

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 15, 2022**

Item 3, Report No. 6, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on February 15, 2022.

#### **3. SUPPORTING VAUGHAN'S INNOVATORS – UPDATE AND NEXT STEPS**

**The Committee of the Whole recommends:**

- 1. That the recommendations contained in the following report of the City Manager, dated February 8, 2022, be approved; and**
- 2. That the presentation by Matt Skynner, Chief Operating Officer, ventureLAB, Steeles Avenue East, Markham, and Communication C5, entitled “*ventureLAB*”, dated February 8, 2022, be received.**

#### **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.

## Committee of the Whole (2) Report

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**DATE:** Tuesday, February 8, 2022

**WARD(S):** ALL

**TITLE:** SUPPORTING VAUGHAN'S INNOVATORS – UPDATE AND NEXT STEPS

**FROM:**

Nick Spensieri, City Manager

**ACTION:** DECISION

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### **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

### **Report Highlights continued**

- 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.

### **Background**

#### The Innovation Economy

***Vaughan is at the heart of York Region's innovation economy and innovation is a key emerging cluster in Vaughan's economy.***

There is an opportunity for Economic Development to support economic recovery and catalyze economic growth by providing targeted support for businesses in high-growth industries such as health technology, life sciences, clean technology, software and services, and technology hardware.

York Region is Canada's most dense tech hub, with 4 tech companies per 1,000 residents, and has the highest concentration of tech workforce in the Toronto-Waterloo corridor.<sup>1</sup> Vaughan is at the heart of York Region's innovation economy, linking the Cortelluci Vaughan Hospital to Canada's top universities and Toronto's renowned research hospitals.

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<sup>1</sup> Statistics Canada, Canadian Business Counts December 2020.

The Information & Communications Technology (ICT) sector in Vaughan is more than 1,200 companies strong and employs more than 6,400 people.<sup>2</sup> Vaughan ranks ahead of major international cities, including London, Oslo and Riyadh for new patents filed. There is significant opportunity to grow Vaughan's economy and to create jobs by enhancing the support and resources available to emerging companies in the tech and innovation sector.

***Growth in the technology and innovation sectors can drive economic growth and job creation within Vaughan's established sectors, such as manufacturing, logistics and construction, by producing innovative solutions that enhance productivity.***

The technology sector produces solutions which enhance productivity and economic output in other industries, leading to a multiplying effect on the rest of the economy. The technology sector in Canada is also creating more jobs than the rest of the economy. Companies involved in computer systems design have added nearly 90,000 jobs since 2009 — three times as many as the entire vehicle manufacturing and auto-parts sectors. In Ontario, GDP in the software industry has expanded six times faster than the overall economy.<sup>3</sup>

A main driver for significant investments in local innovation economies by other municipalities and regions is the understanding that job creation often happens in clusters. Not only do innovative industries bring “good jobs” and high salaries to the communities where they cluster, but they also generate additional economic activity in other sectors.

***Growth in the technology sector has a significant multiplier effect on the broader economy.***

Studies of the multiplier effects in the United States reveal that for each new high-tech job in a city, five additional local jobs are created outside of high-tech sector, both in skilled occupations (such as professional services and healthcare) and in unskilled occupations (such as retail and food services). Growth of the innovation sector has a disproportionate effect on the economy of local communities. Most sectors have a multiplier effect, but the innovation sector has the largest multiplier of all: about three times larger than that of manufacturing.<sup>4</sup> Investments in the innovation economy not

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<sup>2</sup> Statistics Canada, Canadian Business Counts December 2020.

<sup>3</sup> Report: The Post-Viral Pivot: How Canada's Tech Startups Can Drive the Recovery from COVID-19, *Innovation Economy Council*, April 2020.

<sup>4</sup> The Multiplier Effect of Innovation Jobs, *MIT Sloan Management Review*, June 2012

only ensure long-term competitiveness of the local tech sector, but also produce significant economic growth across the local economy.

For Vaughan to continue its transition from a suburban to urban centre, it is important that Economic Development build local capacity to support emerging sectors within the local economy. Developing and expanding relationships with key innovation partners will help the City generate and retain economic benefits by enhancing support available to local SMEs.

### The Vaughan International Commercialization Centre (VICC)

***Economic Development has undertaken a concerted effort to catalyze the growth of Vaughan's innovation economy by supporting small and medium-sized enterprises in commercializing new solutions, earlier through the creation of the Vaughan International Commercialization Centre (VICC) in 2015.***

In June 2015, in response to Council's request for an assessment of the viability of an innovation facility in Vaughan, Economic Development presented a proposal for the Vaughan International Commercialization Centre, branded the VICC. The purpose of the VICC was to assist small and medium-sized enterprises (SMEs) localize international technologies to create and commercialize new, innovative products in addition to assisting local companies with the expertise required to modify or adapt their products for international export.

The vision behind the VICC was to build a leading business innovation support network focused on increasing export activity, increasing foreign investment, and creating jobs. It would accomplish these goals through unique programming and by centralizing the programs, services and resources that businesses need to commercialize products, enter new markets, and achieve growth.

Based on extensive research and consultations with over a hundred stakeholders and business leaders, Economic Development concluded that Vaughan was in need of an international commercialization centre to leverage opportunities emerging from the Vaughan Metropolitan Centre (VMC), catalyze growth and innovation in key sectors and strengthen international business connections with markets abroad.

***The VICC adopted a decentralized operational model which saw it leverage and deepen partnerships with existing innovation partners, including ventureLAB, YSpace at York University, and YEDI, to deliver high-quality programming and support to local clients.***

The VICC sought to address real market needs—market reach, innovation and funding challenges— through its programming, which includes market research, training, mentor

services, match-making, soft-landing networks, technology access support, and verification site networks. However, rather than dedicate staff to building these programs, the VICC adopted a decentralized operational model by leveraging existing public and private services. The VICC acted as a portal or conduit to knowledge and programs provided by its partner organizations, business communities, and other innovation facilities. A VICC client interested in obtaining legal assistance, research support, or advice from mentors, for example, would approach the VICC and the VICC would facilitate the client's access to these resources through its established networks, industry directories, and approved list of service providers.

In adopting this decentralized approach, the VICC resulted in Economic Development deepening and expanding partnerships with local innovation partners, including ventureLAB, YSpace, the York Entrepreneurship Development Institute (YEDI), the Centre for Social Innovation (CSI) and others to deliver high-quality support and programming to local clients. Since 2015, Economic Development has collaborated with these partners to enhance local access to expert advisory services, ecosystem leading entrepreneurship programming, international trade and commercialization support, match-making services and fundraising support. Through formalized partnerships with innovation centres such as ventureLAB and Yspace, Economic Development has secured specialized programming and services delivered by these partners and tailored to the opportunities and needs of the Vaughan business community.

#### Innovation Partnerships

#### ***Building on existing partnerships with Innovation York could catalyze innovation and growth in the technology, smart city and food manufacturing.***

Economic Development's partnership with Yspace and Innovation York offers virtual programs and services to startups through its accelerator hub, YSpace, which has a physical location in Markham. This program supports companies across sectors, but provides specialized support to early-stage technology companies through a Venture Catalyst program and to food and beverage companies through the York Region Food Accelerator program.

Through this partnership, YSpace provides virtual seminars and workshops, ideation sessions and one-on-one mentorship to Vaughan-based companies. Economic Development is also working with Innovation York and the City of Vaughan's Public Works portfolio to design and deliver programming that will catalyze civic innovation in the smart city space by providing entrepreneurs with access to opportunities, mentorship and support to commercialize cutting-edge smart city solutions.

***Economic Development can build on its existing partnership with ventureLAB to enhance programs and services for Vaughan-based innovators and to leverage synergies with the Vaughan Healthcare Centre Precinct (VHCP).***

Economic Development has developed a similar partnership with ventureLAB to provide virtual programs and services, as well as to increase exposure for the City of Vaughan at sector-specific conferences and events and to partner on marketing and communications activities to elevate the profile of the City of Vaughan's innovation economy. ventureLAB is the designated Regional Innovation Centre (RIC) for York Region, and receives support from the Regional Municipality of York and the Ministry of Economic Development, Job Creation and Trade (MEDJCT).

ventureLAB is currently engaged with 35 Vaughan-based tech and innovation companies that employ a total of more than 200 employees. Since 2019, the number of people employed by ventureLAB's Advanced Manufacturing clients increased by 230%.

To increase the access of ventureLAB's Vaughan-based clients to programs and services, Economic Development facilitated a partnership between ventureLAB and Vaughan Public Libraries (VPL) to create a dedicated ventureLAB space in the Pierre Berton Resource Library. The space opened in Fall 2021 and helps address challenges that startups face in finding affordable office space in Vaughan given the shortage of coworking spaces and innovation hubs in the city.

ventureLAB is also a member of the Vaughan Healthcare Partnership (VHP) which is working to develop the Vaughan Healthcare Centre Precinct (VHCP) into an epicentre for excellence in healthcare and health technology. An expanded partnership with ventureLAB should focus on anchoring a ventureLAB presence within the future precinct to catalyze innovation in health and medical technology.

***Economic Development should expand its work with innovation partners to anchor assets in Vaughan and position Vaughan's innovation economy for success.***

ECD has developed strong and growing relationships with ventureLAB and Innovation York and has secured agreements with these partners to provide virtual services to Vaughan-based innovators, however these services are not established on the ground in Vaughan. There is an opportunity to cement the City of Vaughan's place along the innovation corridor by creating physical assets to incubate and catalyze emerging companies in Vaughan.

***Economic Development has supported several innovative companies that have leveraged assets along the GTA's Innovation Corridor. Further cementing innovation supports in Vaughan is critical for retaining economic growth.***

By increasing Vaughan's key innovation institutions, the City will help its emerging innovation cluster grow. The City can leverage its prime location along the innovation corridor connected by the subway from the VMC, York University, University of Toronto, MaRS Discovery District, the University Health Network, and Ryerson University.

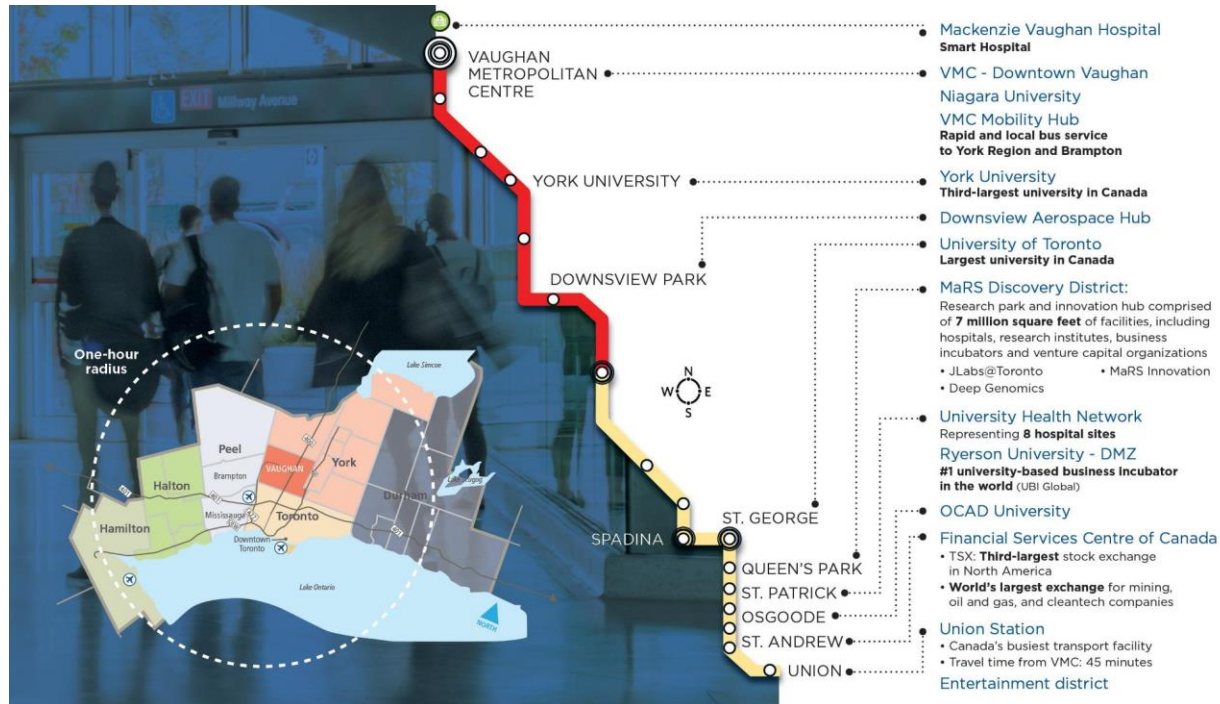


Figure 1: The GTA's Innovation Corridor

Economic Development has provided business advisory services to many early-stage technology companies. These ventures have since migrated down the innovation corridor to established innovation spaces, such as the Ryerson DMZ and MaRS Discovery District in Toronto, YSpace in Markham and Communitech in Waterloo. For example:

- Rainstick Shower - a winner of the Activate!Vaughan Sustainable Transformation Challenge, graduated from Vaughan ECD programming and joined Communitech's technology hub in Waterloo, where they have since expanded to U.S. and European markets;
- Treasured - a Vaughan Starter Company Plus alumnus originally started in the Civic Centre Resource Library, has since become a member of YSpace in Markham and was recently featured in the New York Times; and



- Able Innovations - Economic Development was the first public sector organization to grant funding to Able Innovations. This innovative medical device company has since joined accelerator hubs in Kitchener, Markham and Toronto.

***To retain businesses in Vaughan, Economic Development partners with leading regional organizations, ventureLAB and Innovation York, supporting these industries to establish Vaughan-based innovation hubs.***

These innovation sites will contribute to economic growth in the future sectors and will also ensure that Vaughan retains these innovators within the city. Economic Development would also leverage current partnerships with ventureLAB and York University, including developing the Vaughan Healthcare Centre Precinct and York University's recent announcement regarding its intention to establish a School of Medicine in Vaughan to support deeper collaboration expanded resources for SMEs.

### **Previous Reports/Authority**

[REGIONAL INNOVATION CENTRE \(VENTURELAB\) UPDATE – Committee of the Whole, Tuesday, May 07, 2019](#)

[VAUGHAN INTERNATIONAL COMMERCIALIZATION CENTRE \(VICC\) – Extract from Council Meeting Minutes of June 23, 2015 - Item 2, Report No. 28,](#)

### **Analysis and Options**

***Economic Development should renew and expand its partnership with ventureLAB to create physical offices in Vaughan, including a presence at the future Vaughan Healthcare Centre Precinct.***

Economic Development is proposing a renewed partnership with ventureLAB, through which ventureLAB has provided general advisory services, workshops and programs to innovation entrepreneurs on a virtual basis, and through which ventureLAB has established a small pilot workspace in the Pierre Berton Resource Library. An expanded partnership from 2022-2026 would see ventureLAB establish a larger physical presence in the City of Vaughan, such as by creating a new innovation space in Vaughan or a physical presence at the Vaughan Healthcare Centre Precinct, and by further activating the VPL space with programming and services.

An expanded partnership for 2022-2026 would see the City pay to ventureLAB the sum of \$505,000 in accordance with the payment schedule set out below:

Year	Payment
2022	\$55,000
2023	\$75,000
2024	\$100,000
2025	\$125,000
2026	\$150,000

Through an annual report to Council, ventureLAB would report on progress on the following partnership objectives:

1. Contribute to the Diversification and Competitiveness of Vaughan's Economy by building capacity for clusters in Health and Advanced Manufacturing;
2. Establish a ventureLAB facility in Vaughan; and
3. Promote and profile Vaughan as a hub for entrepreneurship.

***Economic Development should also work with Innovation York to land a YSpace location in Vaughan, building off collaboration and opportunity in the Healthcare Precinct and opportunities in the Smart City sector.***

ECD would also expand on the current partnership with Innovation York to establish a YSpace location in Vaughan. Innovation York currently provides virtual services and programming to early-stage technology entrepreneurs and to scaling food and beverage entrepreneurs through programs like Venture Catalyst and the York Region Food Accelerator.

Economic Development is also currently exploring partnership opportunities between Innovation York and the City of Vaughan's Public Works portfolio that would see Innovation York leverage Mitacs funding opportunities and Yspace programming to engage faculty, researchers and students to develop new smart city solutions.

A physical innovation space would exist to catalyze innovation by providing Vaughan-first support to SMEs in existing program areas like tech and food and beverage, and could also provide support to other emerging sectors such as health technology and Smart City.

Early visioning with Innovation York yielded the following purpose statement to drive an enhanced partnership:

"YSpace Vaughan will be a thriving life cycle entrepreneurial incubator with a focus on the IoT industry, ranging from smart cities, retail, digital, and supply chain, located in the

Vaughan Metropolitan Centre. YSpace Vaughan will bring together thought leaders from academia, industry, and startups to foster collaboration and the development of innovation within high growth and emerging IoT markets, and further support the creation and growth of start-up ventures. By fusing mentorship, education, talent development and seed funding for prototyping, we will be a multi-directional pipeline for prototype development, testing, and technology acquisition with York University and the City of Vaughan. The combination of collaboration and support for both early stage as well as scaling ventures will position YSpace Vaughan and the City of Vaughan as a desirable destination for industry, innovators, and entrepreneurs within the IoT industry.”<sup>5</sup>

***Economic Development will also explore new partnerships with other innovation stakeholders in the regional ecosystem to enhance support for specific subsectors of the innovation economy and to target specific strategic objectives related to catalyzing the local innovation economy.***

Economic Development could also look to establish partnerships with other prominent stakeholders in the innovation ecosystem. For example:

- Economic Development could strengthen ties with the Mackenzie Innovation Institute (Mi<sup>2</sup>), Mackenzie Health’s innovation arm, to provide innovation support to emerging health technology companies and to harness the full potential of the Vaughan Healthcare Centre Precinct.
- Economic Development could also establish partnerships with new or existing innovation stakeholders to develop soft-landing programs to attract and support international technology companies in Vaughan.
- To support the social innovation sector, Economic Development could partner with the Centre for Social Innovation or other stakeholders to create social enterprise programs and services where none currently exist in York Region.

In expanding support for Vaughan’s innovators, Economic Development should remain flexible and open to partnerships with other emerging and established innovation partners to enhance tailored support for specific subsectors and to advance programs and services with narrow and specified strategic objectives.

## **Financial Impact**

Currently, the only financial impact of expanding Economic Development’s innovation partnerships involved the final three years of the proposed ventureLAB partnership.

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<sup>5</sup> Yspace Vaughan Vision Presentation Deck, September 27, 2021

Payments for 2022 and 2023 would be covered under existing MEDJCT payments in the Small Business and Entrepreneurship reserves. To cover the cost of the 2024-2026 payments, Economic Development will submit an ARR through the City's budget process.

## **Broader Regional Impacts/Considerations**

***Securing new innovation assets would strengthen Vaughan's position as a hub for innovation within both York Region, and the broader GTHA region, and would connect Vaughan's innovators to opportunities along the innovation corridor from Vaughan to Toronto.***

Currently, the City of Toronto is a major lightning rod for economic activity in the innovation sector. Established assets along Toronto's innovation corridor, include the MaRS Discovery District, Ryerson DMZ, Creative Destruction Lab, many of Canada's top universities and major research hospitals such as those within the University Health Network.

The City of Toronto enables innovation by partnering with over 70 incubators, accelerators and co-working spaces that offer support to SMEs not only in tech, but a range of sectors including manufacturing, food production, and creative industries.<sup>6</sup> There are significant opportunities to leverage Vaughan's transportation networks to link Vaughan-based innovation assets to Toronto's innovation ecosystem and to attract innovators to Vaughan.

Many other municipalities in the GTHA are also making significant investments in assets to support the innovation sector, ultimately creating new business and high-skilled jobs and building talent pipelines. Both the City of Brampton and the Town of Innisfil have partnered with Ryerson University to establish accelerators in their jurisdictions. The City of Markham partnered with York University to establish YSpace, a physical incubator that supports growth ready tech and food ventures. The Town of Georgina recently announced that will also become home to a YSpace location designed primarily to support innovation in the hospitality and tourism sector.

Investments in expanded partnerships and physical presences for Vaughan's innovation partners would help Vaughan remain competitive relative to other hubs in the Region.

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<sup>6</sup> Report: Advancing a New Culture of Innovation and Partnership, City of Toronto, January 9, 2020.

***Expanded innovation programs and services in Vaughan would leverage investments and strengths from across the regional ecosystem.***

Finally, York Region's Economic Development Action Plan prioritizes innovation hubs. York Region has a \$1.5 million dollar Innovation Investment Fund to support innovation capacity-building initiatives and major transformational projects of regional, provincial or national significance. Eligible projects include new post-secondary training and research facilities, research institutes, centres of excellence and infrastructure projects directly related to development and utilization of new technologies. The fund promotes partnership and collaboration among public sector partners and helps the Region secure key innovation assets by supplementing investments made by other parties.<sup>7</sup>

Vaughan's innovation assets would operate as part of the broader regional ecosystem, leveraging regional strengths and strengthening ties to other partners and hubs.

## **Conclusion**

As Economic Development continues to deploy strategies for catalyzing the growth of the innovation sector in Vaughan, there are new opportunities to advance 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.

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

**For more information**, please contact: Julie Flesch, Economic Development Officer, ext. 8893.

## **Attachments**

1. Economic Development 2020-2023 Strategic Business Plan
2. YSpace Vaughan Vision

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<sup>7</sup> York Region Economic Development Action Plan 2020-2023, York Region.

**Prepared by**

Julie Flesch, Economic Development Officer, ext. 8893.

Raphael Costs, Director, Economic Development, ext. 8891.

Michael Genova, Chief, Communications and Economic Development, ext. 8027.

**Approved by**

A handwritten signature in black ink, appearing to read 'Nick Spensieri', with a long horizontal line extending to the right.

Nick Spensieri, City Manager



# ECONOMIC AND CULTURAL DEVELOPMENT DEPARTMENT

## STRATEGIC BUSINESS PLAN 2020-2023



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# The Team



## Department Overview

Economic and Cultural Development

Municipal Partnerships

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.

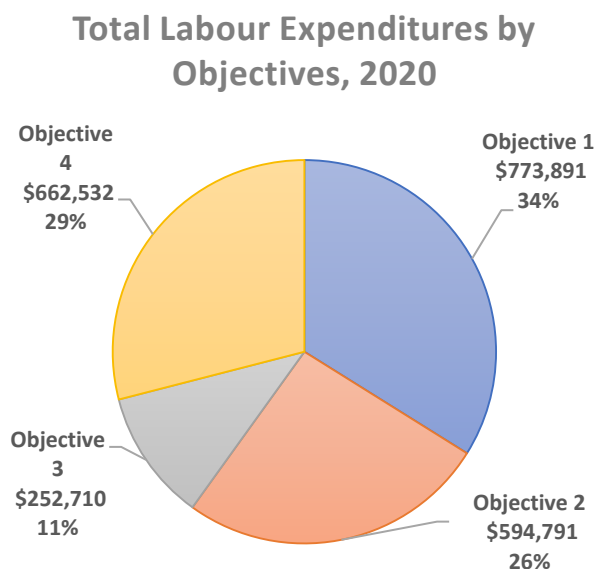
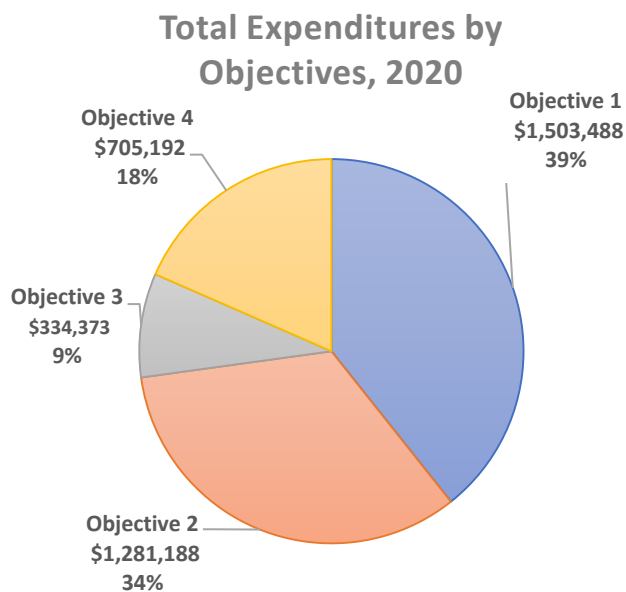
### DESIRED OUTCOMES

- 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

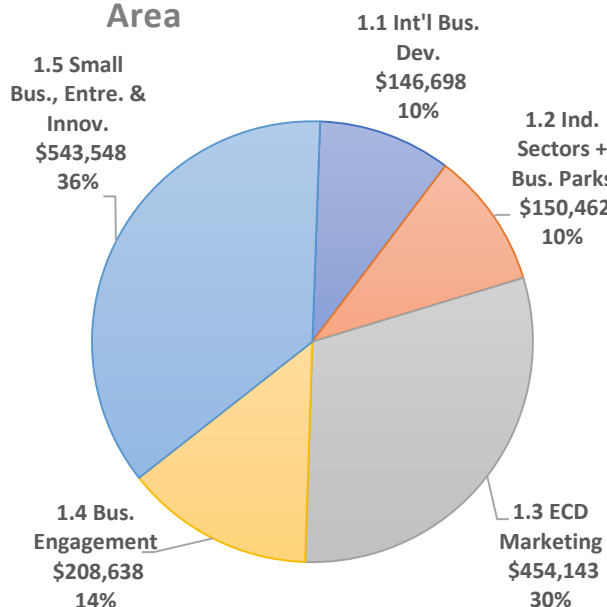
- 1.1 Promote Vaughan's advantages, strategic projects, market opportunities and local businesses to targeted global centers (International Business Development).
- 1.2 Promote the development of Vaughan's industrial sectors and business parks.
- 1.3 Increase Vaughan's brand recognition as the Place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

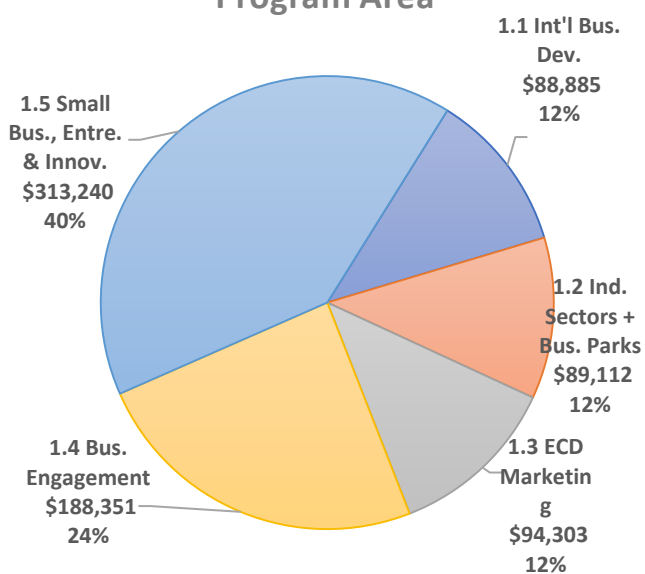
**Total Expenditure: \$1,500,488**

**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.

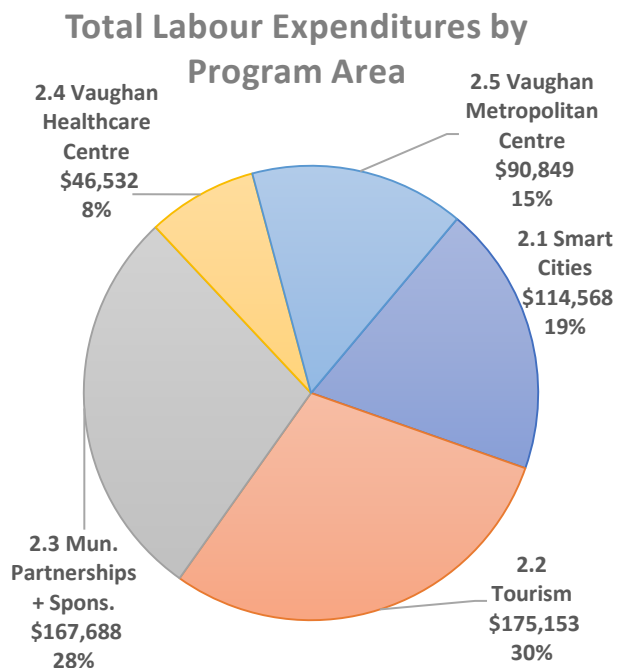
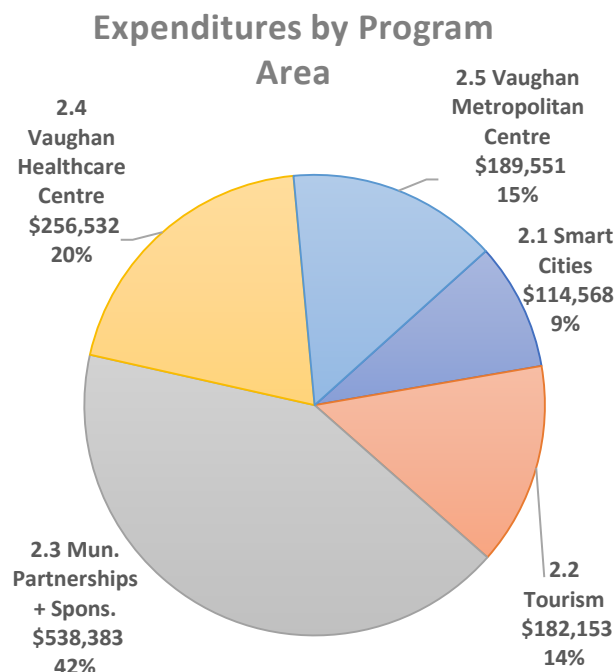
### Program Areas

- 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

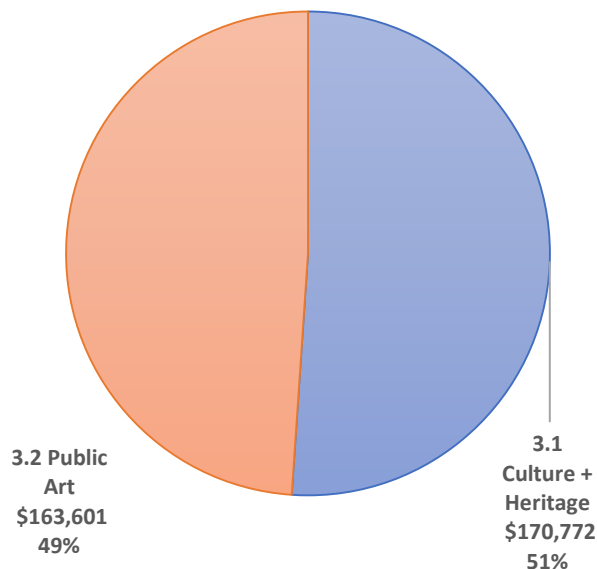
- 3.1 Develop creative and cultural amenities and nurture community engagement.
- 3.2 Increase public art awareness and develop community public art place-making.

### Financial Summary

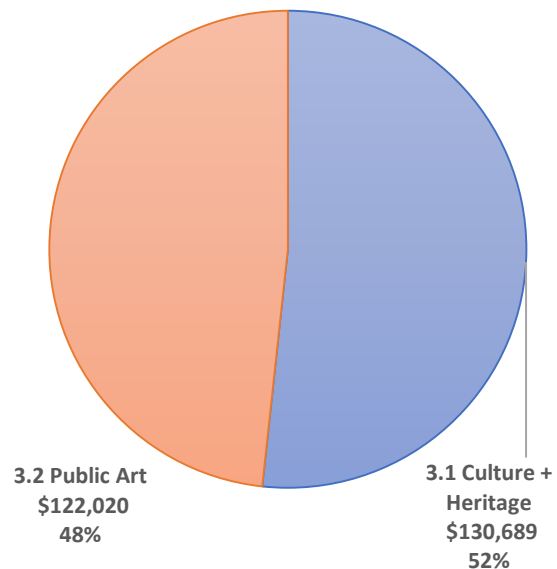
**Total Expenditures:** **\$334,373**

**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
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										
<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*.



**YSpace Vaughan** will be a smart city capacity centre and a thriving life cycle entrepreneurial incubator with a focus on the IoT industry, ranging from smart cities, retail, digital, and supply chain, located in the Vaughan Metropolitan Centre. YSpace Vaughan will bring together thought leaders from academia, industry, and start-ups to foster collaboration and the development of innovation within the high growth and emerging IoT markets, and further support the creation and growth of start-up ventures. By fusing mentorship, education, talent development and seed funding for prototyping, we will be a multi-directional pipeline for prototype development, testing, and technology acquisition with York University and the City of Vaughan. The combination of collaboration and support for both early stage as well as scaling ventures will position YSpace Vaughan and the City of Vaughan as a desirable destination for industry, innovators, and entrepreneurs within the IoT industry.