

Economic Development Strategy

2013 PROGRESS UPDATE

PRIORITY KEY INITIATIVES COMMITTEE



Economic Development Programs:

- ▶ New Business Investments and Expansions
- ▶ Convergence Sector Advances
- ▶ VBEC – Small Business Development
- ▶ Economic Cluster Development
- ▶ Foreign Business Development
- ▶ Employment Zone Development
- ▶ Corporate Branding and Marketing

Vaughan Economic Snapshot

Market Indicators

INDICATORS	2013	2012
Population ¹	315,006	311,218
Business Establishments, August ¹	10,231	9,933
Number of Employees, August ¹	186,019	176,296
Total Value of Construction ²	\$1,102 B	\$778 M
Average Housing Price, All Home Types ³	\$665,760	\$620,022
Industrial Vacancy Rate, Q4 ⁴	3%	3.6%

Sources: 1. York Region Planning Department
2. City of Vaughan, Building Standards Department

3. Toronto Real Estate Board
4. CBRE GTA Industrial Marketview Report, Q4

Vaughan ranked

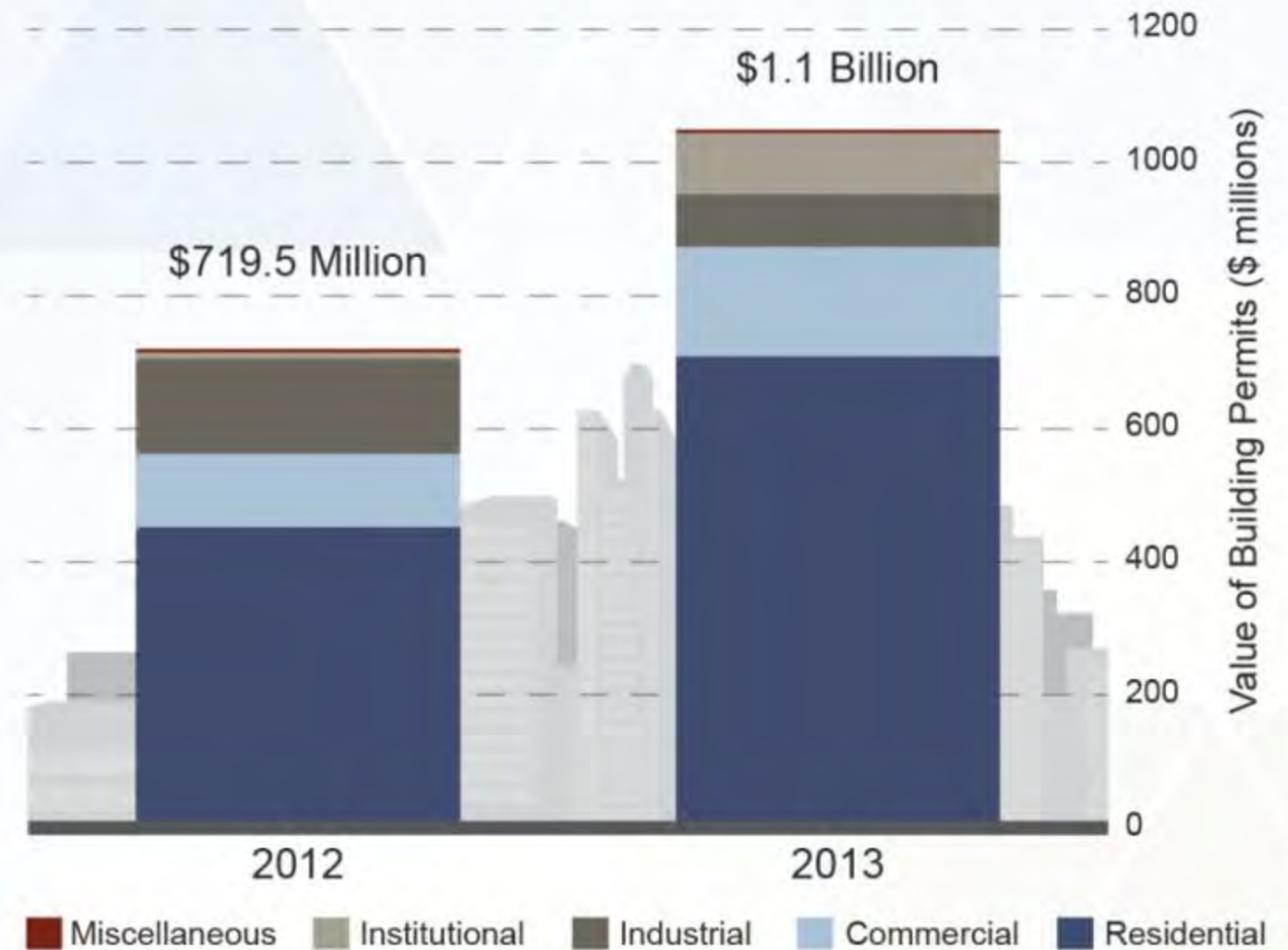
8th BEST
MID-SIZED CITY

MoneySense - 2013
CANADA'S PERSONAL FINANCE MAGAZINE

\$1.1 BILLION

Total Building Permits issued in 2013.

► Position Vaughan as one of the fastest-growing cities in Canada.



Source: City of Vaughan, Building Standards Department, January 9, 2014

New Business Investments and Expansions

Projected Employment – Exceed 700 Jobs



Vaughan Mills rendering © Ivanhoe Cambridge

Vaughan Mills' \$87-million expansion investment will add 150,000 square feet of retail space and 50 new stores.

1.7 MILLION SF

New Business Investments and Expansion

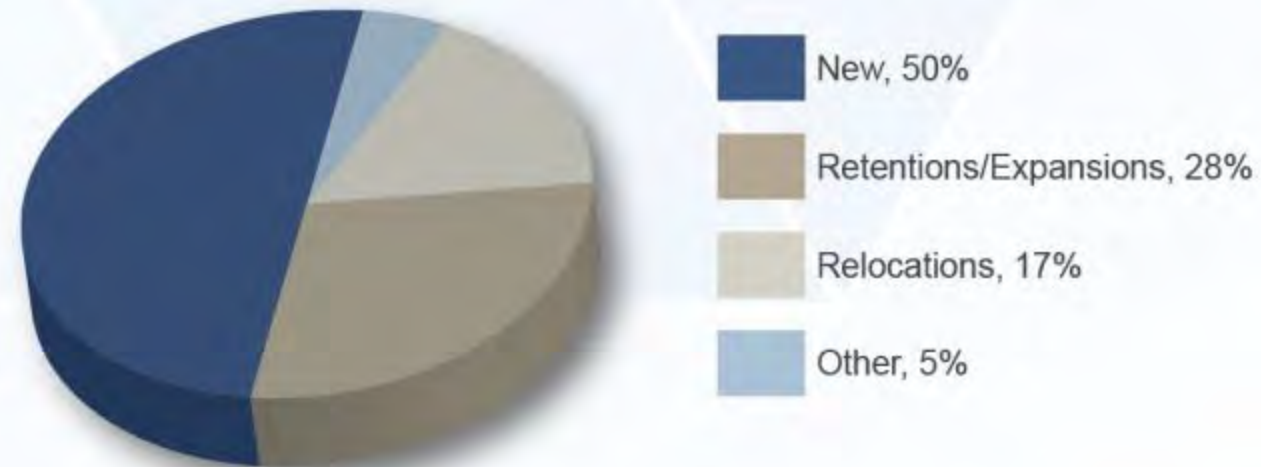
► Vaughan's competitive
advantage.

Accuristix: transportation and logistics	230,000 sq.ft.
Bailey Metal: mfr. of steel framing	61,500 sq.ft. expansion
Bennett Tools: mfr. of painting tools	188,700 sq.ft.
Berenson: dist. of hardware	35,000 sq.ft.
Improve Canada: retail condo	320,000 sq.ft.
NHD Developments: industrial spec.	132,000 sq.ft.
Retail commercial building (Lee Valley)	42,500 sq.ft.
Rochon Engineering: forensic engineers	24,000 sq.ft.
Serta: dist. centre	250,000 sq.ft.
Typhon Group: office building	54,898 sq.ft.
United Natural Foods: dist. food products	40,000 sq.ft. expansion
Vaughan Mills: retail	197,000 sq.ft. expansion

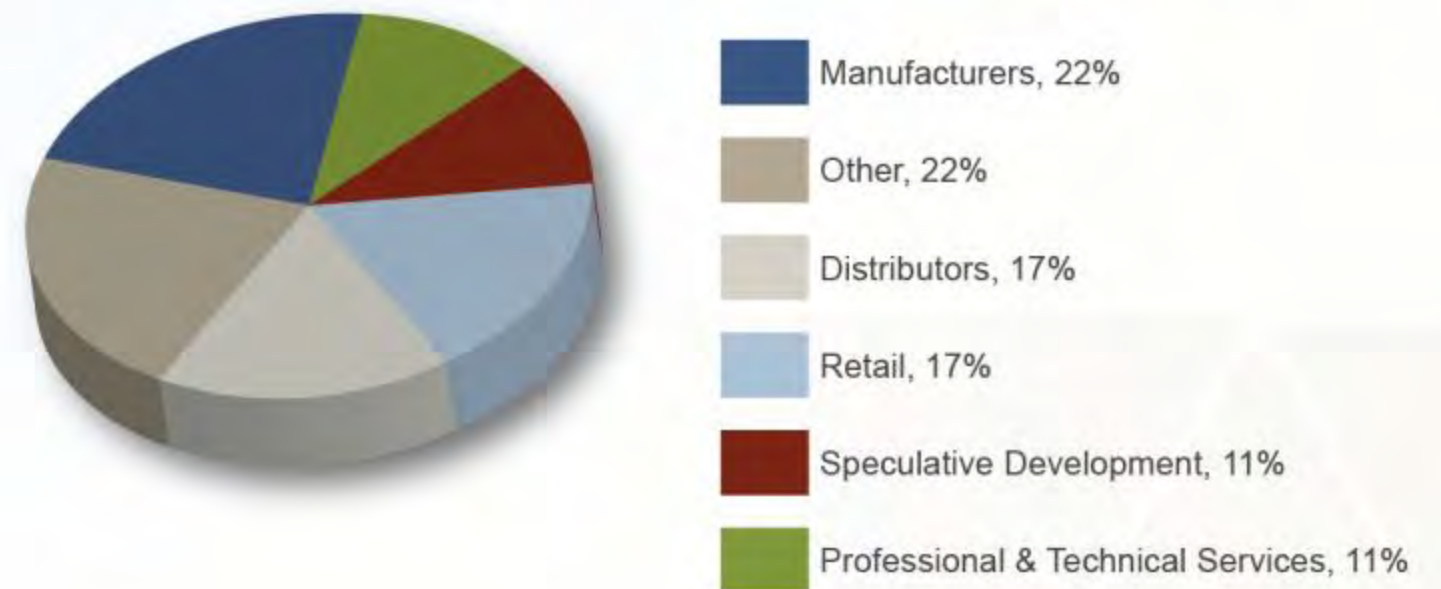
A New Milestone

10,231 Total Businesses – 186,019 Jobs Created in 2013

Distribution of Projects by Origin, 2013



Distribution of Projects by Industry Type, 2013



Convergent Sectors Advances

Creative Economy

Cultivating a Diverse Economy – 2013 Activities:

- ▶ Social Innovation
- ▶ Tourism Sector
- ▶ Kleinburg Revitalization

Canada's First LEGOLAND™ Discovery Centre

\$12 Million New Tourism Sector Investment in Vaughan





The Historic Village of Kleinburg in Vaughan,
“One of the Best Charming Small Towns to Visit!”

— *Days Out Ontario, 2013*

Supporting Tourism Sector Development

Creative Economy – 2013 Initiatives

- ▶ York Region Arts Council's – Arts Exposed Conference
- ▶ Vaughan Film Festival
- ▶ 3rd Annual Vaughan Tourism Roundtable
- ▶ Central Counties Tourism RTO 6
- ▶ Woodbridge Ribfest
- ▶ Woodbridge Village Farmers Market
- ▶ McMichael Canadian Art Collection

Convergence Sectors Advances



Photography © Toronto and Region Conservation

Toronto and Region Conservation Authority's Archetype Sustainable House – demonstration project.

Convergent Sector Advances

Innovative Research Development and Design

Industry/Academic Collaboration Opportunities:

- ▶ York Region Post-Secondary Education Attraction Strategy
- ▶ York Region Broadband Strategy
- ▶ World-Class Innovation Park at the Kortright

A Growing Innovation Centre

Partnering with Innovative Industries



The City of Vaughan co-hosting VentureLab's business workshops.

Small Business Development

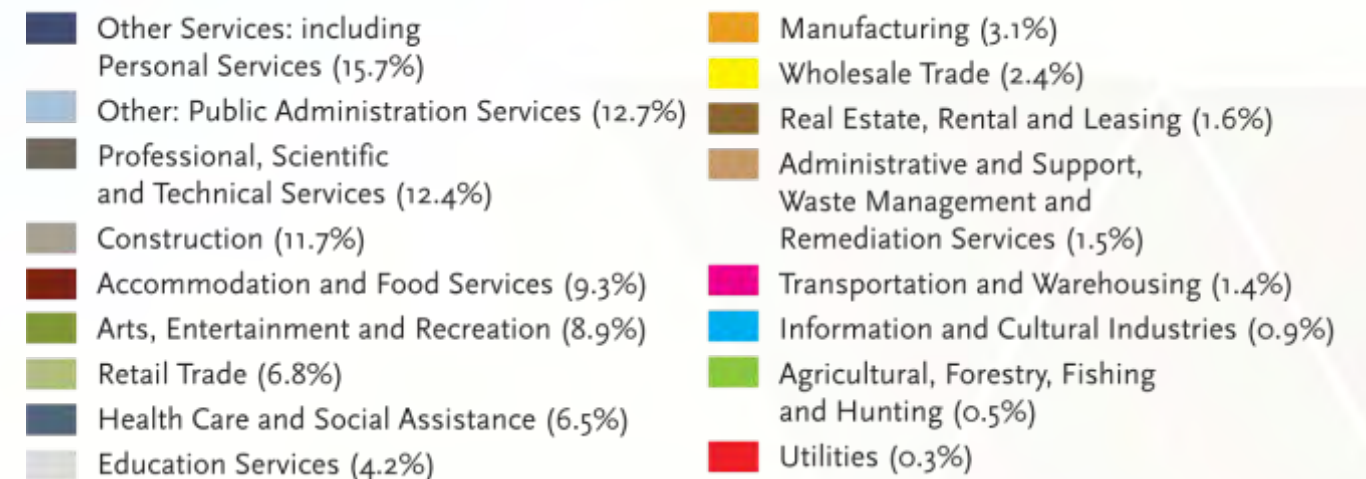
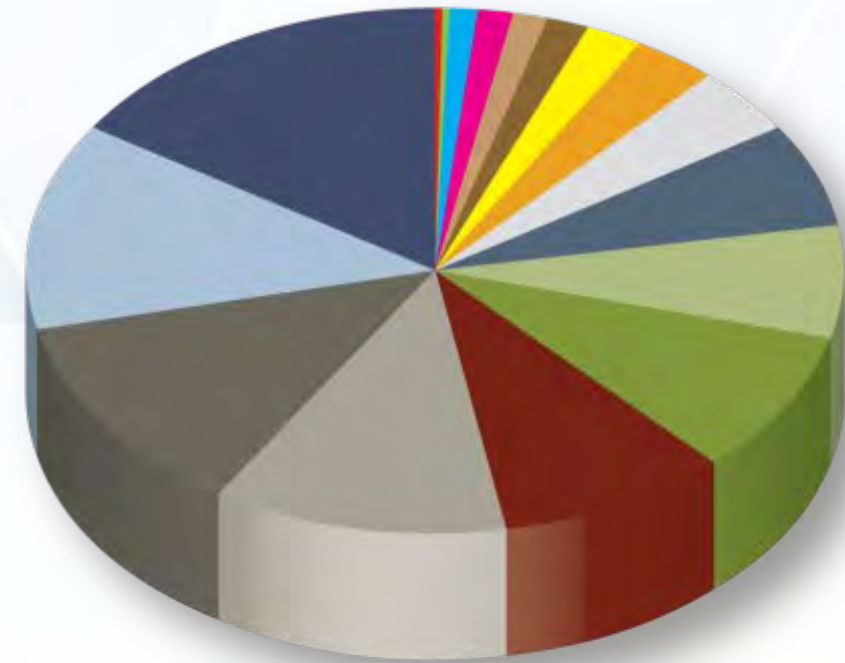
208 Start-up/Expansion – Creating 650+ Jobs

VBEC SERVICES 2012 vs. 2013	2013	2012
General Inquiries	3,546	2,185
Consultations	872	714
New Business & Expansions	208	141
Jobs Created	652.5	281
Seminars, Outreach & Event Activities	213	149
Total Attendees & Contacts	3,362	2,162

A Business Incubation Hub

872 Small Business
Consultations in 2013

► VBEC consultations by industry
– diverse sectors.



Inspiring Entrepreneurial Spirit

TEDx Event Series Launched in Vaughan



TEDxVaughan

TEDxVaughanWomen

TEDxYouth@Vaughan

x = independently organized TED event

Supporting Youth Entrepreneurs

Summer Company | Social Enterprises | Small Business Week | Expo



Economic Cluster Development

Centres of Competitive Advantage

105 Corporate visits – Synchronist surveyed results:

- ▶ 80% at growth point in their business cycle
- ▶ 86% introduced new products
- ▶ 91% employment needs stable/increasing
- ▶ 39% of those with recruitment issues are due to industry challenges, not community

International Business Development Program Launch

2013 Business Mission to Israel – Successful Results



\$300 Million Potential Business Opportunities

2013 Israel Business Mission

10	Strategic Partnerships
7	Industries represented on the mission
\$300M	Generated in potential economic impact
60+	Business opportunities for participating mission delegates
53	Potential new business relocations and/or expansions generated

Economic Partnerships

Reaching Beyond our Borders



Machinery fabrication delegation from Zibo, China – a City of Vaughan economic partner.

City Welcomed 14 Incoming Delegations

China – 5 | Italy – 5 | Israel – 3 | Korea – 1



Employment Zone Development

Investing in Tomorrow

Vaughan Metropolitan Centre – Enterprise Zone Activities:

- ▶ VMC Office Market Study
- ▶ VMC Communications Support
- ▶ Research and Statistical Analysis
- ▶ Business Communications and Marketing Support

Vaughan Metropolitan Centre Station on Track

Building Connections – Expanding Business Opportunities



Highway 427 Extension Underway

Vaughan Enterprise Zone – Major Infrastructure Investments



Potential for 48 million square feet of industrial space – 46,000 job creation.

Business Resources and Marketing

Service Delivery Excellence



The City of Vaughan's Economic Development Department received the **2013 Award of Excellence** from the Economic Developers Council of Ontario.

Corporate Branding and Marketing

International Business Development Program



VAUGHAN Welcome to the City of Vaughan
Official Website.

2013 Vaughan Business Mission to Israel
September 28 - October 6
Tel Aviv | Haifa | Eilat/Eilat | Jerusalem

Vaughan and Centennial College to Jointly Open Trade Office in Israel

The City of Vaughan and Centennial College are joining forces to open a Trade Development Office in Israel. The announcement came on day four of a seven-day business mission to Israel which concluded on Oct. 6. The mission was centered in Tel Aviv, Haifa and Jerusalem and included 23 participants representing 21 different companies, including Centennial College.

"The City of Vaughan understands the important and dynamic role that cities play in global markets. A strong international presence is essential to realizing the City's economic potential and ultimately the City wants to increase trade, generate jobs, and improve the quality of life and standard of living," said Mayor Maurizio Bevilacqua. "This announcement of a joint trade office in partnership with Centennial College is a testament to our belief that, by pooling resources together, we can have a greater impact in Israel."

The City of Vaughan Trade Development Office is scheduled to open in early 2014. The goals of this new office are to drive business revenue connections between Vaughan and Israel, create and enhance Vaughan's business image in Israel by showcasing its competitive advantages, and maintain Vaughan's commercial relationships in Israel.

The office's activities will include leveraging Israeli market and business trends and promoting Vaughan to the Israeli business community. It will also include networking and relationship building with Israeli business leaders, government and trade organizations, financial organizations and other centres of influence.

Bevilacqua and includes Ward 2 Councillor Tony Carella and Ward 5 Councillor Alan...

Contact Information

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2141 Major Mackenzie Drive
Vaughan, Ontario, Canada L6A 1T1

BUSINESS RESOURCES

- News Release - September 25, 2013
- News Release - October 2, 2013
- News Release - October 7, 2013
- Jerusalem Business Networking Forum

ISRAEL

2013 Vaughan Business Mission to Israel
2:35-minute promo video

Company and Participant Profiles

Directory of Israel Mission Participants

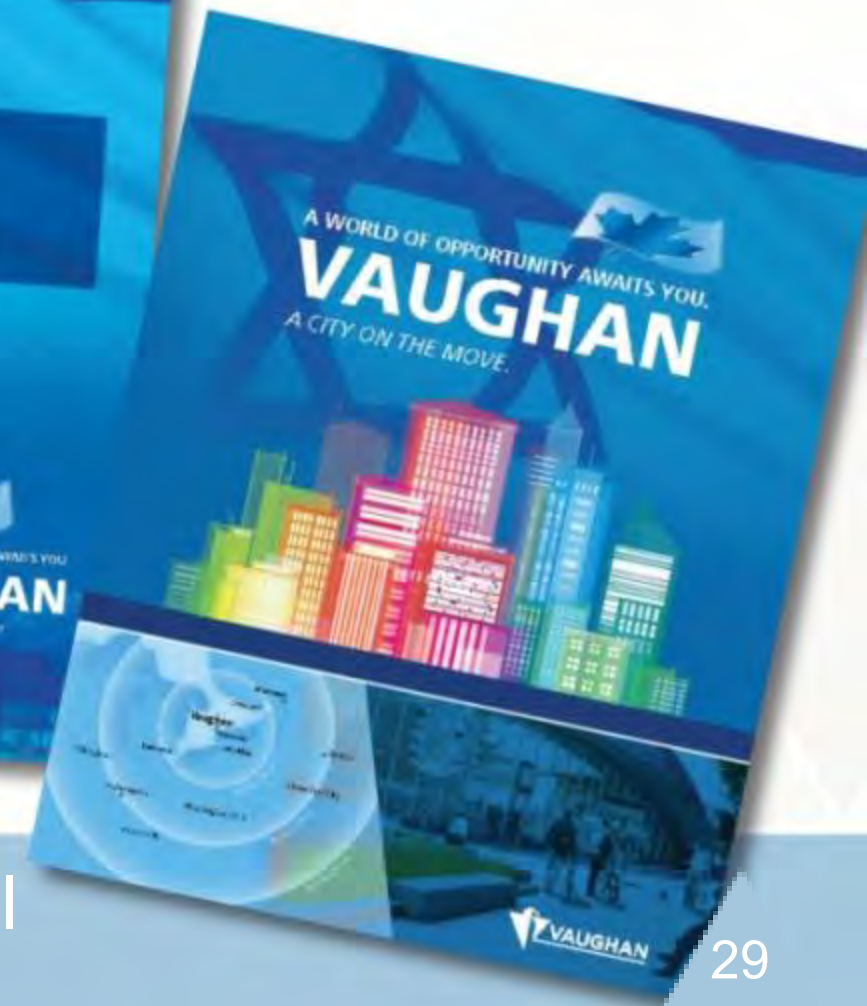
International Business



VAUGHAN

Company and Participant Profiles
2013 Vaughan Business Mission to Israel

A WORLD OF OPPORTUNITY AWAITS YOU
VAUGHAN
A CITY ON THE MOVE.



VAUGHAN

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EDCO Award of Excellence in Partnerships with Educational Institutions – 2013 Israel Mission.

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EMPLOYMENT LAND OPPORTUNITIES SHAPING THE FUTURE OF THE VAUGHAN MILLS PRECINCT

Another step has been taken in Vaughan's evolution into a major urban centre. In March 2012, the City's Policy Planning Department unveiled a secondary plan study of the area bounded by Weston Road to the west, 42nd Avenue to the south, Burnhamthorpe Road to the north and Jane Street to the east. The purpose of the Vaughan Mills Centre Secondary Plan is to define the urban fabric, identify land uses and further define the overall infrastructure required to set the policy framework for development in this area.



Encouraging job growth, this prominent precinct will accommodate a range of land uses including employment, mixed-use residential and commercial developments, and a regional transit hub. As Phase 2 of the Vaughan Mills Secondary Plan is nearing completion, the City will be holding its third public forum on May 22, 2013 to reveal the preferred development concepts. The target completion date for the Secondary Plan is Fall 2013.

"Vaughan is an exciting location. We are moving forward with the Vaughan Metropolitan Centre. We are continuing to attract investment in the Vaughan Enterprise Zone and now the Vaughan Mills area," explains Mayor Martin Boschetto. "The Vaughan Mills Secondary Plan lays the groundwork for an urban centre that is a bridge between our existing neighbourhoods and the Metropolitan Centre. The entrepreneurial vitality and the sense of energy that emanates from these key areas are a catalyst for greater human and capital investment in our community."

Because investment activities remain strong in the area, in January 2013, local developer Cambridge announced an investment of \$120 million for the redevelopment and acquisition of 100,000 square feet of retail and 100,000 square feet of office space in the Vaughan Mills area. The opening of Canada's first five million LEED-certified entertainment space in Vaughan Mills. The opening of Canada's first five million LEED-certified entertainment space in Vaughan Mills. The opening of Canada's first five million LEED-certified entertainment space in Vaughan Mills. The opening of Canada's first five million LEED-certified entertainment space in Vaughan Mills.



2013 CITY OF VAUGHAN THE ART OF THE POSSIBLE

We are living in an exciting time in the City of Vaughan. All around us there is activity, movement and motion – and everywhere you look there are opportunities to improve our quality of life and realize the bright future of our City. One of our most significant achievements in 2013 is the approval of the 427 extension. This timely construction of the extension will accelerate investment and opportunities for better connecting communities, and improving the flow of goods and services for our businesses in the Vaughan Enterprise Zone, valuable employment areas in the GTA.

This is a major win for the City of Vaughan and the fulfillment of a promise made to our residents. "I am pleased that Premier Wynne and her government acted in this timely construction of the extension will accelerate investment and opportunities for better connecting communities, and improving the flow of goods and services for our businesses in the Vaughan Enterprise Zone, valuable employment areas in the GTA."

Transportation plays an important role in economic growth and global trade. The extension of the 427 extension will provide an additional 620 acres, the potential for 10.8 million square feet of new jobs.

Construction of the 427 extension is scheduled to begin in 2015/2016. Ontario government's commitment to improve infrastructure across the province includes three new interchanges, one at Langstaff and Major Mackenzie Drive, nine bridges, and provision for a future station along the west side of the highway.

VAUGHAN'S ECONOMY POISED FOR GROWTH WITH APPROVAL OF THE 427 EXTENSION

As a result of Vaughan's active lobbying of the Province, Premier Kathleen Wynne government officials made the exciting announcement on May 16 at Carleton Place that the Province has financially committed in Ontario's 2013 budget to fund the extension of Highway 427 in Vaughan.

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Growth in this area is already at a fast pace with construction under way for the new office and distribution centre, as well as the new 200,000-sq-ft distribution centre on Huntingdon Road and the 100,000-sq-ft distribution centre on its 200,000-sq-ft building on St.

The Highway 427 Extension will further connect the VESZ to key 'C' making the GTA an international gateway for flows of goods. The extension is an integral part of the federal government's Asia-Pacific Gateway and Gateway Program.

The people of Vaughan have a vision for the future of our City. We envision a world-class city that will attract investment from around the world and create jobs for our residents.

OUR FUTURE IS NOW. LET'S BUILD IT TOGETHER

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In May of this year, Vaughan Council declared its intent as a willing host to the Ontario Lottery and Gaming Corp.'s cultural and entertainment gaming complex. This decision reflects our commitment to respond to the citizens of Vaughan's request to examine possible proposals for a cultural and entertainment district in the Vaughan Metropolitan Centre.

This also reflects our commitment to becoming a key economic development driver in the GTA and Canada by creating jobs, encouraging investment and pursuing opportunities that will enhance our quality of life and standard of living. Building a world-class cultural and entertainment district in Vaughan is consistent with our mission to create and expand opportunities for our residents.

If Vaughan is chosen to host an integrated entertainment and gaming complex, gaming would be a relatively small component of this billion-dollar private-sector facility. It will also feature a five-star hotel, entertainment arts centre, convention space, retail opportunities and restaurants that will serve as an anchor for the local cultural and tourism industry. Plus, the revenue it generates for the City would allow us to invest more in the projects that matter to you.

It would also align with the vision we have put in place through our strategic plan – that Vaughan will be "a city for all citizens" – and support our plan to build a dynamic economic potential we need to promote our city to new markets.

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A CULTURAL AND ENTERTAINMENT COMPLEX

On May 29, 2013, Vaughan Council voted in favour of a world-class cultural and entertainment district, convention, trade centre, five-star hotel and other amenities, and other infrastructure and plans to improve the citizens' standard of living in Vaughan.

Vaughan's interest in hosting an integrated entertainment and gaming complex is contingent upon a number of terms and conditions. "The terms and conditions set out by the City of Vaughan's ultimate objective of acting in the best interest of the City of Vaughan."

Council's Terms and Conditions:

- 1. The operator would provide an overall master plan.
- 2. The terms and conditions set out by the City of Vaughan's ultimate objective of acting in the best interest of the City of Vaughan.
- 3. The operator would develop a joint employment and labour market plan.
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THE TRANSFORMATION OF VAUGHAN INTO A MAJOR URBAN CENTRE

What does it take to transform a City? It takes a vision, strategy and leadership to make it happen. With the accomplishments and progress the Council and administration has made in the City's strategic plan, Vaughan is now making the transformation from a suburban community into a major urban centre.

The City of Vaughan's 2013 Economic Development Strategy 2013 provides a blueprint for Vaughan's future economic growth. While it focuses on developing Vaughan as an economic centre for attracting investments and jobs, it also places equal importance on creating a thriving, vibrant community that offers an impressive quality of life and high level of connectivity. The City continues to reach out to residents, businesses, media, academic institutions and government agencies to foster the transformation of Vaughan into a dynamic urban centre.

Vaughan continues to experience tremendous growth. Figures from the 2012-2013 Mid-Region estimate show a population growth of more than 24,000 new residents in the past three years. Between 2012 and 2013, the number of businesses in Vaughan grew by 3.7 per cent. The City invests millions of dollars every year in capital projects to build new or improve existing infrastructure. Vaughan is committed to city building, as well as providing residents and businesses with services that focus on a healthier and safer community while encouraging innovation and prosperity.

"We have seen great progress on several important initiatives in 2013 – the Mackenzie Vaughan Hospital, Highway 427 extension, the subway extension and new development applications in the Vaughan Metropolitan Centre. These initiatives are an important part of Vaughan today that will have a lasting impact on our City's future."

In 2013, the City experienced excellent growth in new businesses – there are now more than 10,000 businesses here. Vaughan remains one of Canada's fastest growing cities, with the annual value of construction actively surpassing the one billion dollar mark for the sixth time in 12 years. Major construction development projects in the residential, commercial, industrial and institutional sectors totalled \$1.5 billion.

Working together we are achieving our ultimate goal of becoming a world-class city. The City knows that economic growth opportunities are not only coming from locally grown companies, but also internationally from business owners looking to expand globally.

"The City of Vaughan understands the important and dynamic position to take advantage of our location. We are now in a strong economic and business position to attract investment from around the world and create jobs for our residents."

GIVING AND GAINING MORE – VAUGHAN BUSINESSES STEP UP AGAIN

Is there a measurable payoff for corporate social responsibility (CSR)? When companies get the mix of "what" causes to invest in, and "how" or approach to adding value, jobs and activities and competitive advantage become mutually reinforcing. Whether we think in these terms, or just have a visceral need to give of ourselves, we all benefit.

This past holiday season, we saw the generosity of local Vaughan businesses. More than 30 businesses donated toys and cash towards the CPIC CYM Christmas Wish program. Local firms such as TITAN Equity Group Ltd., contributed in the collection of more than 10,000 toys for children in Vaughan and across the Greater Toronto Area. "We strongly believe in giving back to the community," said Terry Kotton, President of the TITAN Group. Back program.

This investment of giving back resonates throughout the year. "Our contribution of \$1 million to Mackenzie Vaughan Hospital is made possible because of the generosity of our businesses," said Mayor Martin Boschetto. "When we build these projects, we are also supporting our families, our residents and employees. Each of us has capacity beyond our imagination."

The benefits of CSR are increasingly being borne out in empirical evidence. The research is showing a causal link between CSR and financial performance – a better bottom line, employee satisfaction, staff loyalty, brand image and ability to attract new talent. A short cut to Vaughan's business and supporters giving more is also giving more.

"The City of Vaughan understands the important and dynamic position to take advantage of our location. We are now in a strong economic and business position to attract investment from around the world and create jobs for our residents."

Next Steps

Economic Development 2014-17 Business Plan

Looking Forward:

- ▶ Attract a Post-Secondary Educational Institution
- ▶ Develop Vaughan International Commercialization Centre Strategy
- ▶ Create CIP to Attract Office Developments in the VMC
- ▶ Implement Starter Company Program

Partnerships

Collaborating for a Promising Future Together



Vision in Action

Transformation of Vaughan into a Major Urban Centre

