



**Communication C3
Item 6
EPTF
February 16, 2022**

City of Vaughan: Term of Council Strategic Plan (2022-2026)

Economic Prosperity Task Force

February 16th, 2022



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Overview

Introduction

The City of Vaughan has engaged StrategyCorp to support the development of its updated Strategic Plan.

We know that Vaughan is a fast-growing City, with unique community needs. This Strategic Plan needs to represent those needs and meet the expectations of Council and City leadership. As such the strategic planning process will engage Council, staff, the community, and stakeholders, as well as the City's Task Forces.

We understand that the 2018-2022 Term of Council Task Forces are designed to address specific issues and priorities in the community. As part of updating the Strategic Plan, we will be engaging each Task Force to gain a deeper understanding of each priority area, the work the City has done to date, and the opportunities and potential recommendations for the future.

Economic Prosperity Task Force

The Task Force's mandate is to advise on how the City of Vaughan can best deliver on its commitments made in the Council-approved *Economic and Cultural Development Department Strategic Business Plan, 2020-2023*.

- The City of Vaughan is quickly transforming into an urban centre with significant economic activity and employment growth.
- The business and entrepreneurship ecosystem in Vaughan is significant.
- We know that the growth rate for employment in the City is outpacing Ontario and Canada, and has been doing so for the last 12 years.
- We also know that small businesses represent a strong proportion of the jobs in the City (80%).

We are seeking the Task Force's input on the economic landscape in the City and emerging opportunities such as COVID-19 recovery, workforce development, local economic development, global reach and marketing, community investment, and arts and culture, among many others.

Structure of the Meeting

Our objective is to hear directly from Task Force members. We have included a set of questions designed to guide our discussion below. We have also included an overview of the City's Objectives and Key Activities relating to the Economic Prosperity Strategic Priority Area in the current Strategic Plan.

Please note that your input will be synthesized and remain non-attributable in any reports or presentations we may bring forward. If you have any additional questions or comments, please send them to Stacy Hushion shushion@strategycorp.com or Reema Bazzi at rbazzi@strategycorp.com.

Overview of Economic Prosperity Priorities and Objectives in the City's Current Strategic Plan

The current Strategic Plan outlines three key objectives related to economic prosperity: advancing economic opportunities, attracting new investments, and enabling job creation.

Goals (9)	Transportation and Mobility	City Building	Active, Safe, and Diverse Communities	Environmental Stewardship	Economic Prosperity, Investment in Social Capital	Good Governance	Citizen Experience	Operational Performance	Staff Engagement
Objectives (24)	Improve Local Road Network	Develop the Mackenzie Vaughan Hospital Precinct	Enhance Community Well-Being	Protect and Respect Our Environment	Advance Economic Opportunities	Ensure Transparency and Accountability	Commitment to Citizen Service	Leverage Data-Driven Decision-Making	Empower Staff
	Support Regional Transportation Initiatives	Develop the Vaughan Metropolitan Centre (VMC)	Enrich Our Community	Proactive Environmental Management	Attract New Investments	Commitment to Financial Stewardship and Sustainability (Demonstrate Value for Money)	Transform Services through Technology	Promote Innovation and Continuous Improvement	Develop Leadership
	Advance Active Transportation	Elevate Quality of Life Through City Planning	Maintain Safety in Our Community	Build the Low Carbon Economy and a Resilient City	Enable a Climate for Job Creation				Manage Performance

The current Strategic Plan also includes the following key activities:

- ✓ Develop a Smart City Task Force
- ✓ Develop an Economic Prosperity Task Force
- ✓ Advance Smart City and Technology-led Economic Development Opportunities
- ✓ Mayor and Members of Council to attend the 2019 Trade Mission to Israel organized by the Vaughan Chamber of Commerce
- ✓ Generate alternative revenue sources through City-wide sponsorship, advertising and grants.
- ✓ Attract a post-secondary institution to Vaughan
- ✓ Invest in the Tourism and Accommodation Industry
- ✓ Engage the Vaughan business community and regional partners; strengthen networks and relationships and make business and labour connections to regional and international networks
- ✓ Build economic resiliency in Vaughan's priority sectors through, project and policy development related to key sectors in a post-COVID-19 context (newly added key activity in response to COVID-19)
- ✓ Develop Vaughan as an entrepreneurial and small-business and innovation hub
- ✓ Promote Vaughan's advantages, strategic projects, market opportunities and local businesses in targeted global centres (International Business Development)
- ✓ Promote the development of Vaughan's industrial sectors and business parks
- ✓ Increase Vaughan's Brand Recognition as the place to be (to Think, Start-up, Invest and Visit)
- ✓ Contribute to the development of a complete community in the VMC by improving awareness of the VMC as a premier office and retail business location, activating public spaces through signature events, and setting the stage for a creative and cultural hub
- ✓ 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

Discussion Question

1. What are some opportunity areas that the City of Vaughan should focus on over the next several years as it relates to economic prosperity, and why?