

10 Strategic Goals and Action Plan

In order for Vaughan to achieve the vision noted in *Vaughan Vision 2020*, it must capitalize on its strategic advantages of the City as a gateway for economic opportunities and an incubator of entrepreneurship, creativity, and innovation. With that in mind, specific goals have been developed to guide the City's economic development activities over the next 10 years. The goals continue the "Edge City", economic gateway, and incubation themes, and are supported by objectives and actions that provide a framework to achieve those goals. Each of the objectives have been developed within three general areas of activity: building a foundation, incubating ideas and ventures, and realigning resources to support the broader objectives.

This document, 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, this document prioritizes those opportunities and provides the framework to capitalize on the highest-value opportunities.

The following Action Plan seeks to design an implementation program for the Economic Development Strategy. The actions listed have been divided into four key goals, as noted in the introduction:

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

This chapter provides an overview of the strategic goals and the objectives as they relate to each of the goals.

Goal One

Position Vaughan as the gateway of economic activity to the Greater Toronto Area.

The first goal is intended to build on the "Edge City" and gateway concepts presented several times in the strategy. The goal recognizes that geo-political borders are inconsequential to business and flows, especially in a globalized economy, and connections to international trade flows position Vaughan as an excellent gateway to the Greater Toronto Area and the economic region.

With its significant supply of developable lands, its position at the confluence of major regional transportation routes and systems, and its rapidly growing population, Vaughan will play a key role in the GTA as an "Edge City" – poised on the periphery of the existing metropolis, but central to its future growth and expansion. This advantageous competitive position could make Vaughan the key economic development driver of the GTA over the next twenty years, and its "edge" position suggests that Vaughan will increasingly be the gateway for goods, business and investment travelling to and from the GTA.

The gateway concept rests in part on the notion that Vaughan will increasingly become a logical entry and exit point for goods, technologies, materials and even people coming to and going from the GTA. The Vaughan Enterprise Zone, with its significant rail and highway connections, is the focal point for these efforts, though the Metropolitan Centre will also play an important role in certain sectors (such as arts, culture, tourism and professional services).

This "gateway" positioning, however, will require enhanced levels of connectivity in order to be successful. City economic development

staff must work with a range of public and private partners to develop, expand and maintain an array of 21st Century infrastructure including rapid transit connectivity, digital infrastructure, innovative and sustainable energy systems, and streamlined goods movement systems.

By enabling connectivity through infrastructure enhancements, the City can pursue economic and learning partnerships to generate value from these connectivity enhancements. Current partnership relationships with municipalities outside of Canada focus primarily on cultural and friendship benefits. To better support economic development efforts, a new series of international partnerships should be explored. These efforts should be oriented toward the central goals and ideas prioritized by the larger economic development strategy, including partnerships that support the “edge city” gateway model, and partnerships that build upon existing areas of economic interest – particularly in the two convergence areas of “Innovative Research, Development and Design”, and “Advanced Goods Production and Movement.”, but also learning partnerships focused on providing staff with direction on moving the science and technology park agenda forwards.

Goal One Objectives:

- 1.1 Recognize and build upon transportation linkages and 21st Century technology infrastructure development as a key competitive factor in Vaughan’s “Edge City” characteristics, and enhance the community’s role as a gateway to the GTA for new business and new investment.
- 1.2 Develop a twinning and municipal partnership program that will more effectively support the City’s economic development objectives.

Goal Two

Develop Vaughan as the incubator of entrepreneurial and economic activity for the economic region.

Part of Vaughan’s unique opportunity in economic development relates to its positioning as a key location for future development within the GTA. The growing shortage of greenfield land within the GTA, and the large supply of such land in Vaughan, will in and of itself begin to attract potential investment to the community. To ensure that this investment chooses Vaughan over other alternatives, and to focus investment support on high value targets, Vaughan should seek to differentiate its economic development service offerings from other GTA communities in a way that enhances the likelihood that desired forms of investment come to the community.

In part, this may be achieved through a massive, City-wide initiative focused on business incubation, i.e. the support services, infrastructure and collaborative tools that will help businesses develop genuine competitive advantages. In essence, other communities may have incubators – but Vaughan will be an incubator. The entire focus of economic development efforts will be on creating a proactive system of business support systems and spaces that will provide businesses located in Vaughan with access to resources, tools and expertise that may not be accessed elsewhere.

Part of Vaughan’s competitive positioning in the economic development arena arises from the convergence of strength and assets in the key target niche of innovative research and development. In this area, existing business strengths, labour force resources and community assets and infrastructure overlap to create

a compelling set of advantages for attracting investment linked to these areas of innovation activity. The challenge for the City on the action side is that these competitive advantages may not be widely recognized or understood outside of the community. A twofold approach to this area of interest is therefore required: first, the development of a marketing and communications approach that conveys the community's Innovation "value proposition" and second, a series of initiatives and activities designed to enhance overall levels of innovation within the community.

Vaughan's competitive positioning in the economic development arena also arises from the convergence of strength and assets in the key target niche of innovative design. In this area, existing business strengths, labour force resources and community assets and infrastructure overlap to create a compelling set of advantages for attracting investment linked to this area of innovation activity. To fully develop this aspect of its potential, Vaughan must emphasize the development of a design cluster within the overlapping industry target areas it has identified. In order to achieve this, Vaughan must seek to become a regional centre of design activity.

Lastly, Vaughan can capitalize on the convergence of strength and assets in the key target niche of "Advanced Goods Production & Movement" to realize economic opportunity. In this area, existing business strengths, labour force resources and community assets and infrastructure overlap to create a compelling set of advantages for attracting investment linked to this area of industrial activity. To fully develop this aspect of its potential, Vaughan must emphasize the development of an advanced goods cluster within the overlapping industry target areas it has identified.

With strengths in those convergent areas, as well as a supportive policy environment, the City should work with key interests in the building sector to develop a campaign for raising awareness of and involvement in the "green building" movement, perhaps under the

theme "Designing the Community." In part, this is intended to build or incubate the technical capacity of Vaughan in key green building materials and principles. Over the longer term a growing local concentration of this activity in the already competitive building component sector will build the profile of the city as a centre of green design.

Goal Two Objectives:

- 2.1 Develop an "Incubation Vaughan" program, in which the entire community and its economic development programs are positioned as an incubator of innovative business practice and leading edge investment opportunities.
- 2.2 Develop a specialized component of the incubation program targeting the "Innovation in research and development" convergence area described in the strategy.
- 2.3 Develop a specialized component of the incubation program targeting the "Innovation in Design" convergence area described in the strategy.
- 2.4 Develop a specialized component of the incubation program targeting the "Advanced Goods Production & Movement" convergence area outlined in the strategy.
- 2.5 Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector.

Goal Three

Provide best-in-class economic development services.

Vaughan has unique opportunities in economic development based on geography and access. However, geography and access are no longer enough in a global competition for investment and talent. Cities must now provide an extended suite of programs to complement their natural competitive advantages, and make economic development service delivery itself a competitive advantage. This can mean the extension of existing services, a redeployment of resources to other strategic areas to gain efficiency, or an entirely new mandate or focus for service delivery. Overall, to ensure that new investment chooses Vaughan over other alternatives, and to fully support the development of new business ventures in the community, as well as allow the city's existing businesses to grow with the community, Vaughan must maintain existing and develop new best in class services to create a competitive advantage.

The Small Business Enterprise Centres across Ontario have evolved a series of support programs and initiatives that are relatively homogenous (e.g. Summer Company, Youth Business Plan Competition, and Small Business Week). However, each of these programs grew out of the initiative of a local SBEC office, and while the province mandates that each Centre provide a minimum set of activities, it encourages creativity and innovation in program design. With this in mind, VBEC should seek to reorient a portion of its programs to support the larger "incubation" agenda.

In part, this reflects an expansion of existing programming. Where VBEC training and programming traditionally targeted individual

entrepreneurs and micro-businesses, for example, these efforts should be expanded to engage a much wider set of businesses. And while basic services for new entrepreneurs must be maintained, many of these additional services may be focused on the narrower incubation targets areas described through the strategy (e.g. innovation, advanced goods). In essence, the VBEC becomes the delivery agent of expanded "virtual incubation" programs that offer specialized business incubation systems outside the traditional confines of a physical incubator space. This echoes the notion that the City of Vaughan itself becomes an incubator, while allowing VBEC and economic development staff to "field test" an ever-growing range of business support programs.

Virtual incubation models are well-established (and can be modelled, for example, on the program at the Waterloo Technology Accelerator in Waterloo), both in terms of delivery structures and in terms of revenue generation models. It is reasonable to expect that, over time, the revenue from virtual incubation will be sufficient to staff and support a significantly expanded range of business support services, supporting a continued expansion of services as the economy and the needs of local businesses expand over time.

New services and support structures require new approaches to service delivery. Engagement and direct communication is changing, and economic development is no exception. Marketing, relationship building, communication, and networking are increasingly being done in the "virtual" world, and communities that are not engaged in online initiatives are missing out. This is especially relevant given that economic development activities are increasingly focused on people, and the attraction of skilled individuals as a means of facilitating local business growth and new investment attraction. Early movers have embraced new social media tools as a way to meet these new objectives, and used these often inexpensive tools to enhance or maximize the value of existing economic development practices like public engagement and consultation, as well as marketing. However,

these new tools come with new challenges. In order to ensure that resources are being effectively distributed and the implementation of social media and Web 2.0 tools is effective, the approach taken to their use and implementation must be well thought out and genuine, with a commitment from management.

Finally, a new approach to economic development service delivery in the City highlights the need for a new structure for the primary economic development service delivery agents in the City. Existing functions are not necessarily lost based on this reorganization, but resources are diverted instead to areas that will maximize benefits given new strategic focus and new priorities.

Goal Three Objectives:

- 3.1 Reposition the Vaughan Business Enterprise Centre to offer a wider range of services in support of the overall incubation effort, and to serve a greater range of established businesses.
- 3.2 Investigate the use of new Social Media and Web 2.0 tools on the City's website, and engage in online communities and discussions in support of business development and marketing goals.
- 3.3 Align the staffing structure of the Economic Development Department with opportunities outlined in this strategy.
- 3.4 Develop and adopt benchmarks for Vaughan's economic development performance and business climate against other similar jurisdictions.

Goal Four

Grow Vaughan's dynamic quality of place and creative economy.

In a knowledge economy, the key competitive asset in all industries is the quality of human resources. To sustain genuine growth and development within Vaughan, the community must prioritize the attraction and retention of key talent to the community, and the linking of that talent to appropriate opportunities within the local economy. In part, this relates to the availability of quality job opportunities, which is largely addressed through the broader incubation initiative. Equally, however, talent is attracted to and remains in specific places; it seeks locations that combine career opportunity with quality of life, quality of experience and quality of place.

As a result, economic development success relies in part upon success in "place-building" – the alignment of strategic effort and resources to create an environment appropriate to the needs of knowledge workers. This activity connects strongly with elements of the Official Plan and the Cultural Plan for Vaughan.

Vaughan's tourism approach should be broad, seeking to grow tourism as an industry by attracting new investment and positioning the industry to support and grow high value, high wage knowledge jobs and occupations within the community. In part, this requires an adjustment of how the industry is viewed. Where other communities view tourism as a standalone sector, Vaughan will view it as a vital component of the development of the creative economy. Inherently the industries are linked. For example, cultural festivals and events showcase and celebrate local capabilities, while also drawing visitors to the area. By placing an emphasis on the support for creative

entrepreneurs and industries, and the development of cultural amenities and infrastructure, the city can enhance its attractiveness for visitors, but also the quality of life for its residents. The formation of Regional Tourism Organizations in Ontario, focused on destination marketing, allow this type of focus on destination development at the local level. By reorienting the focus, the City can maximize benefits over several industries.

The Vaughan Metropolitan Centre will transform the social life of the City of Vaughan, by creating an arts, culture and entertainment district linked by rapid transit to the entire City and beyond, to the GTA. This area will become both a logical area of activity, but also a key draw to the community. Economic development staff, working closely with cultural and recreational interests, must ensure that this new focal point does not detract from existing assets, but builds upon them and contributes to their continued success. This may be achieved through a “hub and spokes” strategy in which the Metropolitan Centre becomes a centrepiece of activity and investment in this arena, but is deliberately linked by transportation services, programming, branding and marketing, and joint activities with other existing arts, culture and tourism assets in order to “broaden” or “thicken” the overall appeal of Vaughan as a destination. In part, this effort will rely on physical infrastructure and public works investments, but in part it will require careful and collaborative effort by City staff.

Expanding on models already used in other small business enterprise centres across the province, the VBEC should launch an ongoing “Cultural Enterprise” program to continually engage with the creative and cultural industries sector in Vaughan. Many independent artists, performers and cultural actors do not regard themselves as business people, and often struggle to make their efforts financially sustaining and viable. The “Cultural Enterprise” movement helps these individuals to see themselves as small business operators, and improves opportunities for cultural entrepreneurs to manage, develop

and grow their cultural and artistic enterprises. This has the dual effect of strengthening the local economy and quality of place, while simultaneously strengthening the local arts and culture presence.

With a new approach to economic development in the City, a new approach to marketing is needed. Prominent opportunities have emerged in the local economy in a marketing context –the new city logo, targeted sector marketing, the Vaughan Metropolitan Centre and the Vaughan Enterprise Zone as significant development opportunities, and economic partnerships and relationships. As well, in the global competition for talent and new investment, success in part relies on the ability of a community to differentiate itself from competitors, and create a unique and compelling “brand” for itself. A new marketing approach, more in line with these opportunities and realities is needed.

Goal Four Objectives:

- 4.1 Pursue place-building and creative economy development as a means of enhancing efforts to attract creative class and knowledge workers to Vaughan as a tool for supporting the broader incubation and development agenda.
- 4.2 Develop a “hub and spokes” approach to cultural, tourism and creative industries linkages in the City, focusing “hub” activities in the Vaughan Metropolitan Centre, and linking other key assets (Kleinburg, Kortright, Canada’s Wonderland) as “spokes” to ensure connectivity between key assets and programming.
- 4.3 Leverage Vaughan’s image as a welcoming community.
- 4.4 Undertake a more detailed and comprehensive marketing initiative based on economic development priorities outlined in the Strategy and other Vaughan 2020 Strategies.

10.1 Building a Gateway to Tomorrow's Economy


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 a community will present a distinctive set of challenges and opportunities, and different approaches to economic development are needed for each community.

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. The vision for the City has been established through the strategies and plans of the *Vaughan Vision 2020* program, and the Economic Development Strategy integrates economic development activities as a necessary component in achieving that vision over the next 10 years.

Each strategic action is described in detail below, and fixed to a proposed implementation schedule over a ten-year period. The objectives are each assigned a set of key performance indicators or metrics which may be used to assess progress on the implementation of the proposed actions. Where possible, complementary actions, and actions that have been assigned to the Economic Development Department through other Vaughan 2020 Strategies and Plans are included. The action plan is not intended to replace annual workplans and business plans which drill down into the actual tactics and approaches that will be taken to fulfill the objectives and ultimately work to fulfilling the goals. Rather, it provides the broad strategic actions that should guide these specific tactics, as well as consideration of when each action should be integrated into annual workplans.

Vaughan’s Action Plan

To ensure consistency between the City’s economic development strategy and the other strategies and plans from the *Vaughan Vision 2020* program, the action plan below includes objectives and actions from City-approved plans that either implicate the Economic Development Department as the lead in the action, or require resources from the Economic Development Department to ensure the action or policy is completed. The legend below identifies the icons that are used in the plan to note actions or policies that are contained in other strategies or plans. It should be noted that in some cases, these plans contained ongoing policy directions, which are included as actions in this action plan.

Action Plan Legend	
Symbol	City of Vaughan Strategy
OP	City of Vaughan Official Plan
CT	Creative Together: A Cultural Plan for the City of Vaughan
D	Diversity: Vaughan’s Greatest Asset
	Green Directions Vaughan
ESS	Employment Sectors Strategy

Goal 1: Position Vaughan as the gateway of economic activity to the Greater Toronto Area

Objective 1.1: Recognize and build upon transportation linkages and 21st Century technology infrastructure development as a key competitive factor in Vaughan’s “Edge City” characteristics, and enhance the community’s role as a gateway to the GTA for new business and new investment.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>1.1.1 Build a solid understanding of transportation planning and infrastructure, as well as the constraints, and ensure that public works and engineering officials at the City, Region, and Province are aware of key City economic development messages and priorities through ongoing engagement.</p> <p>a. Integrate this increased knowledge and awareness into economic development marketing efforts to build the notion that Vaughan is the most logical access point to the larger GTA.</p>	<p>2011/2012</p>	<p>Number of transportation, warehousing, and logistics companies in Vaughan</p>
<p>1.1.2 Ensure the long-term flexibility, vitality and competitiveness for employment areas in Vaughan.</p> <p>a. Work with the Planning Department to incorporate economic development comments in the review of development applications.</p> <p>b. Work with Planning Department to further the use of Community Improvement Plan (CIP) tools to support the remediation and reuse of sites in employment areas.</p> <p>c. Implement a regulatory and policy checklist to ensure business costs and benefits are always considered when changes to regulations and policies are being planned.</p> <p>d. Develop an annual forum with the real estate industry to solicit feedback on Vaughan’s competitiveness and industry requirements for employment areas.</p> <p>e. Support and promote new land use and design policies respecting employment areas in economic development marketing materials and City’s website.</p> <p>f. Benchmark municipal taxes, regulations, development and permit approvals processes and timing against competing municipalities.</p> <p>g. Work with economic development organizations and gateway partners to develop competitive incentive packages for business location and expansion.</p> <p>OP</p>	<p>2011/2012 - Ongoing</p>	<p>Total dollars invested in new transportation infrastructure</p> <p>Portion of City covered by wireless and public access services</p> <p>Number of Major Office developments in the Vaughan Metropolitan Centre</p>

1.1.3	<p>Position the Vaughan Metropolitan Centre as Vaughan’s premiere office node.</p> <ul style="list-style-type: none"> a. Target real estate brokers and national site selectors to promote the VMC as the premiere office node, specifically developments of greater than 12,500 square metres. b. Develop an understanding of the site selection process of provincial and federal governments to attract a major government office or civic agency to the community. c. Develop programs and partnership opportunities to establish supporting elements including upscale hotels, convention and meeting spaces, parking structures, arts centres, restaurant nodes to attract major office uses and corporate headquarters. d. Develop specialized marketing and promotional materials including interactive technologies. <p>OP ESS</p>	2011/2012 - Ongoing	
1.1.4	<p>Study the feasibility of implementing a one-window approach to development approvals in the Vaughan Enterprise Zone; a program modeled after the CentrePort Initiative to administer City policy, streamline approvals, and provide connections to Canada’s “FTZ-like” programs.</p> <ul style="list-style-type: none"> a. Seek partnerships from other levels of government, mainly the Government of Canada and the Province of Ontario. 	2013	
1.1.5	<p>Launch a digital infrastructure initiative within the community focusing on building out wired and wireless capabilities across the City. Deliverables could include service on public transit to a wireless node covering the entire Vaughan Metropolitan Centre to the enabling of signalling and RFID technologies to encourage development of the Enterprise Zone.</p>	2014	

Objective 1.2: Develop a twinning and municipal partnership program that will more effectively support the City’s economic development objectives.

Required Actions	Timeline for Launch	Key Performance Indicators
1.2.1	Establish and adopt criteria for evaluating potential formal friendship, twin, international, and educational partnership relationships.	2011/2012
1.2.2	Explore potential economic development partnerships with Dayton, OH and Austin, TX.	2011/2012 (Dayton, OH) 2014 (Austin, TX)
1.2.3	Create an “Asia-Pacific Gateway” association with a series of like-minded	2011/2012 (Delta, BC)

<p>communities to develop and enhance trade connections, investment opportunities and collaborative approaches to economic development.</p> <ul style="list-style-type: none"> a. The crux of the relationship depends upon a viable connection with Delta, BC, linking the Vaughan Enterprise Zone to the Asia-Pacific region. b. Once a partnership has been established with Delta, the two communities should jointly identify a range of potential partners across the Asia-Pacific region, using the list of cities identified in this Strategy. 	<p>2013-17 (Other Asia-Pacific Partners) 2018 (Formal Asia-Pacific Gateway)</p>	<p>Number of trade missions and economic development teams visiting Vaughan</p> <p>Number of new investments from partner cities</p> <p>Number of collaborative economic development projects with partner cities</p>
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Goal 2: Develop Vaughan as the incubator of entrepreneurial and economic activity for the economic region

Objective 2.1: Develop an “Incubation Vaughan” program, in which the entire community and its economic development programs are positioned as an incubator of innovative business practice and leading edge investment opportunities.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>2.1.1 Expand the corporate calling program to introduce the changing array of economic development & incubations services available, and to ensure wider contact with the business community.</p> <ul style="list-style-type: none"> a. Meet directly with at least 200 companies in the seven ESS target sectors each year, with a particular emphasis on companies with links to the two convergence area targets. b. Establish a communications protocol with York Region and the Ministry of Economic Development and Trade regarding corporate calls made to local businesses, i.e. information sharing about issues that are municipal in nature. 	2011/2012	<p>Number of new businesses locating in the community</p> <p>Number of corporate calls per year</p>
<p>2.1.2 Develop an annual or semi-annual forum to showcase the City and its existing and new activities to the business community, with the participation and involvement of Council and Senior Management.</p>	2012	
<p>2.1.3 Make retention of existing manufacturing industries a priority.</p> <ul style="list-style-type: none"> a. Create opportunities to showcase locally made products, particularly advanced manufacturing products, using trade shows, business missions, and virtual technologies and other interfaces. b. Develop an understanding of the educational or skills gaps experienced by local industries. c. Look to attract major skills training centres. d. Attract and/or improve access to federal and provincial programs and spending that support Vaughan’s manufacturing base and creates long-term stability in manufacturing industries and jobs. e. Develop a specialized networking and mentoring program using both regional organizations (such as the Innovation Synergy Centre in Markham) and key local residents (including retirees). f. In co-operation with the Mayor’s Office, develop a recognition program for 	2012/2013	<p>Number of participants in virtual incubation programs</p>

<p>local businesses, e.g. milestone celebrations, corporate citizenship awards, etc.</p> <p>OP ESS</p>	
<p>2.1.4 Building on models developed by the University of Waterloo Technology Accelerator and others, deliver a series of “virtual” incubation programs, in which incubation-style support and advisory services may be accessed by local companies, but without the need for renting physical space within a traditional incubator.</p>	<p>2012</p>
<p>2.1.5 Remain flexible and accommodating for new and advanced manufacturing uses.</p> <ul style="list-style-type: none"> a. Continue to assist landowners in navigating the approval process for applying to convert or redevelop buildings or develop lands to accommodate more advanced manufacturing activities. b. Work with the public and private sector to create a virtual convergence centre of advanced manufacturing in Vaughan in order to assist small businesses in product creation, product standards and testing or showcasing of local products. <p>ESS</p>	<p>2012</p>
<p>2.1.6 Identify opportunities to attract post-secondary institutions including a new university or college.</p> <ul style="list-style-type: none"> a. Work with the Vaughan Health Campus of Care, York University and other partners to establish a medical or nursing school, recognizing that Vaughan needs to find its niche market in bio and life sciences given the crowded marketplace. b. Develop international learning partnerships to determine best practices in the development of the hospital lands, with a potential focus on the life sciences sector. c. Work with post-secondary institutions to address educational gaps in current and emerging disciplines that support the targeted sectors. <p>OP ESS</p>	<p>2012/2013 – Ongoing</p>
<p>2.1.7 Improve the availability of angel and venture capital in Vaughan.</p> <ul style="list-style-type: none"> a. Develop a database of local investors and companies seeking investment opportunities. b. Develop and facilitate a program for training entrepreneurs in techniques 	<p>2012/2013 - Ongoing</p>

	for accessing capital from these sources.	
2.1.8	Encourage the maintenance of smaller office and employment space as a means of assisting smaller firms and proprietorships; and facilitate the expansion of home-based businesses. a. Work with local realtors to build exposure for smaller spaces through internet interfaces, or potentially through City or provincial websites. b. Work with the Building Standards Department to evaluate potential for expedited review process for interior alterations in smaller spaces. ESS	2013
2.1.9	Building on the “Economic Gardening” model, develop an economic gardening program focused on existing small and medium-sized business within the community.	2013

Objective 2.2: Develop a specialized component of the incubation program targeting the “Innovation in research and development” convergence area described in the strategy.		
Required Actions	Timeline for Launch	Key Performance Indicators
2.2.1 Develop an inventory of targeted firms within the innovation value chain in Vaughan, building an understanding of who the key public and private players are, which support resources are present and which are missing, and what kinds of investment attraction targets exist to fill gaps or localize the supply chain. a. Identify current research and development activities in Vaughan, and develop partnerships with the Ministry of Research and Innovation (MRI), the Ontario Centres of Excellence (OCE) and the Toronto Region Research Alliance (TRRA) to better position these activities in light of externally-driven investment attraction and funding initiatives.	2012 (Update in 2017)	Unique visitors to the web-based innovation portal Number of attendees at annual innovation forum Change in the number of firms and assets identified in innovation inventory over time
2.2.2 Develop marketing materials focused in the innovation target area, including specialized communications for use in investment attraction activities.	2012 (update in 2016)	Scope of partnership activities with other

2.2.3	Develop an “innovation portal” as a sub-component of the economic development web presence, with a particular eye to connecting research and concept to commercialization and deployment opportunities.	2014	agencies involved in the innovation space
2.2.4	Host an annual Innovation Forum for regional business, with content divided between presentations from successful innovators, and presentations from agencies and structures in Vaughan playing a support role in the innovation arena; the key thematic message of these events should be that Vaughan is both a centre of innovation activity and a place in which such activity receives superior levels of support.	2014 – Ongoing	

Objective 2.3: Develop a specialized component of the incubation program targeting the “Innovation in Design” convergence area described in the strategy.

Required Actions	Timeline for Launch	Key Performance Indicators
2.3.1 Establish a working group on industrial design, through which local companies and key external resources may be brought together 2-3 times a year to discuss industry challenges, emerging tools and resources, and global best practices. Inviting key national or international design figures to address each meeting should ensure high level participation from across the GTA, with the flow of ideas and focus of discussion benefitting Vaughan. This discussion should be linked to growing regional expertise in areas such as: a. vehicle component design b. medical device development	2013	Number of participants in “Entrepreneurship by Design” program
2.3.2 Launch an annual one-day long “Entrepreneurship by Design” program, in which new entrepreneurs and small businesses are introduced to the potential uses of design within their operations, and the sources of design support with the Vaughan area. Partners include the Vaughan Business Enterprise Centre and the Ministry of Economic Development and Trade.	2014	

Objective 2.4: Develop a specialized component of the incubation program targeting the “Advanced Goods Production & Movement” convergence area outlined in the strategy.

Required Actions	Timeline for Launch	Key Performance Indicators
2.4.1 Conduct a detailed analysis of programs from other levels of government	2011/2012	Change in the number of

<p>focused on companies engaged in international commerce, i.e. “FTZ-like” programs, and develop relationships with other levels of government to liaise between businesses and federal government agencies.</p>	<p>firms and assets identified in innovation inventory over time</p>
<p>2.4.2 Establish an Advanced Goods Movement working group, bringing together key individuals from the manufacturing, transportation, logistics and materials research sectors, with a goal of assisting economic development staff in exploring and implementing initiatives to strengthen Vaughan’s position as the “gateway” to and from the GTA for advanced goods and materials.</p> <p>a. While initial discussion may focus on transportation and logistics infrastructure and systems to support goods movement, the ultimate goal should be on the establishment of Vaughan’s reputation as <i>THE</i> logical location for the assembly, packing, warehousing, distribution and handling of advanced materials, components and other high-value products.</p>	<p>2013</p> <p>Number of new advanced goods firms locating to the community</p> <p>Distribution reach of marketing materials developed to support investment attraction effort</p>
<p>2.4.3 Develop an investment attraction campaign focused on key growth areas within the advanced goods production and movement sector, including:</p> <p>a. Targeting of specific industries such as the composite materials sector.</p> <p>b. Developing marketing materials to promote their strength and potential in Vaughan.</p> <p>c. Engaging the industry through key organizations, research facilities and trade shows.</p>	<p>2013</p>
<p>2.4.4 Develop an inventory of targeted firms within the advanced goods production and movement value chain, building an understanding of who the key public and private players are, which support resources are present and which are missing, and what kinds of investment attraction targets exist to fill gaps or localize the supply chain, updated every two years from Year Four.</p>	<p>2014</p>
<p>2.4.5 Explore and evaluate potential for multi-storey distribution and logistics buildings, including “rack-supported” buildings currently observed in some parts of Europe and Asia. Seek to become one of the first communities in the GTA/H to build a multi-storey logistics facility.</p> <p>ESS</p>	<p>2016</p>

Objective 2.5: Undertake projects focused on the built environment, environmental sustainability and green design with the ultimate goal of enhancing local technical capacity and industry development in the green building sector.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>2.5.1 Foster linkages between the World Green Building Council, Toronto and Region Conservation Authority, Kortright Centre and its Archetype House program to leverage demonstration opportunities, education, and skills training for Vaughan’s building product industries.</p> <p>ESS</p>	<p>2011/2012</p>	<p>Number of LEED-certified (or equivalent) sites and projects in community</p>
<p>2.5.2 Establish Vaughan as a leader in the green economy by attracting, supporting and cultivating a wide range of value-added industries that provide services and products that promote environmentally responsible practice, respond to the reality of climate change, future energy scarcity and other environmental imperatives, and reflect environmental and sustainability objectives in their operations.</p> <p>a. Work with Region of York to attract new investment in green building sectors and industries and encourage greening of Vaughan’s building products sub-sector.</p> <p>OP ESS</p>	<p>2011/2012 – Ongoing</p>	<p>Number of individuals and companies with green building expertise</p> <p>Number of tradeshow or conferences focused on green building and green construction held in Vaughan</p>
<p>2.5.3 Develop a business attraction and retention strategy to encourage environmentally-friendly or progressive businesses to set up in Vaughan.</p> 	<p>2014</p>	
<p>2.5.4 Work with key interests in the building sector to develop a campaign for raising awareness of and involvement in the “green building” movement, perhaps under the theme “Designing the Community”, with a goal of presenting Vaughan as a centre of green design strength in the larger construction and building materials industry as capacity builds.</p>	<p>2015</p>	
<p>2.5.5 Undertake campaign to attract a Centre for Excellence related to building products and technology.</p> <p>ESS</p>	<p>2015</p>	
<p>2.5.6 Seek opportunities to establish eco-districts in each of the target areas: Vaughan Metropolitan Centre, Vaughan Enterprise Zone, and the Highway 400</p>	<p>2016</p>	

North employment areas.

- a. Use the large parcels of flexible vacant land in the city to support the establishment of true eco-districts where cutting edge green energy and cogeneration technologies are used to power business parks and development hubs, and “green” traditionally energy intensive industries.

Goal 3: Provide best in class economic development services

Objective 3.1: Reposition the Vaughan Business Enterprise Centre to offer a wider range of services in support of the overall incubation effort, and to serve a greater range of established businesses.

Required Actions	Timeline for Launch	Key Performance Indicators
3.1.1 Expand VBEC programs to support the larger “incubation” agenda, including a focus on the incubation target areas of innovation, design, and advanced goods.	2012	Number of virtual incubation support programs
3.1.2 Through the Vaughan Business Enterprise Centre, partner with lead government agencies that will deliver workshops and initiatives to the community and businesses with a focus on the promotion of equity in the labour market, inclusiveness in the private workplace, and issues relating to access to jobs and trades for foreign trained professionals.	2013	Number of participants in VBEC programs External funding and fees raised through VBEC programs

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Objective 3.2: Investigate the use of new Social Media and Web 2.0 tools on the City’s website, and engage in online communities and discussions in support of business development and marketing goals.

Required Actions	Timeline for Launch	Key Performance Indicators
3.2.1 Develop a Social Media strategy and Policy clearly outlining the benefits and costs of implementing Web 2.0 tools in economic development practices.	2013	Staff time devoted to social media activities
3.2.2 Support the launch and operation of the “innovation portal” and other creative economy projects with Web 2.0 tools in order to promote initiatives and events, collect feedback and enable ongoing consultation with creative professionals.	2014	Operational dollars/funding devoted to social media initiatives Number of City-led discussions or posts

	<p>Number of online participants – followers, friends, connections, etc.</p> <p>Number of business connections facilitated</p>
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Objective 3.3: Realign the staffing structure of the Economic Development Department with opportunities outlined in this strategy.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>3.4.1 Realign staff resources in the economic development department to focus on the opportunities noted in this strategy:</p> <ul style="list-style-type: none"> • Creative economy and cultural industry development • Small business development services • Convergence area development • Friendship and Twin cities and international economic and learning partnerships • Expanded business retention and expansion programs • Business incubation 	<p>2011/2012</p>	<p>Number of creative and cultural industries in the city</p> <p>Number of corporate calls</p> <p>Number of incubation “clients” served by the Economic Development Department and the VBEC</p>

Objective 3.4: Develop and adopt benchmarks for Vaughan’s economic development performance and business climate against other similar jurisdictions.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>3.4.1 Participate in professional organizations, including board position participation (e.g. Economic Developers Council of Ontario, Economic Developers Association of Canada, International Economic Development Council).</p>	<p>2012 – Ongoing</p>	<p>Economic Development Awards won</p> <p>Economic Development</p>

3.4.2 Enter marketing and communication materials in provincial, national and international competitions.	2012 – Ongoing	Department Survey
3.4.3 Develop a semi-annual report card to Council on economic development activities.	2012 – Ongoing	

Goal 4: Grow Vaughan’s dynamic quality of place and creative economy


Objective 4.1: Pursue place-building and creative economy development as a means of enhancing efforts to attract creative class and knowledge workers to Vaughan as a tool for supporting the broader incubation and development agenda.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>4.1.1 Build on the strengths in the creative cultural industries to support growth of the creative economy in Vaughan.</p> <ul style="list-style-type: none"> a. Gain understanding of OMAFRA’s assessment tools for local economic development to assist in attracting the creative and cultural industries. b. Develop funding sources including partnerships with various levels of government and the private sector to support artists, cultural programs, events, and facilities. c. Continue to develop Vaughan’s cultural mapping systems and capacities to support strategies and investments in the creative cultural industries. d. Examine the potential for an Entrepreneurial Leadership platform to mentor and encourage the cultural industry sector. e. Develop initiatives to attract creative talent, investment and industries. f. To better understand quality of place development, undertake a survey of creative industry workers to indicate their motivations for locating in Vaughan, updated at three-year intervals. <p>OPCT</p>	<p>2011-2015</p>	<p>Number of creative class workers as evidenced through labour market data</p> <p>Percentage of creative class workers as compared to other GTA communities</p> <p>Ranking of Quality of Life by third party observers</p> <p>Number of new immigrants</p>
<p>4.1.2 Work with the newly formed Regional Tourism Organization – District 6 and York Region Tourism to ensure that Vaughan accesses tourism marketing investments from Provincial funding.</p> <p>CT</p>	<p>2011/2012 - Ongoing</p>	<p>Use of third party ranking such as the “Bohemian Index” of Richard Florida</p>
<p>4.1.3 Support and promote diverse housing options, including home-based work opportunities, as a means of attracting cultural and creative industry workers.</p> <p>OP</p>	<p>2011/2012 – Ongoing</p>	<p>Number of participants in the “Cultural Enterprise” program</p>
<p>4.1.4 Promote the City’s policy of walkable, transit supportive and integrated retail developments to potential business investors.</p>	<p>2011/2012 - Ongoing</p>	

OP	
<p>4.1.5 Develop a “small business cultural enterprise” program supporting tourism, cultural and arts sector businesses through the Vaughan Business Enterprise Centre.</p> <p>a. Turn the “Cultural Enterprise” model into an ongoing, year-round series of programs, workshops, training sessions, support tools and capacity building exercises, and utilize cooperative and collaborative tools (marketing co-ops, online toolkits, etc.) to enable individuals in the sector to better support each other’s activities.</p>	2014
CT	

Objective 4.2: Develop a “hub and spokes” approach to cultural, tourism and creative industries linkages in the City, focusing “hub” activities in the Vaughan Metropolitan Centre, and linking other key assets (Kleinburg, Kortright, Canada’s Wonderland) as “spokes” to ensure connectivity between key assets and programming.

Required Actions	Timeline for Launch	Key Performance Indicators
<p>4.2.1 Establish a staff, “hub and spokes” oriented working committee to coordinate efforts between economic development, culture, planning and public works in order to ensure that strong infrastructure and transit links exist to support this model. The Strategy contains “best practice” models of successful Transit-Oriented Development (TOD) initiatives in other communities to serve as models for this effort.</p>	2011/2012	<p>Number of “hub and spokes” programs undertaken</p>
<p>4.2.2 Protect the economic vitality of small-scale retail in Vaughan’s historic villages of Nashville/Kleinburg, Woodbridge, Maple, and Thornhill and support the development of business associations in these areas as a means to enhance retail opportunities and attract visitors.</p> <p style="text-align: center;">OP</p>	2011/2012 – Ongoing	<p>Number of new arts, culture, tourism and entertainment investments, particularly in the Metropolitan Centre</p>
<p>4.2.3 Work with Community Services to strengthen existing and to support the development of new festivals and events in Vaughan by developing a cultural festival and events strategy.</p> <p>a. Review and develop recommendations for a corporate and community festivals and events strategy that includes funding and marketing strategies.</p> <p>b. Consider the establishment of new festivals of international calibre that are</p>	2011-2017	

	linked to emerging cultural hubs such as the Metropolitan Centre.	
	CT	
4.2.4	<p>Recognize the VMC as the City’s cultural and creative hub by undertaking initiatives to plan, market and promote the downtown using specialized marketing and promotion approaches that reflect the “cool factor” of target audiences.</p> <ul style="list-style-type: none"> a. Direct new arts facilities, including a large performing arts theatre, visual arts centre, and convention and conference centre infrastructure to locate in the Vaughan Metropolitan Centre. b. Showcase work of local cultural and creative industries and artists in public spaces within the Vaughan Metropolitan Centre. 	2011/2012 - Ongoing
	OPCT	
4.2.5	<p>Work in partnership with Regional Tourism Organization - 6 to explore the feasibility of opening a tourism or visitor kiosk within the Vaughan Mills Mall.</p>	2012
	ESS	
4.2.6	<p>Explore the feasibility of expanding the food, beverages and hospitality sector in Vaughan with the goal of creating diverse and welcoming communities through the shared language of food. Examples include:</p> <ul style="list-style-type: none"> a. Culinary centre or institute b. Farmers markets c. Ethnic food showcases 	2012
	ESS 	
4.2.7	<p>Make Vaughan a destination for multi-day conventions, conferences and tradeshows.</p> <ul style="list-style-type: none"> a. Encourage development of facilities necessary to attract major events, including full-service hotels and convention and conference centres that contain large meeting spaces and food service capabilities. b. Focus on attracting conventions related to the major sectors identified in this strategy e.g. Construct Canada, Canadian Manufacturers & Exporters, Council of Ontario Construction Associations, Ontario Sustainable Energy Association, etc. 	2017
	ESS	
4.2.8	Target additional trans-regional amusement facilities to supplement Canada’s	2018

<p>Wonderland. This may take the form of a marine park or other theme park uses.</p> <p>ESS</p>	
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Objective 4.3: Leverage Vaughan’s image as a welcoming community.		
Required Actions	Timeline for Launch	Key Performance Indicators
4.3.1 Implement a “welcome” program for companies and business professionals locating to Vaughan.	2012	Number of newcomers assisted through VBEC and partner organization programs
4.3.2 Engage Vaughan and GTA-based organizations (e.g. Confederation of Greater Toronto Chinese Business Association, Italian Chamber of Commerce of Ontario) that reflect the ethnic/cultural diversity of the City, to leverage their network and connections in order to increase local business investment and access to capital and talent.	2012 – Ongoing	
4.3.3 Through the City’s international business development activities, market the City as an immigrant-friendly community.	2013	
4.3.4 Through VBEC, work with organizations such as COSTI and Human Endeavour to deliver programs that assist newcomers to establish business and social enterprises, and encourage integration into the local community, including work and volunteer placements.	2013 – Ongoing	

Objective 4.4: Undertake a more detailed and comprehensive marketing initiative based on economic development priorities outlined in the Strategy and other Vaughan 2020 Strategies.		
Required Actions	Timeline for Launch	Key Performance Indicators
4.4.2 Undertake a place-branding strategy to articulate a unique and compelling identity for the City. Engage in brand integration and place-branding activities: <ul style="list-style-type: none"> a. Coordinate a brand development summit that meets every three years – stakeholders reconvene to reaffirm that the City’s brand and value propositions are relevant and resonate with targeted audiences. 	2011/2012 – Ongoing	Media coverage Community Survey Number of new economic

<ul style="list-style-type: none"> b. Develop the overall value proposition for the City focused on engaging potential residents and visitors, consistent with the new brand (modern, progressive and welcoming) to be used as the guiding principles in all marketing efforts. c. Assess media opportunities (e.g. print, social media, radio) for delivering marketing and promotional programs that enhance the overall brand recognition of the City. d. Develop public relations activities. e. Seek opportunities for co-branding and cross-promotion. f. Integrate the new logo and styles into all of the economic development marketing materials. 	<p>partnerships launched</p> <p>Regional marketing initiatives undertaken</p> <p>Number of online hits in location- and sector-specific areas of the economic development website</p> <p>Number of partners and participants in place branding sessions</p>
<p>4.4.3 Undertake sector-specific marketing initiatives:</p> <ul style="list-style-type: none"> a. Reorganize the industry sectors section of the economic development website into the following thematic areas: <ul style="list-style-type: none"> o Innovative research, development, and design; o Advanced goods movement and production; and, o Business and creative incubation. b. Develop an inventory of local, regional, provincial, and national resources that can support the core areas of activity in each of those thematic areas. c. Cross references the industrial groupings in the areas of convergence, the seven primary sectors, and the pyramids of support with third party business directories to identify a list of target companies for investment attraction marketing. d. Focus inward marketing on entrepreneurs and businesses within the areas of convergence. 	<p>2012</p> <p>Number of inquiries, both internal and external, about location in the VMC or the Enterprise Zone</p>
<p>4.4.4 Undertake location-specific marketing activities in key priority areas:</p> <p>Vaughan Enterprise Zone</p> <ul style="list-style-type: none"> a. Update the Vaughan Enterprise Zone section on the City’s website outlining potential industrial and commercial opportunities, phasing of the business park, servicing availability, and key land use policies aimed at regional and national industrial developers, manufacturers, and transportation companies – update information on an ongoing basis. 	<p>2012</p>

<ul style="list-style-type: none"> b. Brand communications and publications about the Vaughan Enterprise zone with the “transportation and logistics hub” vision. c. Investigate membership in North America SuperCorridor Coalition (NASCO) as a means for targeted marketing initiatives in transportation and logistics. d. Market the strengths of the Enterprise Zone inwardly to existing companies and entrepreneurs that are either looking to expand or relocate or those that could benefit from the transportation advantages in the Enterprise Zone. <p>Vaughan Metropolitan Centre</p> <ul style="list-style-type: none"> e. Update the Vaughan Metropolitan Centre section of the City’s website outlining potential office, residential, and commercial opportunities in the VMC, development status, as well as more information about the economic vision for the area as it develops. f. Market the Vaughan Metropolitan Centre as the economic, social, and cultural hub of the city, and rebrand marketing materials to reflect the “hub” idea – as a significant quality of life advantage, targeting young professionals and highly-skilled individuals – where possible use Web 2.0 and social media tools to engage with the intended audience. g. Undertake a prioritization exercise to identify preferred cultural, accommodations, hospitality, and entertainment facilities for development in the VMC – target marketing of the area towards those uses. h. Investigate the use of P3 partnerships to develop strategic infrastructure in the VMC. To facilitate partnerships, economic development marketing targets should be major developers in the GTA, and real estate investment firms, as well as specific types of appropriate businesses. 	
<p>4.4.5 Undertake partnership and relationship building activities:</p> <ul style="list-style-type: none"> e. Engage York Region, the GTMA and the TRRA more fully in regional marketing initiatives and trade show/trade mission attendance – ensure the opportunities in Vaughan are clearly articulated to them on a regular basis, and they are informed of the city’s new branding and messaging. f. Work closer with the Federal and Provincial government on international business development activities. 	<p>2011/2012</p>

<ul style="list-style-type: none"> g. Work closer with the Vaughan Chamber of Commerce in delivering coordinated key messages and brand to existing and incoming businesses. h. Investigate the feasibility of joint projects or partnerships with CP Rail, CN Rail, and the Greater Toronto Airports Authority to further promote the city as a goods movement hub and gateway to the GTA. 	
<p>4.4.6 Redesign and establish an ambassador program to promote Vaughan’s core strengths to potential investors.</p> <p>ESS</p>	<p>2013</p>