

ECONOMIC PROSPERITY TASK FORCE – FEBRUARY 16, 2022**COMMUNICATIONS****Distributed February 15, 2022**

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Distributed February 16, 2022

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Economic Prosperity Focus Groups

Presented by Maximum City to the Economic Prosperity Task Force

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Agenda

1. Today's Purpose
2. Focus Group Overview & Selection
3. Focus Group Format
4. Questions & Comments

Today's Purpose

Share a draft approach and collect feedback from the Economic Prosperity Task Force on the community engagement process.

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FOCUS GROUPS: **OVERVIEW & SELECTION**

Focus Groups

Overview & Selection

The Economic Prosperity Task Force is working on how the City of Vaughan can improve local economic development strategies among residents, businesses, and other stakeholders.

These focus groups, led by external consultants at Maximum City, are a way to engage more deeply with 3 key groups to better understand Vaughan's challenges and opportunities:

Youth & Recent Graduates

Woman Entrepreneurs

Recent Retirees/Late Career Professionals

Focus Groups

Overview & Selection

Deeper engagement with 3 key stakeholder groups

YOUTH / RECENT
GRADUATES

WOMEN
ENTREPRENEURS

RECENT
RETIREES/ LATE
CAREER

- Validate the established seven opportunity statements
- Find out more about each group's local experience
- Identify strengths, barriers & opportunities

Focus Groups

Overview & Selection

6-8 participants

1.5 hour sessions

online (Zoom)

Selection of participants

- Using a screener survey to determine interest and eligibility of participants
- Questions about ward location (for business/residence), industry sector, and membership/identity in equity-deserving groups are used to strive for a diverse representation of participants within each focus group

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FOCUS GROUPS: **FORMAT**



City of Vaughan Economic Prosperity Focus Group

AGENDA

1. Purpose
2. Rules of Engagement
3. About the Project
4. Opening Question
5. Opportunity Statements
6. Feedback on Opportunity Statements
7. Discussion
8. Engaging with You
9. Next Steps

Focus Group Purpose

Hear from the community to better understand the strengths, challenges and opportunities with respect to working in or starting and owning a business in Vaughan.

Rules of Engagement

- Come with curiosity and an open mind
- Give space and take space
- Balance air time
- Respect is our guide
- We are wiser together
- You are the expert

About the Project:

Overview

The Economic Prosperity Task Force is working on how the City of Vaughan can improve local economic development strategies among residents, businesses, and other stakeholders.

These focus groups, led by external consultants at Maximum City, are a way to engage more deeply with 3 key groups to better understand Vaughan's strengths, challenges and opportunities:

Youth & Recent Graduates

Woman Entrepreneurs

Recent Retirees/Late Career Professionals

About the Project:

Outcomes

- Provide community input to Economic Prosperity Task Force and the City of Vaughan's Economic Development department on challenges and opportunities faced by different local stakeholder groups.
- Inform the development of the next Economic and Cultural Development Business Plan.
- Produce a summary report that is shared with focus group participants and presented to the Economic Prosperity Task Force in April 2022.

Opening Question

Introduce yourself and tell us your
story of being a
[youth/recent graduate]
[woman entrepreneur]
[recent retiree]
in Vaughan.

*What is your origin story or journey to
becoming a student/entrepreneur/retiree?*

Introduction to Opportunity Statements

The Economic Prosperity Task Force worked and consulted to create **7 opportunity statements**.

These opportunity statements (and the actions they recommend) will help inform the development of the next Economic and Cultural Development Business Plan.

Opportunity Statements

COVID-19 Impact

Physical and program infrastructure needs to be in place to help organizations be flexible and adapt to challenges.

Identity

Vaughan is a catalyst for innovation and transformation while providing opportunity for businesses and talent to thrive.

- Diverse population
- Talent with tech and business skills

Built-Form

Leader in manufacturing, construction, and supply-chain/logistics.

- Require flexible commercial, industrial, office, and institutional spaces, as well as community development to connect residents and businesses to support growth.

Opportunity Statements

International Business Development

Vaughan's international approach in key industry sectors can show the world that science, innovation, enriched culture, and prosperity are linked with diversity.

Talent

- Educated and diverse talent pool
- Effective and innovative workforce
- Attracting, mobilizing, and retaining talent is key to Vaughan's economic development

Arts, Culture, & Tourism

Raise awareness of Vaughan's arts, culture and tourism assets and connect economic drivers to engage with these placemaking opportunities.

Small Business & Entrepreneurship

- Small business is the backbone of Vaughan's economy
- Reduce barriers to business startup and growth
- Promote Vaughan as an entrepreneurial hub

Feedback on Opportunity Statements

COVID-19 Impact

Identity

Built-Form

International
Business
Development

Talent

Arts, Culture, &
Tourism

Small Business &
Entrepreneurship

Which of these ideas or areas
resonate with you the most?

Are there ideas or areas missing
from this list?

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Discussion

Join the conversation by using the raise hand emoji or by typing your comment in the chat.

DISCUSSION

Questions for All Groups

1. What do you like about being a [youth/recent graduate] [woman entrepreneur] [recent retiree/late career] in the City of Vaughan? What's working well for you?
2. What are some barriers or roadblocks for you as a [youth/recent graduate] [woman entrepreneur] [recent retiree/late career] in Vaughan?

DISCUSSION

Additional Questions for Youth/Recent Graduates

- What would attract you to working and staying in Vaughan for the next phase of your career?
- What might push you away?
- What supports or services can the City provide to help?

DISCUSSION

Additional Questions for Women Entrepreneurs

- How could the City of Vaughan make it easier to start and operate a business in Vaughan?
- What supports or services can the City provide to help the success or growth of your business?

DISCUSSION

Additional Questions for Recent Retirees/ Late Career Professionals

- What do you see as your main assets to share with the City of Vaughan?
 - e.g. time, mentorship, expertise
- What are some ways that the City of Vaughan can help you to give back to your community?

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Engaging with You

What are the best ways to reach out to you and your peers?

- If online, which method?
(e.g. social media or e-newsletters)
- If in person, which locations?
(e.g. community centres or coffee shops)

Next Steps

Immediate:

- 3 focus groups will take place in March 2022
- Participant recruitment links to be shared with EPTF

After focus groups:

- Report on today's focus group will be shared with you (participant) via email
- Report will be shared with the Economic Prosperity Task Force in April 2022
- Please send any questions or comments to:
info@maximumcity.ca

City of Vaughan Project Lead

Kitty Yung

Smart City Business Program
Economic Development Department
905-832-2281, ext. 8548
kitty.yung@vaughan.ca

Questions & Comments?

Director's Update

February 8, 2022 – CW (2)

- Vaughan Healthcare Centre Precinct – Enabling Next Steps
- Supporting Vaughan's Innovators – Update

February 9, 2022 – CW (WS)

- Advantage Vaughan – Phase 3 of Vaughan's Economic Development Response to COVID-19

Vaughan Healthcare Centre Precinct – Enabling Next Steps, CW (2)

NB: Presentations from Mackenzie Health, York University, ventureLAB

Purpose

To receive Council direction for staff to take next steps in the establishment of a world-class health and healthcare innovation, research, education, and service district at the Vaughan Healthcare Centre Precinct (VHCP) by entering into negotiations for City-owned land adjacent to the Cortellucci Vaughan Hospital with longstanding VHCP partners. This report will also make clear the City of Vaughan's intent to provide partners with support as they advance proposals with other levels of government.

Report Highlights

- The VHCP is a long-standing social and economic priority for the City, started in 2019 with a Memorandum of Understanding (MOU) with York University, Mackenzie Health and ventureLAB to undertake a feasibility study to identify the best use of lands surrounding the site of the Cortellucci Vaughan Hospital
- The VHCP is a transformative city-building project that will generate significant economic and employment impact, including one-time impacts of more than \$755 million in value added to the Canadian economy, opportunities for some 6,300 full-time equivalent employment positions
- The VHCP Advisory Task Force is recommending that the City advance the VHCP by entering into negotiations with Mackenzie Health, York University and ventureLAB for City-owned land at the VHCP

Recommendations

1. That staff be directed to enter negotiations for City-owned land at the Vaughan Health Centre Precinct (VHCP) for:
 - a. York University to maintain “a dedicated facility to provide research, teaching, innovation, community engagement and administrative space at the VHCP. This facility in phase 1 would likely be in the range of 150,000-200,000 square feet in size, to accommodate faculty, students and staff and all related programming.”
 - b. Mackenzie Health to “continue to expand access to services to enable our residents of Vaughan to receive high quality care close to home. Ability to expand outside of current hospital allocated blocks would provide additional capacity for health and regional services.”
 - c. ventureLAB initiatives that can be housed at the future VHCP to “explore the establishment of an innovation centre with VHCP partners to broaden and strengthen Vaughan's entrepreneurial community while driving commercialization at scale.”
2. THAT the recommendations contained in the confidential communication from the City Manager, dated February 3, 2022, be approved; and
3. THAT staff return to a future Committee of the Whole meeting to present the results of negotiation and seek approval for final agreements.

Supporting Vaughan's Innovators – Update and Next Steps, CW (2)

NB: Presentation from ventureLAB

Purpose

This report seeks Council approval to undertake next generation innovation support programming emerging from the lessons of the Vaughan International Commercialization Centre Pilot Project, including enhanced partnerships with ventureLAB and Innovation York.

Report Highlights

- Innovation is a key emerging opportunity in Vaughan's economy as growth in the technology sector has a significant multiplier effect on the broader economy
- Innovation support organizations with a physical presence in Vaughan are critical for catalyzing and retaining economic growth
- In 2015 Council endorsed a pilot of the Vaughan International Commercialization Centre (VICC) to grow innovation support services for businesses in Vaughan
- Building on the decentralized model explored by the VICC, Economic Development should advance the next generation of support for the innovation sector by expanding partnerships with partners such as ventureLAB and Innovation York
- Enhanced partnerships with existing innovation partners should focus on anchoring these organizations in Vaughan and positioning Vaughan's innovation economy for success by strengthening its position within the region as a hub for entrepreneurship and innovation
- ventureLAB is the provincially-designated Regional Innovation Centre (RIC) for Vaughan and York Region, supported by the Regional Municipality of York and Ministry of Economic Development, Job Creation and Trade (MEDJCT) to enable Vaughan's innovators

Recommendations

1. THAT Council receive this report and end the Vaughan International Commercialization Centre (VICC) pilot programs;
2. THAT Council endorse a renewed ventureLAB partnership including a future (2024-26) operating budget request;
3. THAT Council direct staff to work with York University (Innovation York) to explore a YSpace facility in Vaughan; and
4. THAT this report be forwarded to the Economic Prosperity Task Force.

2021 VAUGHAN-RAMLA SUMMIT: DEVELOPING A CULTURAL PARTNERSHIP ACTION PLAN, CW (2)

Purpose

This report aims to advance the development of a Cultural Partnership Action Plan between Vaughan and Ramla, Israel.

Report Highlights

- In May 2019, Vaughan Council approved the new Cultural and Economic Partnerships Corporate Policy to advance Vaughan's commitment to international partnerships with global cities and organizations.
- On Nov. 24, 2019, during the Israel Business Mission, Mayor Bevilacqua and Mayor Vidal signed an MOU to advance shared cultural opportunities and experiences between both cities, consistent with the Cultural and Economic Partnerships Corporate Policy.
- On Nov. 23, 2021, Mayor Bevilacqua, in partnership with Mayor Vidal, chaired a virtual summit between Vaughan and Ramla. Summit discussion included developing ideas, objectives and deliverables that will make up the Cultural Partnership Action Plan.
- City staff are working towards a new four-year Vaughan-Ramla Cultural Partnership Action Plan for presentation to Council in 2023 for approval.

Recommendations

1. That this report be forwarded for information to both the Economic Prosperity Task Force and the Tourism Vaughan Board of Directors.
2. That staff work with counterparts in Ramla, Israel, the Israeli Consul General in Toronto, and other relevant stakeholders to develop a Vaughan-Ramla Cultural Partnership Action Plan, provide ongoing updates to Council and present a final version to Council for approval in 2023.
3. That staff provide updates to Council on the development of the Vaughan-Ramla Cultural Partnership Action Plan as requested.

Advantage Vaughan: Phase 3 of Vaughan's Economic Development Response to COVID-19, CW (WS)

Purpose

For Council to endorse the economic development initiatives outlined in the Advantage Vaughan Plan as part of ongoing efforts to support existing businesses, enhance residents' skillsets, and safeguard the local economy in response to COVID-19.

Report Highlights

- Advantage Vaughan is Phase 3 of the City's economic development efforts to respond to COVID-19. It builds off Phase 1: the Vaughan Business Action Plan (March 2020) and Phase 2: the Vaughan Business Resilience Plan (June 2020).
- The plan is funded through the Council-approved 2022 Budget and draws from an up to \$300,000 capital fund, formerly the Economic Prosperity and Social Capital marketing fund, for targeted economic support.
- Advantage Vaughan will:
 - Provide additional funding to programs led by the Vaughan Business and Entrepreneurship Centre (VBEC) to deliver training, mentorship and micro-grants for local entrepreneurs;
 - Create a new Talent City Vaughan program to support organizations providing opportunities for residents, and vulnerable groups, to enhance their skillsets; and
 - Provide additional funding to Recreation Services' Fairs and Festivals Support Program to help strengthen in-person events when it is safe to hold them.
- Leveraging the resources of the new Office of Communications and Economic Development, these programs will further accelerate strategic communications, marketing and promotional efforts to Economic Development department clients about the advantages of doing business in Vaughan.

Advantage Vaughan: Phase 3 of Vaughan's Economic Development Response to COVID-19, CW (WS)

Recommendations

1. THAT Council approve the pilot Advantage Vaughan economic development programs as presented in this report;
2. THAT Council approves the allocation of funds from the Economic and Business Recovery Program approved as part of the 2022 Budget to the programs outlined in this report;
3. THAT the Director, Economic Development, (or designate) be authorized to execute agreements, as required, during the 2022–2023 time frame related to awarding grants and/or sponsorship funding to eligible individuals and organizations through the Talent City Vaughan program outlined in this report;
4. THAT Council directs the Economic Prosperity Task Force to establish a panel of three members from the existing Task Force to adjudicate Talent City Vaughan applications;
5. THAT agreements shall be in a form satisfactory to the City Solicitor (or designate), and the content shall be satisfactory to the Chief, Communications and Economic Development (or designate);
6. THAT staff report results of the pilot programs to Council in the first quarter of 2023 with recommendations about potential future programs; and
7. THAT Council instructs the Tourism Vaughan Corporation (TVC) Board of Directors to assign the Tourism Vaughan Advisory Committee the task of developing and reporting ideas, no later than May, 2022, to use TVC business and destination development resources to animate the City in 2022.



Looking Ahead: March

- Small Business and Entrepreneurship Services Update
- Tourism Vaughan Action Plan 2022
- Canada Community Revitalization Funding
- VMC Assembly Park Container Program Public Art Plan Update

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Thank You

Q&A



**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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OTTAWA, ONTARIO K1P 1J9
613-231-2630

145 KING STREET EAST, 2ND FLOOR
TORONTO, ONTARIO M5C 2Y7
416-864-7112

● ● ● STRATEGYCORN.COM

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?

Communication C4
Item 5
EPTF
February 16, 2022

Communications Update from the Office of Communications and Economic Development

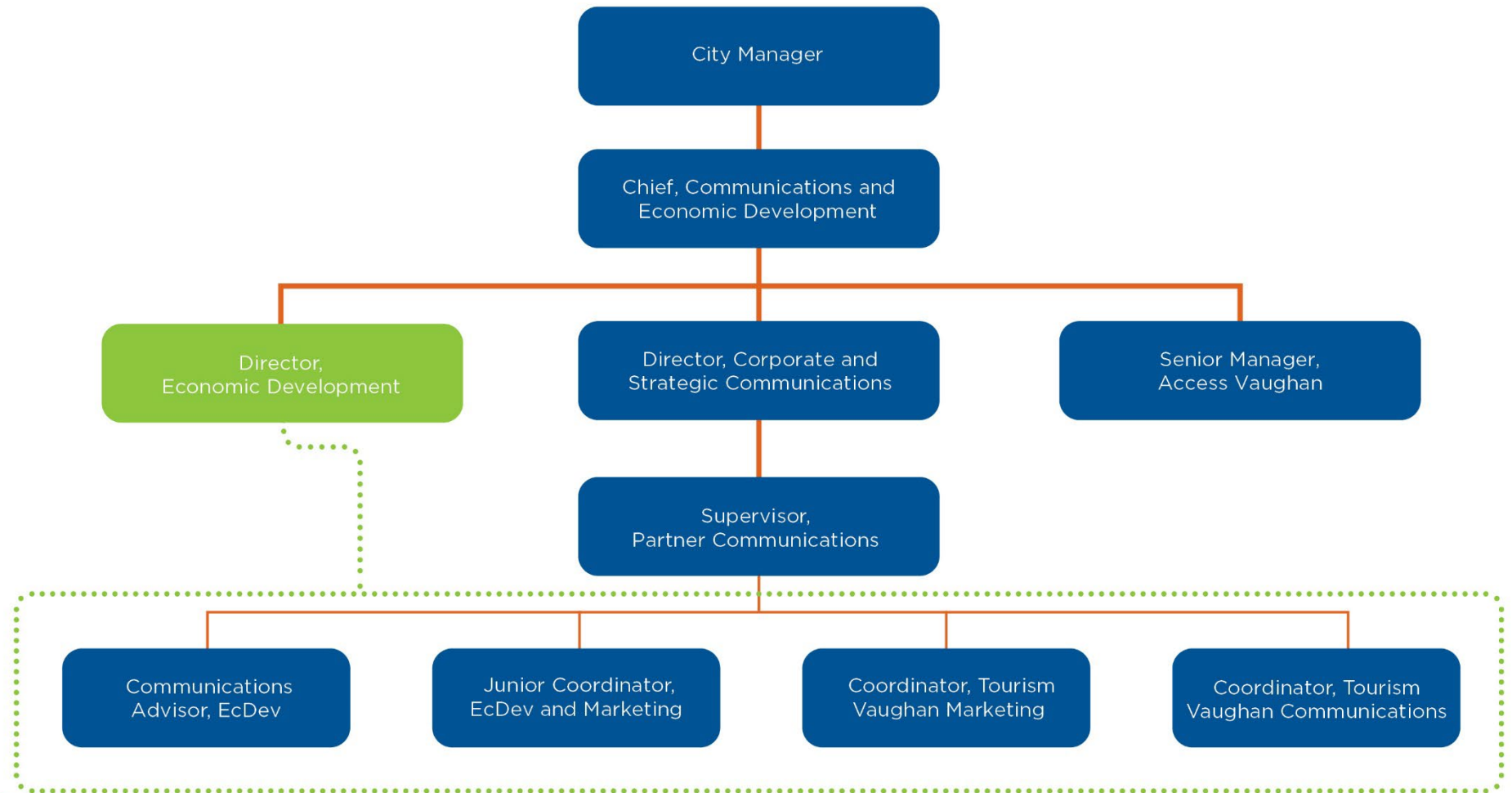
Economic Prosperity Task Force
Wednesday, Feb. 16, 2022





“To overwhelm the public, businesses, stakeholders and Council with information that delivers extraordinary customer service, enhances the citizen experience and provides opportunities.”

Office of Communications and Economic Development





63,000
daily Impressions and more than
23 MILLION

Impressions annually on the
City's Digital Sign Network

1.9
MILLION
visits annually
to vaughan.ca

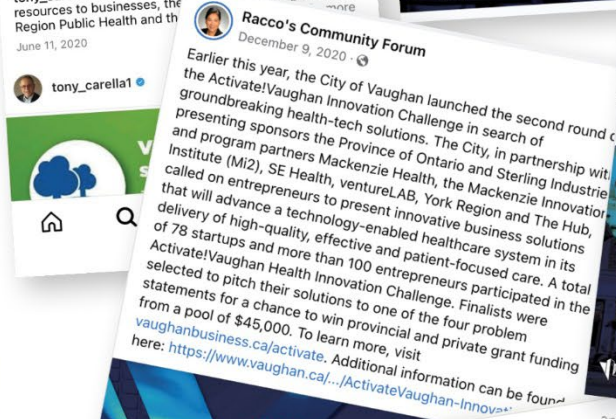
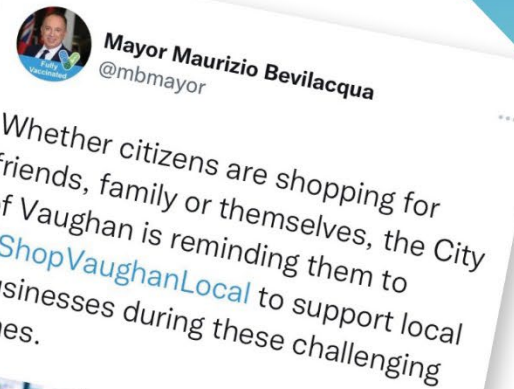
62,150
followers across corporate
social media platforms

11.9
BILLION
potential reach or
impressions


\$110
MILLION
Ad Value Equivalency

Approximately
350
business and tourism-specific
communications products issued
since March 2020









Support and resources for Vaughan businesses

The City's Economic Development team is here to help!


VAUGHAN



Vaughan supports local businesses throughout COVID-19

Visit vaughanbusiness.ca to tap into Economic Development's many services

VAUGHAN **vaughan** ECONOMIC DEVELOPMENT vaughanbusiness.ca



Enhance your business with Vaughan Public Libraries

Discover resources available for all businesses and entrepreneurs

vaughanbusiness.ca

VAUGHAN **Vaughan Public Libraries** **vaughan** ECONOMIC DEVELOPMENT



Building Resilience in Times of Change: When to Iterate vs. Pivot

vaughanbusiness.ca/events



Get set up for success with Vaughan!

The City's virtual business planning series for entrepreneurs continues

VAUGHAN **vaughan** ECONOMIC DEVELOPMENT vaughanbusiness.ca/events



Business and Entrepreneurship workshops

vaughanbusiness.ca/events

VAUGHAN **vaughan** ECONOMIC & CULTURAL DEVELOPMENT

Communications Update from the Office of Communications and Economic Development

Economic Prosperity Task Force
Wednesday, Feb. 16, 2022

