

## **ECONOMIC DEVELOPMENT COMMITTEE – JUNE 21, 2010**

### **KLEINBURG ECONOMIC DEVELOPMENT STRATEGY**

#### **Recommendation**

The Director of Economic Development, in consultation with the City Manager, recommends that this report be received for information.

#### **Contribution to Sustainability**

Green Directions Vaughan embraces a *Sustainability First* principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. Under this definition then, activities related to attracting and retaining business investments contributes to the economic vitality of the City.

#### **Economic Impact**

All costs associated with the preparation of the Kleinburg Economic Development Strategy were approved through the capital budget process.

#### **Communications Plan**

The communication process for the Kleinburg Economic Development strategy began with a letter to the Kleinburg BIA outlining the Strategy process (Attachment A). In addition to the consultations and interviews that will occur throughout the study process, broad communication of the KEDS process, findings, presentation materials and background reports related to the Study will be routinely posted on the Economic Development website. The final report will be presented to Council and distributed in hard copy format. In addition, an electronic copy in pdf format will be posted to the Economic Development Department's website.

#### **Purpose**

To provide the members of the Economic Development Committee and Council an overview of the Kleinburg Economic Development Strategy RFP and process.

#### **Background - Analysis and Options**

The downtown or main street area is the heart and soul of a community. It represents the origins of the community and the ongoing expression of local community development and public life. These areas are rich in architectural heritage and are usually the first place our forefathers sought to live, shop, celebrate, worship, and entertain.

However, downtown/village core areas have gone through profound economic changes in recent decades due to shifts in shopping and purchasing patterns. As well, businesses have resisted change when the market changed and the downtown/main street generally is no longer seen as "the destination" for shopping, dining, entertainment, or every day needs.

Based on findings of the Kleinburg-Nashville Heritage Conservation District Study and Plan and the Kleinburg Core Area Study, the Kleinburg-Nashville Focus Area Review (Secondary Plan) more clearly defines policies related to appropriate land use definitions, permitted uses, development standards, and the scale and massing of buildings for the Mainstreet Commercial and Core Area of Kleinburg.

The very successful Mainstreet approach to revitalization used in small Canadian and American towns involves four key elements: community engagement and collaboration, physical design, enhanced built and natural environment, marketing and communications, and economic development.

The consulting professionals retained by the Economic Development Department of the City of Vaughan will research and develop a strategy which will create a vibrant, Mainstreet Commercial and Core Area in Kleinburg through the attraction, retention and development, and promotion of businesses as per uses outlined in the Official Plan. This strategy will provide guidance to local community groups, such as the Kleinburg Business Improvement Association (KBIA) and Kleinburg & Area Ratepayers Association (KARA) and detail the appropriate business mix and potential action steps to make Kleinburg “the destination village” in the Greater Toronto Area for people to live, shop, and visit.

### Components of the Study

Analyze historical and current economic sector mix, reviewing:

- Ownership/leadership capacity
- Level of tourism attraction
- Business life cycles

Define the market characteristics.

- Residential profile, needs, and wants analysis
- Visitor profile, needs, and wants analysis
- Competitive influences
- Expenditure and shopping patterns

Inventory of the business mix in Kleinburg Mainstreet Commercial and Kleinburg Core Area,

- Existing businesses (with business activity description and categorization into the NAIC system)
- Future development projects such as the Pierre Burton Artifacts/Museum
- Attractions (such as the McMichael Canadian Art Collection and Doctor’s House)
- Festivals and events

Assess strengths, weaknesses, opportunities, and threats (SWOT) facing Kleinburg:

- Current business stakeholder performance
- Loss of village/historical character
- Competitive factors
- Cost of doing business
- Stakeholder and community cooperation
- Permitted uses, Heritage Conservation District Designation, development standards

Prepare an analysis of Kleinburg’s economic role within the broader region.

Conduct a business owners’ survey focusing on the Kleinburg Core and Mainstreet Commercial revitalization, assessing business owners’ issues and needs.

Determine market potential for new businesses by analyzing Mainstreet Commercial and Kleinburg Core Areas and identify business opportunities and target markets – where patrons are coming from:

- Local residents
- Visitors
- New events, cultural activities
- Partnership opportunities with local attractions (e.g. McMichael)

Identify the initiatives that Kleinburg should focus on over the next ten years in order to facilitate:

- The retention of existing businesses in the Kleinburg Core and Mainstreet Commercial Areas
- Extended local and tourism attendance and activity
- Capitalization on many natural heritage features to support green tourism
- Wedding tourism
- Aesthetic appeal of the village core

### Strategy Timeline

Stage 1: May 17 - July 30

- Preparing the Request for Proposal (RFP)
- Internal RFP review and approval
- Release of RFP through Purchasing
- Deadline for questions to be submitted by proponents
- Close RFP
- Evaluation of RFP Submissions
- Optional: Interview of Proponents
- Award

Stage 2: August 9 - October 29

- Strategy Process
- Consultations/Workshop/Research
- Draft Strategy

Stage 3: November 1 - November 26

- Final Report/Strategy

### **Relationship to Vaughan Vision 2020/Strategic Plan**

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved. In particular, this report addresses Vaughan Vision 2020 Goal: *Plan & Manage Growth & Economic Vitality*.

### **Regional Implications**

Main Street revitalization has occurred in Markham and Unionville and a similar revitalization in Kleinburg will create a third key "Main Street" to strengthen the region's position as a destination for visitors and residents alike.

### **Conclusion**

This Strategy will help establish a vision for future development, define the business/residential mix that will enhance local service delivery, instill a sense of belonging for residents stimulate the local economy, enrich the local social and cultural life and draw visitors to the vibrant community of Kleinburg - a destination or choice.

**Attachments**

A. Letter to Kleinburg Business Improvement Area

**Report prepared by:**

Tim Simmonds, Director, Economic Development Department

Respectfully submitted,

Tim Simmonds  
Director of Economic Development

Ms. Dawna Guglielmi  
Chair, Kleinburg Business Improvement Area  
Artista Custom Frame Shoppe,  
10462 Islington Avenue, Unit 4,  
Kleinburg, Ontario  
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May 14, 2010

Dawna,

I'm pleased we were able to use the time regularly scheduled for the Vaughan Tourism Advisory Committee meeting this past Tuesday morning to discuss the Kleinburg Economic Development Strategy. As I mentioned, the Department is currently engaged in a 10-Year Economic Development Strategy which is scheduled for completion by the end of June and that there will be an opportunity for the actions identified in both of these plans to work in concert with each other.

Although we have spoken on a number of occasions over the past few months about the Kleinburg Strategy, I wanted to provide you with an update for the Kleinburg BIA as to the progress and timeline. Staff in the Economic Development office will be following toward the completion of this plan. I would also like to thank you in advance for offering to provide our office with a complete BIA contact list and your past marketing plans and materials in the next few weeks as to expedite some of the initial research that the successful proponent will be undertaking.

Regarding your question related to approval and funding; the request to begin work on the Strategy has Council approval to proceed. In addition, the funding has also been allocated and approved through the budget process. The Strategy process will be;

**Stage 1: May 17 - July 30**

Preparing the Request for Proposal (RFP)  
Internal RFP review and approval  
Release of RFP through Purchasing  
Deadline for questions to be submitted by proponents  
Close RFP  
Evaluation of RFP Submissions  
Optional: Interview of Proponents  
Award

**Stage 2: August 9 - October 29**

Strategy Process  
Consultations/Workshop/Research

Draft Strategy

**Stage 3: November 1 - November 26**  
Final Report/Strategy

It is understandable that the BIA is anxiously awaiting this plan and one of the goals throughout Stage two is to work closely with the BIA and the business owners in the commercial core as the strategy needs to be an inclusive action oriented document rather than a study to be placed on a shelf.

I look forward to work closely with you and the BIA in the coming months. If you have any further questions, please call me at 905-832-8585 ext. 8427.

Regards,

Tim Simmonds  
Director, Economic Development Department

C Mayor and Members of Council, City of Vaughan  
Clayton D. Harris, City Manager, City of Vaughan  
Mr. Joseph Savaglio, Treasurer, Kleinburg Business Improvement Area  
Ms. Giovanna Luciani-Lamb, Secretary, Kleinburg Business Improvement Area