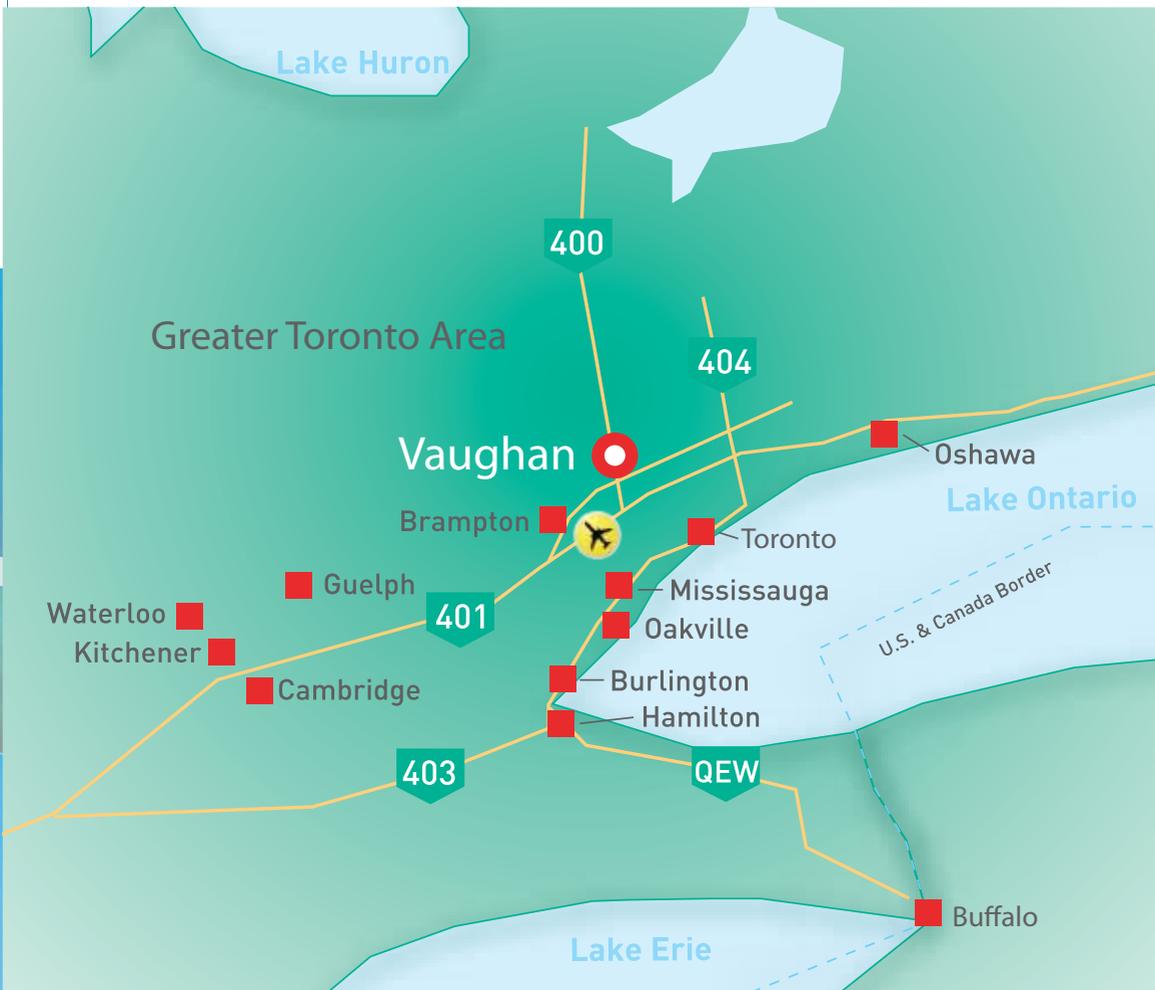


# Vaughan.

Building a Gateway  
to Tomorrow's Economy.

Vaughan





Use your smart phone to scan the 2D bar codes, QR codes, on the corner of the right-hand page to view additional content.

### Scan a Group Bar Code

- 1 Use a camera enabled smart phone that supports third party apps: Scan a Group Bar Code.
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- 3 The code will automatically take you to our online content.





Artist's rendering for the vision of downtown Jane Street and Highway 7.

# Transformation of Vaughan



**Maurizio Bevilacqua**  
Mayor

Cities are the future of this country – the economic engines, the centres of innovation and the magnet for investment, growth and job creation. Supporting ideas to promote innovation and leading edge thinking will place Vaughan at the forefront of 21st century cities able to capture the imagination of the world. We will position Vaughan in a regional, national and international context by reaching out to residents, businesses, the media, academic institutions and other levels of government to foster a greater presence of the City within the circles of decision-makers.

The new world economy calls for new approaches, new ideas, and new directions for economic prosperity and a sustainable future. *Building a Gateway to Tomorrow's Economy* is the City of Vaughan's new 10-year Economic Development Strategy.

It will provide a blueprint for the City's future economic health and will position

Vaughan as a dynamic and growing City, situated in one of North America's most strategically important economic centres, able to attract investments and people that will create a thriving, healthy economy rooted in a high quality of life and standard of living.

## Members of Council 2010-2014



Regional Councillor  
**Gino Rosati**



Regional Councillor  
**Michael Di Biase**



Regional Councillor  
**Deb Schulte**



Councillor Ward 1  
**Marilyn Iafrate**



Councillor Ward 2  
**Tony Carella**



Councillor Ward 3  
**Rosanna DeFrancesca**



Councillor Ward 4  
**Sandra Yeung Racco**



Councillor Ward 5  
**Alan Shefman**

"Business attraction is not a zero-sum game – when one city grows, every part of the region benefits from the accompanying greater talent pool, thicker labour market, heightened competition, improved productivity, and the greater scale and scope of skills and business ideas."

– Martin Prosperity Institute



A photograph showing the metamorphosis of monarch butterflies. Five pupae are hanging from a dark, textured branch against a green background. From left to right, the pupae are in various stages of development, with some showing the orange and black patterns of the adult butterfly. The text 'Transformation of Vaughan' is overlaid in white on the image.

# Transformation of Vaughan

## **NEW ECONOMY = NEW DIRECTIONS, NEW IDEAS, NEW APPROACHES**

Vibrant cities and regions undergo a process of continuous renewal. For the past three years, Vaughan's Growth Management Strategy along with the Official Plan have led the visioning process for the City's development as a major urban centre. In this time of growing challenges and opportunities, the adoption of Vaughan's Economic Development Strategy provides a new blueprint for sustainability and the City's future economic health.



“The Global Group is invested in Vaughan. We’re about more than well-made office furniture, our business is about the environment, the communities we serve and our diverse workforce. We see our values embodied in the City’s Economic Development Strategy.”

Rick Galbraith  
Vice President – Sales  
**The Global Group**

> 1.1 million sq. ft. of manufacturing facilities and distribution centre located in Vaughan



### Vision

The City of Vaughan’s 10-Year Economic Development Strategy identifies the trends underlying the emerging economy of the 21st Century, and positions the City as the gateway between the GTA and a globalized, knowledge-based marketplace. It envisions the City as an incubator of talent, innovation and entrepreneurship rooted in a dynamic and creative economy with a world class quality of life.

### Mission

The Economic Development Strategy seeks to lay out an Action Plan that will allow the City of Vaughan to build on existing economic strengths, while pursuing targeted opportunities for attracting investment, creating jobs and enhancing quality of life.

### Mandate

The City’s adoption of the Economic Development Strategy provides City staff and a range of community partners the opportunity to undertake a coordinated series of actions designed to achieve ambitious goals related to building key infrastructure, supporting key investments and attracting key people in order to ensure a dynamic and growing economy at the heart of our community.

### Our Goals

- > BE THE **GATEWAY** FOR ECONOMIC ACTIVITY IN THE GREATER TORONTO AREA
- > **INCUBATE** AND ENABLE ENTREPRENEURIAL ACTIVITIES
- > PROVIDE **BEST-OF-CLASS ECONOMIC DEVELOPMENT SERVICES** FOR OUR STAKEHOLDERS
- > GROW VAUGHAN’S **DYNAMIC QUALITY OF PLACE** AND CREATIVE ECONOMY



# Innovation and Competitive Advantage

Artist's rendering of the Vaughan Metropolitan Centre subway station platform, scheduled to open in 2015.

# Edge Cities and Economic Development Opportunities

Urban planners have coined the term “edge cities” to describe fast-growing communities at the edge of economic mega-regions. Vaughan’s role as an edge city to the GTA – matched with its growing transportation and goods movement infrastructure – establishes the community as a major gateway for goods, services and people flowing into and out of the GTA.

Being a gateway will bring opportunity to Vaughan – but something more is required to keep it in the City. The Strategy builds on the idea that Vaughan will become an economic incubator – a major centre of business and investment support services that combine innovation, talent and creativity to deliver economic development programs that generate and accelerate entrepreneurial success.

What also sets Vaughan apart is its willingness to re-imagine itself. Where traditional economic development programs may seek to designate specific buildings or offices as incubators, Vaughan will use the entire City to attract, nurture and grow the next generation of economic activities for the region.

The current population estimate is 296,000 people and employment of 160,000 jobs. Provincial and Regional forecasts see Vaughan reaching a population of 416,600 people and 266,100 jobs by 2031.

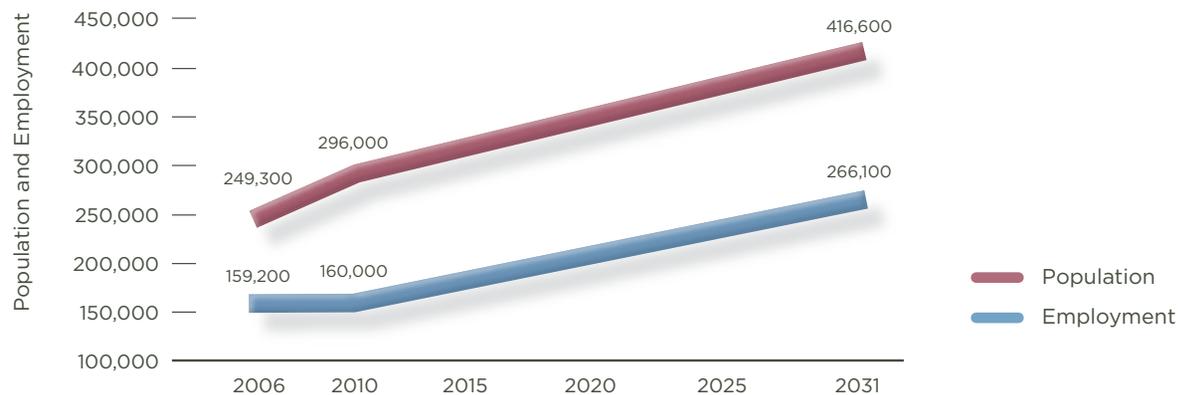
“We find the City of Vaughan is a strategic location for our international headquarters, enabling us to expand and attract highly skilled workers for the long-term. The City provides essential business advantages including excellent infrastructure, competitive taxes and a pro-business environment. The accessibility and quality of restaurants, shops, entertainment, recreation and cultural amenities are important to our clients, our valued employees and their families.”

Dr. Andy Boorn  
President

**AB Sciex**

- > A sister company of Danaher Corporation
- > 1,400 employees worldwide

## POPULATION & EMPLOYMENT - GROWTH PROJECTIONS 2006-2031





# Creative and Culturally Diverse Vaughan

# Building a Creative and Culturally Vibrant Economy

Entrepreneurial communities happen because of smart and innovative people. Now more than any other time in history, our ease of mobility allows us to change the communities that we call home. The new breed of knowledge-based worker is looking for a community that fulfills more than basic needs. Indeed it is the existence of inherent quality and social benefits in communities that will define where talent roots itself.

To grow Vaughan's dynamic quality of place and creative economy, we will:

- > Use place-building and creative economy development as a means of enhancing efforts to attract knowledge workers
- > Cultivate tourism, cultural and creative industry linkages in the City
- > Protect the economic vitality of Vaughan's heritage districts (Carville/Concord, Kleinburg/Nashville, Maple, Thornhill, and Woodbridge) and enhance the mix of retail opportunities to attract visitors
- > Leverage Vaughan's image as a welcoming community



LEED\* platinum-certified archetype sustainable houses at the Kortright Centre in Vaughan.

\*Leadership in Energy and Environmental Design (LEED) is a third-party certification program and an internationally accepted benchmark for the design, construction and operation of buildings, homes and neighbourhoods.

Photography © Toronto and Region Conservation

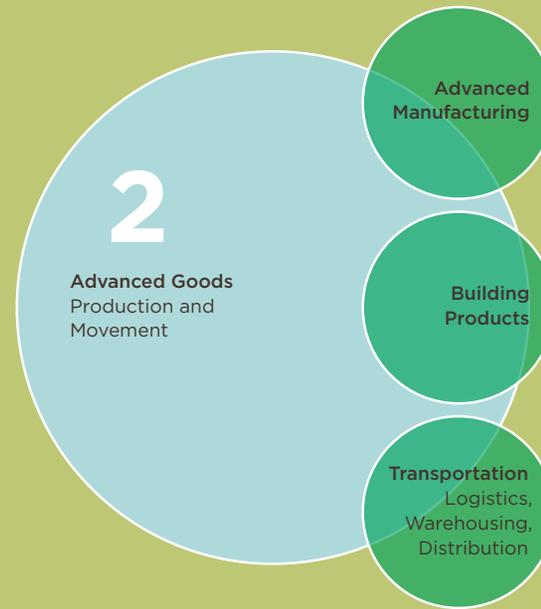
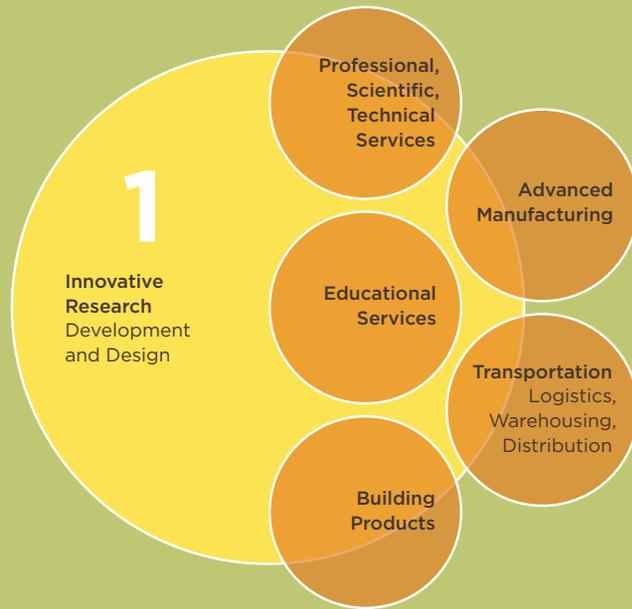
"Summer Fresh Salads has grown from a small company with big ideas about delicious foods, to a leading North American supplier of high quality prepared foods for the retail and food service sectors. We've been able to expand our business in Vaughan, capitalizing on its many locational advantages and more importantly, taking inspiration from its ethnic diversity to develop new products and build market share."

Susan Niczowski  
President

**Summer Fresh Salads Inc.**

- > 100+ employees in Vaughan
- > CEO Susan Niczowski have been named in Canada's Top 100 Women Entrepreneurs - ranked #2





# Focus on Economic Convergence

These services are focused on specific areas of economic convergence, centres of trade and investment activity that reflect the dynamics and technological focus of 21st century industry, while remaining anchored in the City's existing strengths and workforce. Vaughan's existing areas of economic strength include:

- > Manufacturing
- > Professional, Scientific & Technical Services
- > Transportation, Warehousing, Logistics & Distribution
- > Educational Services, Health Care & Social Services
- > Corporate Headquarters
- > Building Products
- > Cultural Industries

# “Sweet Spot”

The 10-Year Economic Development Strategy looks at each of these sectors of strength in detail, but also targets Vaughan’s future efforts in emerging areas of opportunity where these sectors begin to overlap and merge in areas of “convergence”. These sectors build upon the City’s current strengths and tap into opportunities created by our resident workforce’s skills as well as new investments in subway transit, the new hospital and ties with post secondary learning institutions.

If we focus our economic development efforts where a number of economic sectors overlap or converge (identified as the “sweet spot” in the diagram) we can successfully attract, facilitate and encourage investment in our target sectors. Two key areas emerged in the Strategy: Innovative Research, Development & Design; and Advanced Goods Production & Movement.



## Gateways, Incubators and Convergence

These areas of “convergence” open the door to new investment opportunities by successfully building on existing assets while focusing development efforts in growing sectors of the economy.

The Strategy examines particular opportunities in these target areas, but also describes the ways in which they impact the shape and direction of development in key areas of the City. These include the Vaughan Enterprise Zone, where developing transportation infrastructure and desirable development lands support the growth of the Advanced Goods Production & Movement sector, and the Vaughan Metropolitan Centre, where growing cultural, transit and educational amenities will help anchor a quality of life that supports the growth of the Innovative Research, Development & Design sector.



Since moving Optech headquarters to Vaughan in 2006, we have continued our growth as the world’s leading provider of advanced lidar and imaging technology to customers on every continent. Our location in the Vaughan Metropolitan Centre offers excellent access to highways and Toronto Pearson International Airport, and it’s close to a population of highly talented people, which is fundamental to our high reputation in the industry.

Donald Carswell  
President

### **Optech Incorporated**

- > *Canadian headquarters based in Vaughan*
- > *250+ employees worldwide*





Building a Gateway

# Sustainable Economy and Future Prosperity

Economic growth and prosperity occurs irrespective of municipal boundaries. Above and beyond transportation linkages and locational advantages, Vaughan will leverage its strengths to become the gateway to the Greater Toronto economic region, by focusing on:

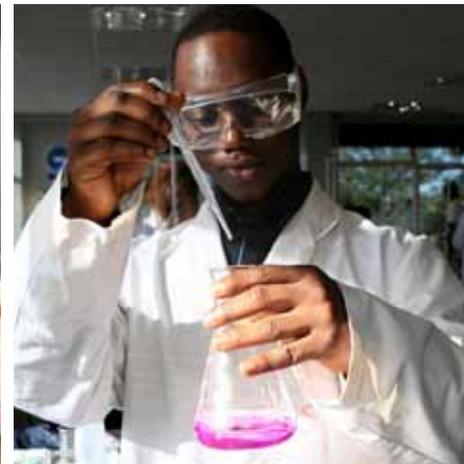
- > International business development activities that will focus on developing economic relationships with international gateway cities, through cooperation with Canadian gateways, such as Delta, BC.
- > Innovation and research will focus on the bio and life sciences sector for the development of the Vaughan Health Campus of Care.
- > Vaughan Metropolitan Centre will be the heart of the City for office development; for celebrating culture and the arts; and for living.
- > Vaughan Enterprise Zone will be the heart of employment activities for the City and the Greater Toronto economic region.

"One of the deciding factors in moving our facilities to Vaughan is the close proximity to Toronto Pearson International Airport, excellent transportation and logistics. Vaughan is one of Canada's fastest growing cities, it provides a great place to live and work and we enjoy the strong relationships that we've built with Vaughan's businesses and citizens."

Stephan Ekmekjian  
General Manager Canada  
**Bausch + Lomb**

> *Canadian headquarters based in Vaughan*

> *13,000+ employees worldwide*



# Best-of-Class Economic Development



Artist's rendering of the Vaughan Metropolitan Centre subway station exterior, scheduled to open in 2015.

# Partnering for Action

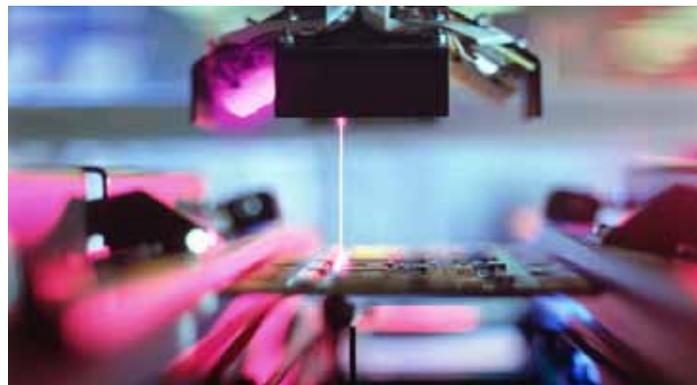
Between today and 2021, as the City implements the Strategy's Action Plan, it will pursue an ambitious – and “best-in-class” – approach to economic growth, investment attraction and job creation.

The Strategy describes a range of key partnerships that will help the City drive the economic agenda forward. Some of these partnerships lead in exciting new directions, like those that focus on establishing the City's relationships with other municipalities and economic development agencies around the world. But many more rely on working side by side with local businesses, local organizations and the community.

Ultimately, this may be one of the Strategy's greatest strengths: while it provides the City of Vaughan with a blueprint for economic growth and investment, it also provides a framework for the community itself to play a key creative role in achieving economic development.

The strategy's Action Plan has three key components:

- > Vaughan Business Enterprise Centre will broaden its mandate, delivering incubation Vaughan programs
- > Deploying new marketing and communications tactic to engage and inform our clients, stakeholders and the broader community
- > Undertake a place-branding strategy, articulating a unique and compelling identity for the City by engaging our community



“The Chamber is pleased to have had input in helping to create this Economic Development Strategy with the City, as our focus is to both grow and maintain Vaughan's business success.”

Deborah Bonk Greenwood  
President & CEO  
**Vaughan Chamber  
of Commerce**

- > *The Chamber is a not-for-profit agency promoting the interests of business in the City of Vaughan.*
- > *1,000+ members*





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Economic Development Department

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