

PRIORITIES AND KEY INITIATIVES COMMITTEE – NOVEMBER 14, 2011

UPDATE ON THE ECONOMIC DEVELOPMENT STRATEGY (EDS)

Recommendation

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

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, activities related to economic development contributes to the sustainability of the City.

Economic Impact

There is no economic impact with receipt of this report.

Communications Plan

A communications plan is not applicable to this report.

Purpose

The purpose of this report is to provide Council with an annual overview of the actions and progress that has taken place in the implementation of the 10-year Economic Development Strategy: "Building a Gateway to Tomorrow's Economy" which was approved by Council on September 16, 2010.

Background – Analysis and Options

Council adopted the Economic Development Strategy (EDS) entitled "*Building a Gateway to Tomorrow's Economy*" in September 2010. The Economic Development Strategy for the City of Vaughan was developed based on a need to integrate economic development activities into a greater framework of partnerships and activities focused on creating a vibrant community life that is inclusive, progressive, environmentally responsible and sustainable. It is a 10-year plan that provides a compass for both public and private resources to achieve those goals, and ties together all of the work done through the Vaughan Vision 20|20 Growth Management Plans. As such, it presents Economic Development Department activities as a necessary component to achieving all of the goals and objectives for the City over the next 10 years. The Strategy has four main goals:

- Position Vaughan as the "gateway" of economic activity in the Greater Toronto Area.
- Develop Vaughan as an incubator of entrepreneurial and economic activity for the economic region.
- Provide best-in-class economic development services.
- Grow Vaughan's dynamic quality of place and creative economy.

Administrative

Within the past year, the Economic Development Department has begun the foundational work to implement the EDS, as well as continue to put best practices to work, collaborating with internal departments and external partners. The Manager of Tourism position was realigned and expanded as the Business Development Officer: Creative Economy and the position of Community Development Officer was redefined to be dedicated to economic cluster development and business retention. In addition, a newly created position (approved in the 2011 budget process) titled Research Coordinator will fill a critical function within the department and therefore be an important support role to accomplish the actions, objectives and goals that will position Vaughan as the “Gateway” to the Greater Toronto Area for economic activity.

The position will collect, manage and analyze data in support of economic development initiatives. The coordinator will be responsible for the providing accurate information in the department’s publications, managing data collection efforts, and providing timely and accurate information for all internal and external requests. In addition, as the strategy is shifting the role of economic development to a focus on business development, the research position will need to actively seek new data sources, suggest research topics, provide summaries and surveys of relevant literature, and play a critical support role in policy projects as well as performing economic impact analysis as needed.

Fulfilling the Strategy

Furthermore, with the program review and business planning process implemented during the summer of 2011, six programs were defined. These programs weave and connect the actions that will ultimately fulfill each of the goals. The six programs are:

- Business Investment & Attraction;
- VBEC-Small Business Development;
- Economic Cluster Development;
- Foreign Business Development;
- Employment Zone Development; and
- Corporate Branding & Marketing.

Business Investment & Attraction

The EDS focuses Business Investment and Attraction on three convergent sectors:

- Creative Economy;
- Innovative Research, Development and Design;
- Advanced Goods Production and Movement.

The convergent sectors are predicated on knowledge, learning and value-added economic activities that have transformative possibilities for a number of industry sectors.

Creative Economy

This sector includes tourism, arts-based business development, historic village revitalization, and placemaking projects.

Following the conclusion of planning studies, the Economic Development Department was tasked with developing a revitalization strategy for Kleinburg’s mainstreet. A key cultural and tourism centre for the City, Kleinburg faced some challenges with sustaining a vibrant commercial core, while serving the daily needs of area residents. The Kleinburg Economic Development Strategy (KEDS) completed in June 2011, positions Kleinburg as an outdoor recreation paradise and meeting place. It calls for a stronger Kleinburg Business Improvement Area (KBIA) association as the catalyst for Kleinburg’s

transformation, and proposes a retail mix that creates a draw for both residents and visitors.

Staff have been active participants in KBIA meetings since May. In addition, Staff played an integral role with the property owner in landing a new Starbucks in the Kleinburg Core. Starbucks had its official opening on September 1 which was attended by Regional Councillor Rosati, Regional Councillor Schulte and Ward Councillor lafrate. Adding a strong retail brand name to the core will potentially draw other retailers to that area and keep local population and tourists in the core.

Furthermore, Economic Development is working closely with the Planning Department to identify the needs of small business in the core and heritage areas to suggest incremental changes to its policies, i.e. patio licensing, so that Kleinburg's establishments can enjoy a more streamlined approvals process.

The Department has restructured its approach to Tourism development. In June 2011, the Department hosted a roundtable with more than 30 in attendance to introduce the new RTO 6 and brief key tourism and hospitality stakeholders on provincial and municipal tourism initiatives. Ministry of Tourism and Culture staff representing the Tourism Policy and Development Division; and Sharon Kennedy, the new Executive Director of RTO 6 delivered presentations.

While the City is no longer undertaking tourism marketing and promotion, it continues to support operators by developing a richer sector with additional investments in accommodations and attractions (product development). An additional 315 rooms came on the market in 2011, increasing our superior hotel asset class by 28%. The Department is working with an international leisure company to secure a branded attraction, building upon the family-based entertainment offerings that are unique to Vaughan. Although the final decision on the company's entry to the Canadian market is still pending, Vaughan is the top contender for one of three products.

Farmer's Market

After one season of operations at Market Lane in the Woodbridge core, the Woodbridge Village Farmers' Market relocated to the Woodbridge Pool and Memorial Arena due to unforeseen circumstances. However, staff had to work with the Market organizers and the recreation and culture department to secure a waiver for permit fees which would allow the Market organizers to refocus those dollars towards additional marketing activity. From the City's perspective, having an established farmers' market in Woodbridge has the potential to bring people together and can turn an under utilized space (parking lot) into a hive of activity, attracting extra business for stores and restaurants nearby. Further communication efforts from the department such as e-blasts promoting the Farmer's market to small businesses, and highlighting the market in the quarterly print edition of Business link helped the market achieve an average attendance each week of approximately 300 people.

Fostering Arts-Based Small Business

In April 2011, the York Region Arts Council organized its inaugural Arts and Culture Conference – "Arts Exposed", bringing together diverse cultural stakeholders from the public, private and non-profit sector to discuss the context of arts and culture in the Region and to strategize about cultural tourism and capacity development.

The Vaughan Business Enterprise Centre (VBEC), was both a presenter and exhibitor at Arts Exposed. VBEC's presentation entitled "Working With a Net" discussed opportunities for business ventures in the arts, and putting business planning practices in place to make the transition from producers to business owners. Having received

tremendous interest, work is underway to develop a series of workshops and specialty seminars in 2012 targeted to the Arts sector, including intellectual property protection.

Innovative Research, Development & Design

In the Innovative Research, Development & Design convergent sector, staff has begun background research looking into sector makeup, competitive advantages, funding mechanisms, and programs in other municipalities.

Staff met with York University, Seneca College, the Ontario Centres of Excellence and VentureLab, all of which deliver programs dedicated to innovation and commercialization; and established parameters for exchanging and sharing contacts and leads that would benefit from government programs and private sector assistance. Through an introduction by VentureLab and York Region, staff worked with Shimifrez, a 35-year old R&D based firm specializing in photochemical machining for the aerospace, medical, instrumentation and electronics industries, to establish a manufacturing operation in Vaughan.

Supporting colleges and universities to acquire applied research and innovation funding has benefits for our local industries. The City through Economic Development supported Seneca College's funding application for its Technology Access Centre (TAC) under the CCI-TAC Grant program. The TAC allows faculty and students to develop expertise in advanced technologies, such as simulation software and other technologies.

The City was also asked to support the Vaughan Hospital's Life Sciences Cluster Initiative application to the Federal Economic Development Agency for Southern Ontario. The Vaughan Health Campus of Care secured \$10 million in financial support for the planning and development of a life sciences cluster in Vaughan.

The strategy identifies that cleantech/greentech are two emerging sectors of priority to the City and rooted in the convergent sector of innovative research, development and design. The Green Energy Act brought in by the Province has generated numerous opportunities, particularly in the solar sector for Vaughan. Working with PowerStream and York Region, the Department hosted its first-ever Solar Roundtable bringing together representatives from 16 manufacturers, installers, project developers and related industries to discuss synergies and opportunities for cooperation. Follow up activities have included providing business support to Sungrow Canada, Calisolar/6N Silicon and Solgate. Working through one of VBEC's mentors, Solgate successfully secured funding from the Work-Sharing Program, which amounted to a \$450,000 savings in staffing costs. Staff also worked with Calisolar/6N Silicon to complete a lease transaction for an expansion in the Vaughan Enterprise Zone.

VBEC – Small Business Development

The Strategy articulates an expanded role for VBEC, changing its scope from a transaction-driven office to one which is more closely aligned with the overall economic development efforts of the City. The goal of "Vaughan as a virtual incubator for economic activity" is a natural extension of VBEC's service model which utilizes the expertise and knowledge of a network of advisors to assist entrepreneurs. The concept is to create a proactive system of business support services and spaces that will provide businesses located in Vaughan with access to resources, tools and expertise that may not be accessed elsewhere without creating a traditional "brick and mortar" incubation site.

The VBEC core business model delivers entrepreneurship training and small business support. The Ministry of Economic Development and Innovation has communicated that VBEC's service levels are exceptional amongst the Province's Small Business Enterprise Centre network, accounting for 10% of all consultations across the 57-office network.

During the six-month period of April to September 2011, VBEC completed 728 business consultations, which resulted in generating employment of more than 475 jobs.

Building upon its partnership-based model, VBEC has developed strategic partnerships with community based organizations (COSTI, Human Endeavours /EPIC) as well as the Region of York, Powerstream and the Vaughan Chamber of Commerce. VBEC also established a presence with York University offering seminars and workshops on Entrepreneurship in Business and Arts.

VBEC expanded its programming for business and entrepreneurs with involvement in Enterprise in the Social Economy Conference – Organized by Human Endeavour to showcase social economy models.

In addition, VBEC delivers youth specific programs such as the Summer Company Program, the Centre's key youth initiative. The program is a provincially sponsored program for youth aged 15-29 who establish summer businesses. This year, the province approved 15 Vaughan students of which 14 were profitable. Many have continued operating their business past the conclusion of the program in addition to utilizing the mentorship and consultation services provided by VBEC.

Small Business Week, an annual signature event for VBEC took place during October 17-21. Over the course of the week, VBEC staff delivered 10 workshops to 278 participants. The workshops and seminars offered were: How to Reinvent Yourself & Your Business, Introduction to Accounting, Online Marketing & Social Media, Small Business Tax Tips. Speaking Engagement -Toastmasters, The Business of Artist to Entrepreneur, Introduction to Entrepreneurship, Social Media Marketing, How to Set Up Your Corporation and Mompreneurs.

Economic Cluster Development

The Economic Development Department undertakes a number of programs to grow the economic base by developing strong economic "clusters" or centres of competitive advantage which distinguishes Vaughan from its competitors. It is widely recognized that 80% of all investments in a community comes from the existing business base. Therefore, it is essential to provide existing businesses with one point-of-contact and to deliver seamless business assistance. The Economic Development Department assists local business with such issues as materials sourcing, employee orientations, corporate events, government funding initiatives, and issues resolutions.

By year-end Staff will have completed 50 corporate calls. During a corporate call, staff gathers information on more than 42 datapoints including product life cycle, market development, management, workforce development, technology utilization, sectoral growth, utilities and quality of life. Using the Synchronist Business Information System, an economic development business retention and expansion software program, this information is maintained along with the base information for Vaughan's more than 9,000 businesses. This database and resource library are essential because it provides competitive business intelligence, objective assessment and predictive information to inform decision-making and resource allocation within the Department, its partner organizations and the community.

What distinguishes Vaughan's approach to business retention and expansion, is the benchmarking. The Synchronist system does not automate the process of documenting the past. Instead, its community of users allows Economic Development staff to predict the likely path of industry sectors based on the 42 data points collected and then overlays that information across jurisdictions in North America.

Thus far, transportation issues have been identified by a number of companies as a primary concern. Concerns about road volumes, signalization, and closures were raised during visits to Canadian Pacific's Intermodal Terminal and Longos Brothers new head offices. The Transportation Engineering and Economic Development Departments have met with company officials to discuss specific concerns, while the Business Link and e-Business newsletters have been used to highlight significant road closures or other service disruptions on an ongoing basis.

Beginning in 2012, the department will have a goal of completing a minimum of 125 corporate calls.

Foreign Business Development

Economic Relationships

The new EDS clearly identifies priority relationships with international cities grounded in business development objectives. However, a goal is to strike a balance that allows the Department and Council to focus its priorities on relationships that generate economic returns, while providing an appropriate level of support to cultural partnerships.

Over the past two years, the City has cultivated relationships with Yiwu, China to create placement opportunities for Canadian-made products in the Chinese market. At the invitation of the Yiwu City Government, in April 2011, the City undertook a business trip to China to open the Canada Mart at the Yiwu Cultural Trade Fair. Vaughan was the only municipality to participate in the opening ceremonies, which included the Ontario Trade Commissioner in Shanghai. Through the City's introduction, Vineland Estates has secured a contract with Zhejiang Vintners to introduce Ontario wines and spirits to the burgeoning Chinese market. Vineland's products were launched at the Yiwu Cultural Trade Fair.

During the Chinese business trip, the Vaughan delegation visited the Shanghai Business Mart, an international trading center featuring a mix of showrooms, trade offices, and information resources such as a virtual office that provide both international and domestic buyers and suppliers with first class facilities and services. Following the business trip, the Department has become a member of the Canada China Business Council (CCBC), a bilateral trade and investment facilitator. By having an active involvement with the CCBC, Vaughan gains access to Chinese business and political leaders as well as the virtual desk/office services of the Shanghai Business Mart. The virtual office is very strategic and will allow a Vaughan business the opportunity to thoroughly research and analyze the business opportunity(s) to enter into business into China prior to a substantial commitment of time and financial resources.

Social/Cultural Relationships

The City of Vaughan's diverse cultural base attracts visitors and delegations from many parts of the globe. In order, to manage visit requests, the City has implemented a protocol for delegation visits to allow for proper planning and administrative support. Since September 2010, the City has received 20 incoming delegations, including:

- From China: Shandong, Yiwu (2), Hefei, Yangzhou (2), Zibo (2), Suining, Consul General of China
- From Italy: Treviso, Paese, Salerno, Cosenza, Delia, San Francesco de Paola, Friuli Venezia Giulia
- From Thailand: Canadian Consulate's office
- Sanjo, Japan (2)

Employment Zone Development

The City of Vaughan is undergoing significant growth, and has completed a considerable amount of planning to ensure that future development will be sustainable. Although the City takes a business attraction approach on the basis of convergent sectors, it also takes an approach based on key development areas. The Vaughan Metropolitan Centre (VMC) and the Vaughan Enterprise Zone (VEZ) are two of the more immediate areas.

The construction of the subway extension at the VMC, has triggered development interest in the City's new downtown. However, in and of itself, the subway construction has significant economic and transportation impact on the existing business community and the travelling public. In partnership with York Region Rapid Transit/VIVA communications team, the Transportation Engineering and Economic Development Department has taken the lead on a number of initiatives to inform area residents and businesses on the status of subway construction, traffic disruptions and detour routes. The City's website, Business Link newsletter, and social media channels regularly feature subway updates. In addition, the Department with Transportation and Engineering worked with the TTC to secure two subway station models at City Hall for public viewing. Initiatives like this begin to promote the subway and communicate the benefits to our citizens.

In preparation for the development enquiries arising from the VMC, the Department has begun to re-develop its VMC marketing materials. City staff have also assisted the developers of Expo City, the first large-scale high density condominium project located in the VMC, to develop their marketing materials for their sales presentation centre and website.

Additionally, the Department recently hosted a showcase event with the National Association of Industrial and Office Properties, Greater Toronto Chapter (NAIOP), an organization of leading professionals in commercial / industrial asset management, property development, financing and real estate. The breakfast presentation and bus tour, put a particular emphasis on development opportunities in the VMC and VEZ. The event was sold out with attendance in excess of 115 people.

Corporate Branding & Marketing

The Economic Development Department continues to lead in innovative marketing and branding. The City's usage of Quick Response (QR) code in its Economic Development Strategy was a first in municipal economic development. QR codes, a 2-dimensional barcode allows the City to effectively market and deliver large amounts of information via mobile smart phone technology. As the City moves into a multi-channel marketing platform, social media and associated technologies, are allowing us to reach a broader audience and generate greater customer engagement.

In 2011, the Economic Development Department completed a number of marketing collateral pieces, including an updated and more comprehensive Business Directory available for the first time on USB, Community Profile, Vaughan Enterprise Zone mapping and Vaughan Metropolitan Centre brochure. The Department also implemented a monthly electronic newsletter, *E-Business Link*, to complement the quarterly hardcopy Business Link newsletter that is currently distributed to more than 5,000 local businesses and contacts.

For the business mission to China, the City produced new Chinese-language marketing collateral materials, in hardcopy and on USB-format. These materials have received a warm welcome during the mission as well as post-mission with visiting delegations. In

addition, the department has translated its marketing materials to Italian which has also received an excellent reception.

Since 2010, the Economic Development Department has received six peer-level awards for marketing and collateral materials, from the Economic Developers Council of Ontario (EDCO), Economic Developers Association of Canada (EDAC) and the International Economic Development Council (IEDC). Of note, in 2011 Vaughan was recognized by IEDC, with two Excellence in Economic Development Awards – one for the Economic Development Strategy Executive Brochure in the Special Purpose Brochure category and the other award for E-Business Link in the category of Newsletters.

Best of Class Economic Development

The practice of Economic Development can be characterized as multi-disciplinary, but cohesive efforts to attract new investment; and retain and expand local businesses. Partnerships and collaboration are key to dealing with a hyper segmented economy, while governments at all levels, face increasing financial constraints.

Coming through the various growth management and master plan studies of the past four years, under the leadership of the City Manager, Economic Development is now fully integrated in all functional areas. These collaborations allow the City to deliver services more efficiently and effectively to our business and residential constituents.

With the assistance of the Information Technology Management Department, the Economic Development Department is working on creating a Project Management model for its Economic Development Strategy. Our goal is to develop metrics for our key priorities and build a dashboard to clearly illustrate progress on those priority areas that can be accessed throughout the year.

Successful Completions

Successful completions are a key metric for the Department, and they can be defined as business investments, expansions, land/building transactions or major hirings, that have been completed with assistance from the Department. Examples of successful completions that occurred in 2010/2011 include: Sungrow Canada, Crane Supply, Martha's Garden/Sysco Foods, Shimifrez, Improve, Calisolar/6N Silicon, Saputo Foods, Toromont Canada, Transcontinental Printing, Longos Brothers Fruit Market, Korea Food Trading, Goeman's, Olympia Tile. Estimated floor space occupied for these firms is approximately 2 million square feet, and number of jobs created is approximately 800. Estimated investments in land or operations total \$24.5 million.

Staff are also currently working with clients in the financial business services, pharmaceuticals, food and beverage, tourism attractions, solar, metal fabrication and transportation and logistics sectors. These projects all have potential to be located in the coming months and potentially represent an additional 1,000 jobs and 1 million square feet of class A office and manufacturing space.

In addition, in 2010/2011 the Department responded to nine calls for proposals from the Ministry of Economic Development and Innovation. The solar sector (i.e. panel manufacturers, inverters, modules) make up the majority of proposals, however two proposals were related to pharmaceuticals. Vaughan sites have been short-listed and the Department is now awaiting further details as we compete for these international projects with a select group of US and Canadian cities.

Next Steps

Taking the outlook that local businesses will continue to expand, albeit cautiously, the Economic Development Department intends to undertake the following objectives in 2012:

1. Jointly with Planning and Urban Design Departments, produce and support the Urban Design Awards, which highlights the City's commitment to placemaking and thus, creative economy. The importance of urban design, sustainability and livability is well documented in literature and is reaching common acceptance in real estate decision-making.
2. Identify opportunities to attract post-secondary institutions including a new university or college. These institutions not only foster innovation, they also work at the shop-floor level to improve business operations and processes.
3. Develop an inventory of targeted firms within the innovation value chain in Vaughan, building an understanding of who the key public and private sector players are, which support resources are present or missing, and what kinds of investment attraction targets exist to fill gaps or localize the supply chain. With this insight, the Department can focus on a more targeted attraction strategy, avoiding duplication with other groups who have associated interests.
4. Undertake sector-specific marketing initiatives in Innovative Research, Development and Design; Advanced Goods Production and Movement; and Creative / Cultural Industries. Seek opportunities to partner with key stakeholders such as the Vaughan Chamber of Commerce, Italian Chamber of Commerce, Canada China Business Council, and Vaughan Chinese Business Association to develop connections which advance these sectors.
5. Create a complete marketing plan for the Vaughan Metropolitan Centre that outlines key messages, target audiences and tactics.

These objectives begin in 2012 and will continue to grow in value and return on investment over the next ten years. These highlighted objectives will continue to complement the day-to-day activities that sustain Economic Development such as corporate calling, site selection and broker assistance and local business expansion.

Relationship to Vaughan Vision 2020 / Strategic Plan

This report is consistent with the priorities previously set by Council. Specifically, this report assists in fulfilling Vaughan Vision 2020 Goal: Manage Growth and Economic Well-being.

Regional Implications

The Economic Development Department continues to work in collaboration with York Region's Economic Strategy & Tourism Department, Greater Toronto Marketing Alliance, Toronto Regional Research Alliance, Vaughan Chamber of Commerce, Vaughan Chinese Business Association and the Ministry of Economic Development and Innovation to name a few of the key partners and stakeholders. Copies of all of the City's Economic Development materials have been distributed to the stakeholders throughout the year. In addition, as the Region moves forward with a new Economic Action Plan, the the City's goals will be considered and highlighted in their work.

Conclusion

The Strategy, "*Building a Gateway to Tomorrow's Economy*" and the associated goals and objectives bring a focus to the economic development of the city. Where numerous opportunities exist for Vaughan over the next 10 years, the Strategy provides the framework to capitalize on the highest-value opportunities.

Meeting the needs of local businesses remains a steadfast role for the Economic Development Department. Therefore, beyond attracting investment in the traditional manufacturing sectors, the Department is now focused on its new convergent sectors: Creative/Cultural Industries; Advanced Goods Production and Movement; and Innovative Research, Development and Design. These new sectors present a challenging learning curve, in understanding what types of companies and industries they include, their drivers and what activates them. The Economic Development Department has begun work in the Creative/Cultural Sector, with initial projects such as business support services and workshops for the Arts Sector. However, as plans develop for the VMC, Staff will be further advancing work on placemaking and community building as means of attracting those talented workers, and thus the creative sector employers looking to make an impact on the area when the Subway begins operation in 2015.

With the completion of the Kleinburg Economic Development Strategy, work has begun with the Kleinburg Business Improvement Area association to support and encourage revitalization in our historic cores. Our Tourism sector, having the marketing support of RTO 6, is seeing a level of advertising support not previously available, from radio ads to print and television spots. Our focus on Tourism product development and enrichment will help to create a destination that remains a visitors' draw.

From the local area to the international marketplace, geo-political borders have become less important in a global economy. Companies are being driven to be more innovative, more niche oriented and ever more reliant on developing relationships outside of the Greater Toronto Area to open doors. Connections with external agencies such as international chambers, business aggregators, consulates and federal/provincial economic development agencies are required to facilitate introductions and maintain connections for an ongoing presence in foreign markets. Economic Development will continue to work with cities around the globe that will open new markets for Vaughan/Canadian-made products.

Ensuring that key development zones such as the Vaughan Metropolitan Centre and Vaughan Enterprise Zone reach their potential as gateways for investments requires that we develop partnerships with landowners, stakeholders and those in the brokerage industry to raise the profile of these areas. The Department will continue to work on marketing and branding initiatives to ensure that our message is relevant, timely and effective in driving investment into the City. We will continue to look for and implement best practices in delivering best-of-class economic development.

As there is no consensus definition for economic development, there is no single strategy, policy, or program for achieving success. The unique mix of geographic, political, economic, and social attributes of Vaughan presents a distinctive set of challenges and opportunities, and different approaches to economic development are continually being sought.

Vaughan's Economic Development Strategy provides a compass for the City and its private, non-profit, and public sector partners to move towards enhanced employment, investment, and quality of life in the city. It is not a statutory document, but rather a starting point for the City's economic development work providing the ability to address unforeseen challenges with adaptable strategies.

Attachments

N/A

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Respectfully submitted,

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