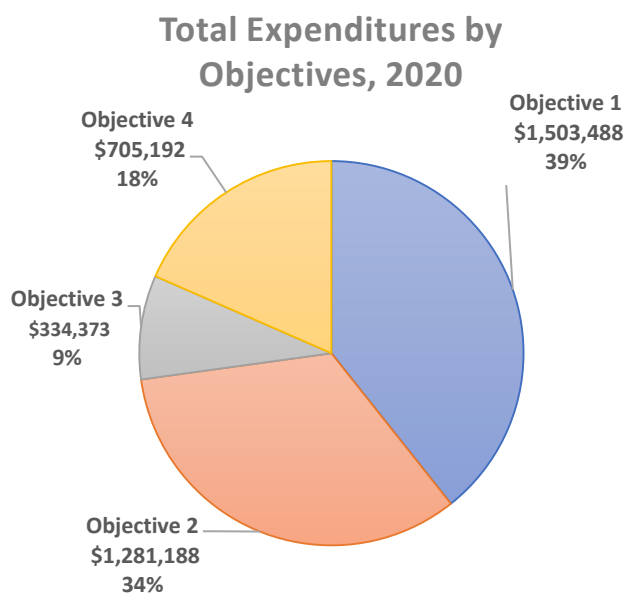
### DESIRED OUTCOMES

- 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)**



# 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

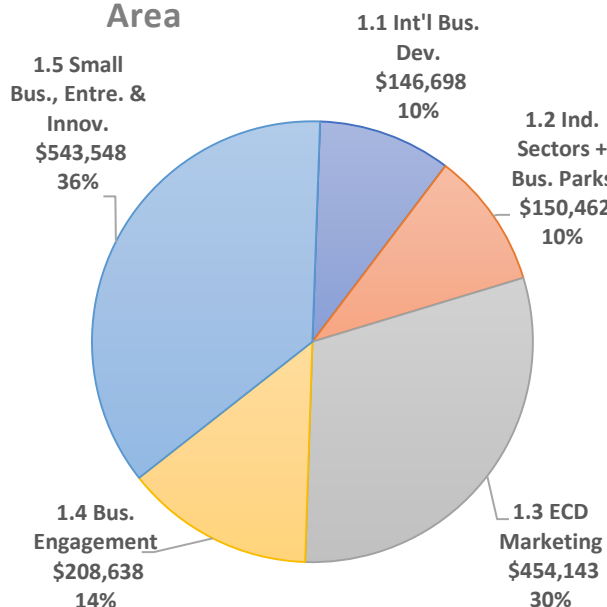
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place 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

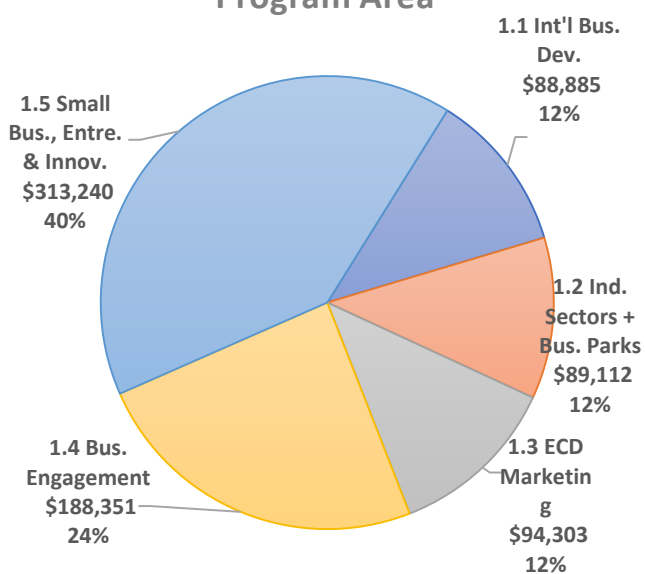
**Total Expenditure: \$1,500,488**

**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 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>1.1 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) 1. Labour Cost 2. Other Cost (includes \$35K from city-side MAT) 3. Revenue Human Capital (FTE)	<u>\$111,698</u> \$88,885 \$57,813 \$35,000 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) 1. Labour Cost 2. Other Cost 3. Revenue 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) 1. Labour Cost 2. Other Cost (includes capital budget of \$340K) 3. Revenue 4. Human Capital (FTE)	<u>\$115,603</u> \$94,303 \$359,840 \$340,000 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) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$176,659</u> \$188,351 \$20,287 \$31,979 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 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>1.5 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.

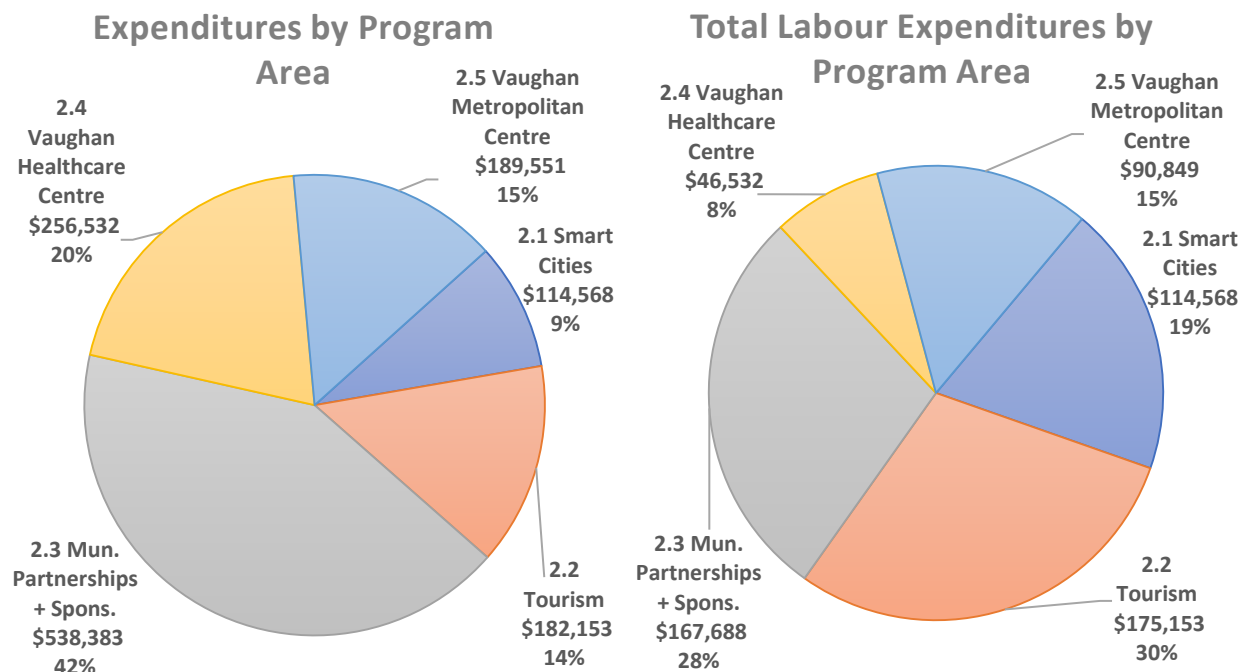
### Program Areas

- 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) 1. Labour Cost 2. Other Cost 3. Revenue (offset – from MAT funding) Human Capital (FTE)	<u>\$4,761</u> \$175,153 \$7,000 \$170,392 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) 1. Labour Cost 2. Other Cost 3. Revenue (offset – from Innovation Reserve) Human Capital (FTE)	<u>\$36,209</u> \$167,688 \$370,695 \$502,174 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) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$189,551</u> \$90,849 \$98,702 \$0 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

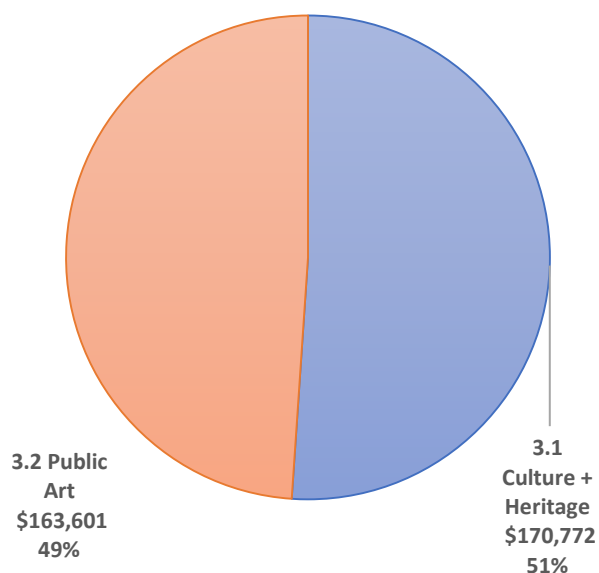
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

### Financial Summary

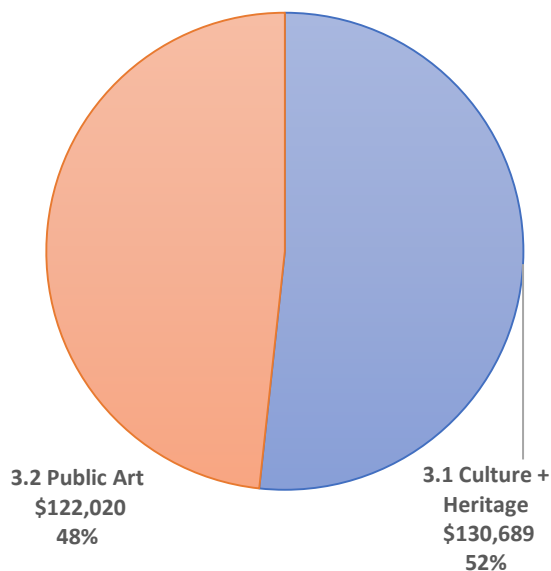
**Total Expenditures:** **\$334,373**

**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) 1. Labour Cost 2. Other Cost 3. Revenue Human Capital (FTE)	<u>\$167,757</u> \$130,689 \$40,083 \$3,015 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) 1. Labour Cost 2. Other Cost (assumes approval of \$15K ARR) 3. Revenue Human Capital (FTE)	<u>\$145,586</u> \$122,020 \$41,581 \$18,015 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> <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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<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 Resilience Plan, 2020-23**

### Projects and Programs Underway

Prepared by Economic and Cultural Development (ECD)

#### **1. Digital Boost: Small Business Resilience Program (June 2020 – September 2020)**

##### ***For Small Business, Adoption of Digital Tools Is More Important than Ever***

The Digital Boost: Small Business Resilience Program is a training and mentorship program to help bricks and mortar businesses become bricks and clicks businesses. Reaching clients through digital platforms, selling through e-commerce, and managing inventory and payments online is critical to remain operational when public health concerns limit face-to-face contact.

##### ***From Bricks and Mortar to Bricks and Clicks***

This program was developed as small businesses have been significantly impacted by COVID-19, which has mandated the closures of many storefronts. Training, through webinars, for local small business owners will cover topics like digital marketing strategies, launching or improving an e-commerce store, developing new product lines or services, developing new revenue models, and financial resilience.

##### ***Pivoting Existing Programs to Best Serve our Community***

Participants will have the opportunity to apply for a \$3,500 provincial grant through Start Company Plus to implement their new business strategies. Not all program participants will receive a provincial grant, but all are eligible to participate in training.

##### ***Overwhelming Demand Validates the Program's Need***

ECD closed registration for the first cohort of Digital Boost with 196 business owners registered. 31% of registrants do not currently use digital marketing strategies to promote their businesses and more than 77% experience lack of information and skills as main challenges in working to deploy digital marketing tactics. This program will address those knowledge gaps and produce more resilient businesses.

## **2. Vaughan InSpirit Cultural Festival Delivered Completely Online (May 2020)**

***People craved connection to community despite social distancing during COVID. ECD brought local community groups together online to celebrate our culture.***

Vaughan InSpirit Festival 2020 was the City's first newly digitized cultural festival recognizing the month of May as Asian Heritage Month in Ontario. The event included 5 community partners who provided 10 scheduled activations throughout the month of May. They included: cultural musical performances by local musicians, tai chi workshops and holistic yoga with community pet owners. Vaughan InSpirit Festival 2020 engaged nearly 600 participants and communications efforts resulted in over 24,000 impressions and 500 social media engagements.

## **3. International Outreach: Business Retention and Expansion (Launching August 2020)**

***COVID-19 has halted international travel, but international business development continues***

ECD has maintained international business development activities. In lieu of participating in international mission during COVID-19, ECD will launch a Business Retention and Expansion (BRE) program focused on internationally owned subsidiaries in Vaughan.

***COVID-19 presents an opportunity to better understand Vaughan's international business clusters***

ECD will identify trends and characteristics amongst Vaughan's foreign owned businesses to better understand our strengths and opportunities for future international attraction. With a better understanding of the international linkages to companies in Vaughan, the City will be better placed to strategically plan future attraction of international businesses.

***An internationally focused BRE program will further strengthen Vaughan's international ties***

Focusing on ten to fifteen companies to contact and have in-depth discussions, the BRE program will:

- See international outreach to head offices in other countries
- Virtual visits to local offices
- Develop international market champions of Vaughan who can be contacted in future attraction activities

The result of BRE program will lay the groundwork for future outbound mission participation no earlier than 2021. The Vaughan Chamber and Toronto Global will play important roles in helping to strengthen relationships and identify future opportunities.

#### **4. Visitvaughan.ca (Launched Spring 2020)**

***Vaughan's attractions have lots to offer from home. Its important to offer visitors the opportunity to connect to Vaughan's cultural and tourism amenities.***

While COVID-19 persists, Vaughan's attractions have a lot to offer. They can provide visitors a break from the stress and challenges of COVID.

Vaughan's attractions are also the best tool we have at our disposal to preserve, grow, and share Vaughan's culture.

***ECD is sharing Vaughan's local attractions, allowing them to remain top of mind for once social distancing is lifted.***

Economic and Cultural Development (ECD) launched the visitvaughan.ca visitor website that offers exploration of all there is to see and do in Vaughan from the safety and comfort of home during the global COVID-19 pandemic. [Visitvaughan.ca](https://www.visitvaughan.ca) was developed by the Tourism Vaughan Corporation (TVC), Vaughan's destination marketing organization, in partnership with Central Counties Tourism (CCT) – the City's regional tourism organization.

The "explore online now, visit later" platform features virtual, interactive content ranging from museum tours, art galleries, cooking lessons, educational tools, roller-coaster rides and more, ensuring visitors don't miss a thing while enjoying the city from home.

Residents of Vaughan are also encouraged to use the new tourism site as a tool when they can host families and friends who are from out of town.

#### **5. Activate!Vaughan Health Innovation Challenge (Fall 2020)**

***COVID-19 is demanding innovation from our healthcare system. ECD is a key catalyst for this innovation community.***

In partnership with the Mackenzie Innovation Institute (Mi2) and Mackenzie Health, SE Health, ventureLAB, and Sterling Industries, the *Activate!Vaughan* Health Innovation Challenge will identify and

accelerate innovative healthcare solutions in Vaughan, and will catalyze Vaughan as a hub for health tech innovation.

***Entrepreneurs are leading innovators who can push healthcare forward.***

Through *Activate!Vaughan* programming, SBE will provide entrepreneurs with access to co-creation opportunities with leading healthcare organizations, mentorship from experts within the healthcare and health tech sectors, accelerator programming to support them in bringing their innovations to market, and the opportunity to receive provincial grant funding to grow their businesses.

***Activate!Vaughan is a problem-centered innovation program that will impact the local capacity to respond to future health crises.***

Beginning in September 2020, the Health Innovation Challenge will invite entrepreneurs to present solutions to four problem statements presented by the Mackenzie Innovation Institute, SE Health and Sterling Industries. These problem statements identify opportunities for innovation in Ontario's healthcare sector, with particular focus on telehealth technology and medical devices. The solutions developed through the *Activate!Vaughan* program have the potential to positively impact the local capacity to respond to pandemic events, such as COVID-19, particularly by enabling citizens to access health care remotely, or by developing medical devices which will help minimize the spread of viruses in clinical environments.

## **6. York Region COVID-19 Supply Chain Impact Study (Fall 2020 – Summer 2021)**

***COVID-19 revealed vulnerabilities in global supply-chains. Understanding Vaughan's specific supply-chain challenges is important.***

In response to significant supply chain disruptions caused by the outbreak of COVID-19, the ECD has approached York Region, municipalities and other stakeholders to explore the opportunity for a comprehensive regional supply chain impact study.

***ECD will develop a plan to build resilience into our manufacturing and supply-chain logistics sectors.***

The goal of this study is to identify supply chain risks and opportunities in the core manufacturing industry and to develop a set of practical recommendations to build a responsive, diversified and resilient supply chain network in the event of future economic emergencies. ECD staff are currently working with regional and municipal partners to finalize the scope of work. The study is estimated to begin in the 4<sup>th</sup> quarter of 2020.