



# Collaboration for Competitiveness

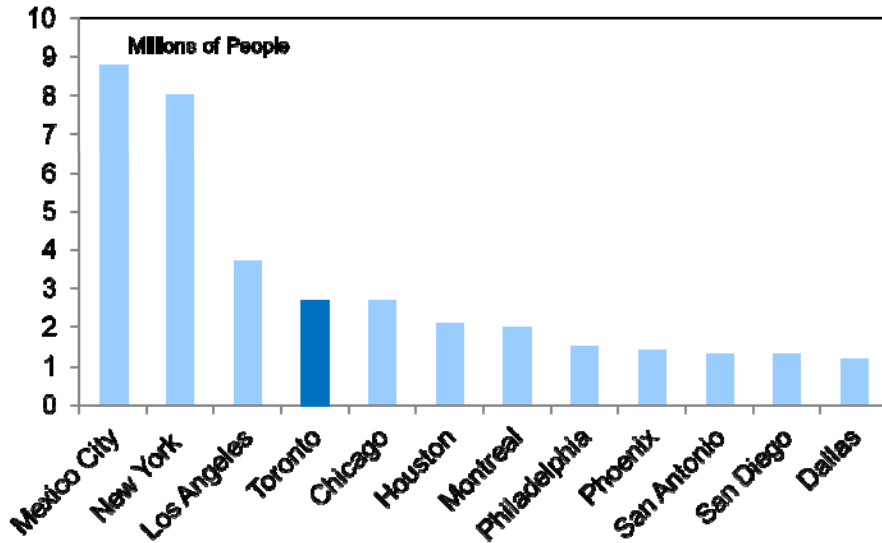
A Strategic Plan to Accelerate Economic Growth & Job Creation in Toronto

City of Toronto Council Meeting

February 20 & 21, 2013



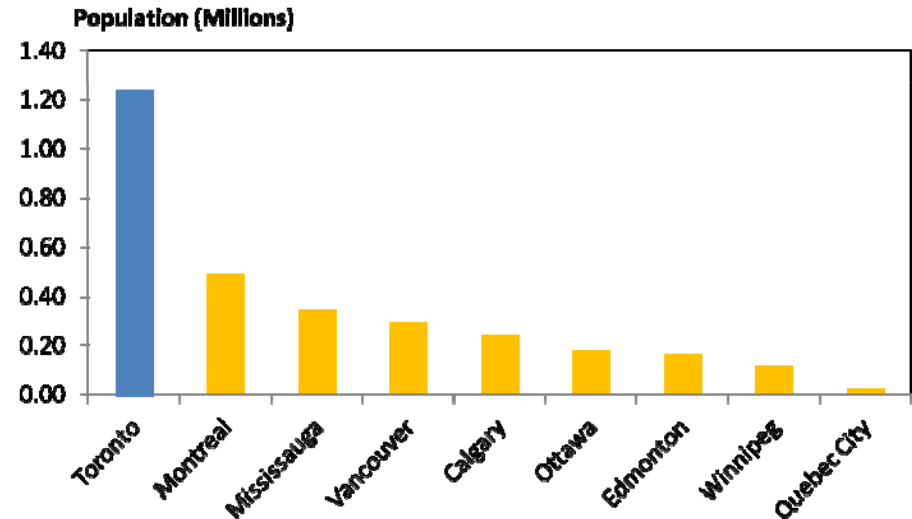
# Canada's Largest City, Fourth in North America



Largest North American Cities  
By Population - 2011

Source: Canadian 2011 Census; US Bureau of Census, American Community Survey 2011;  
City Major Statistics [www.citymayors.com/statistics/largest-cities-mayors-1.html](http://www.citymayors.com/statistics/largest-cities-mayors-1.html)

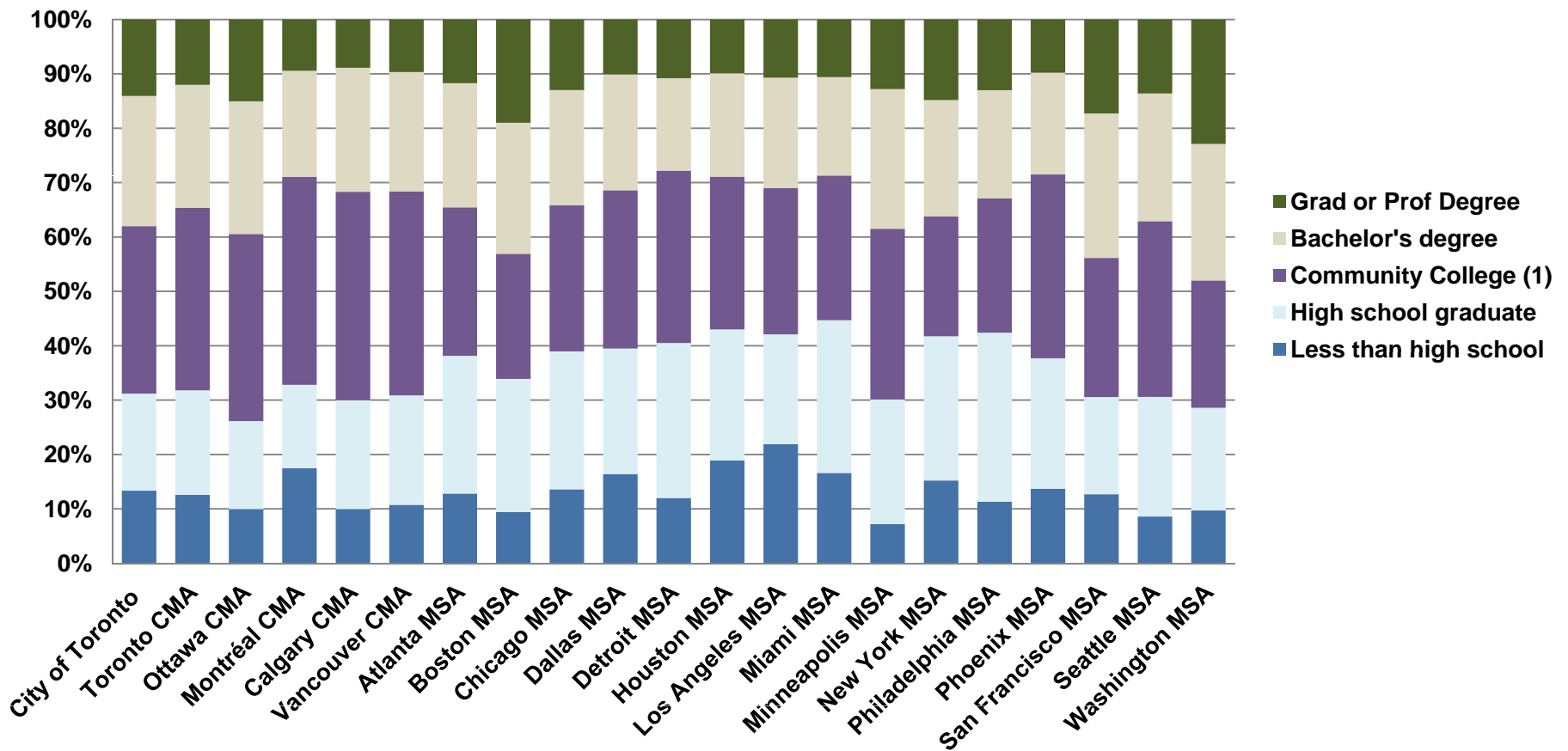
## Immigration Settlement Levels In Major Canadian Cities – 2006



Sources: Statistics Canada, 2006 Census

# Key Economic Strength: Well Educated Population

Population 25 and Over by Educational Attainment - 2011

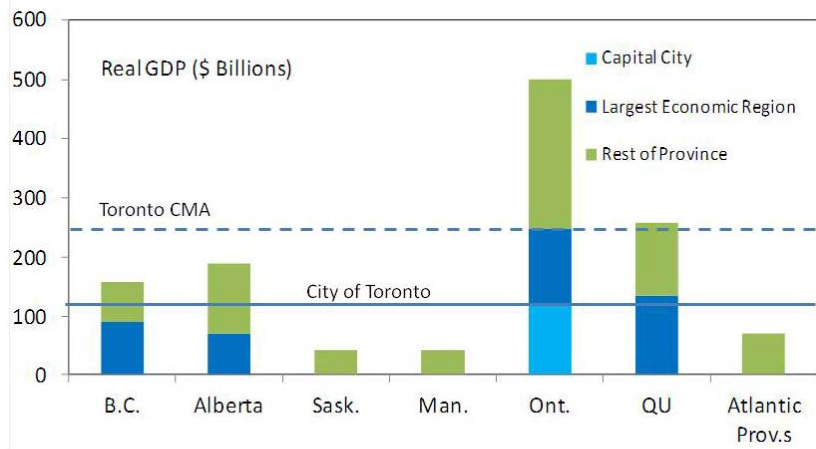


Source: Statistics Canada Labour Force Survey and American Community Survey (2011)  
(1) Includes some post secondary and trade cert/vocational school/apprenticeship training

# Key Economic Strength: Diverse Economy



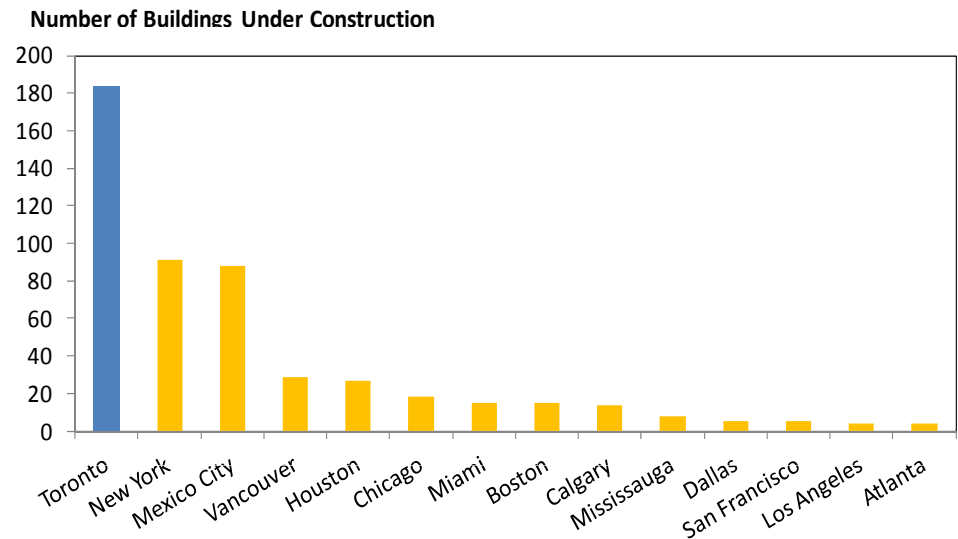
# Major Economic Centre



Source: Canadian Conference Board & Statistics Canada

## Comparison of Annual Real GDP - 2011

## High Rise Buildings Under Construction North American Cities – January 2013

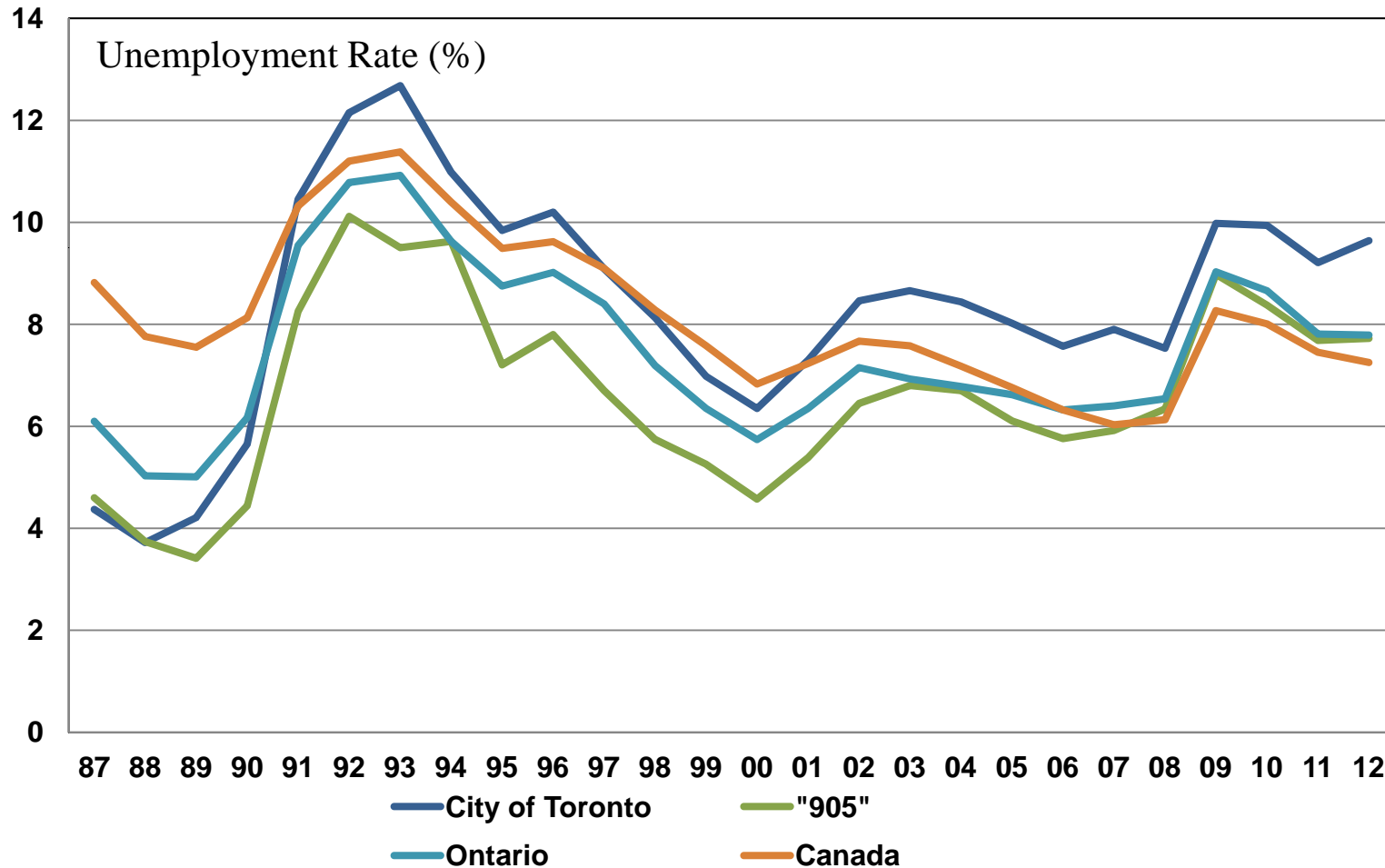


Source: Emporis, downloaded on Jan. 7, 2013

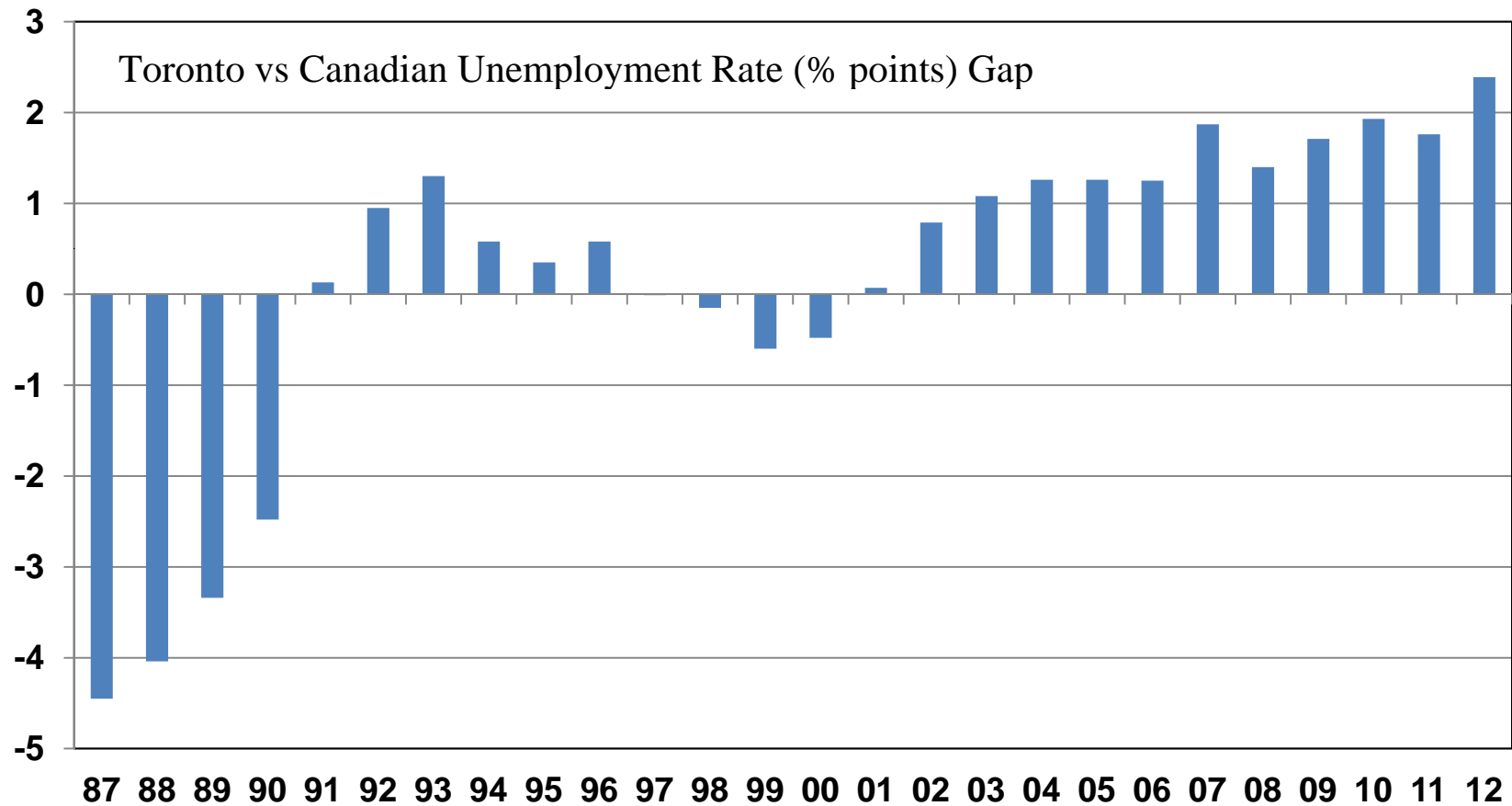
# Economic Challenge: Population Growing Faster than Jobs



# Economic Challenge: Unemployment Rate Too High

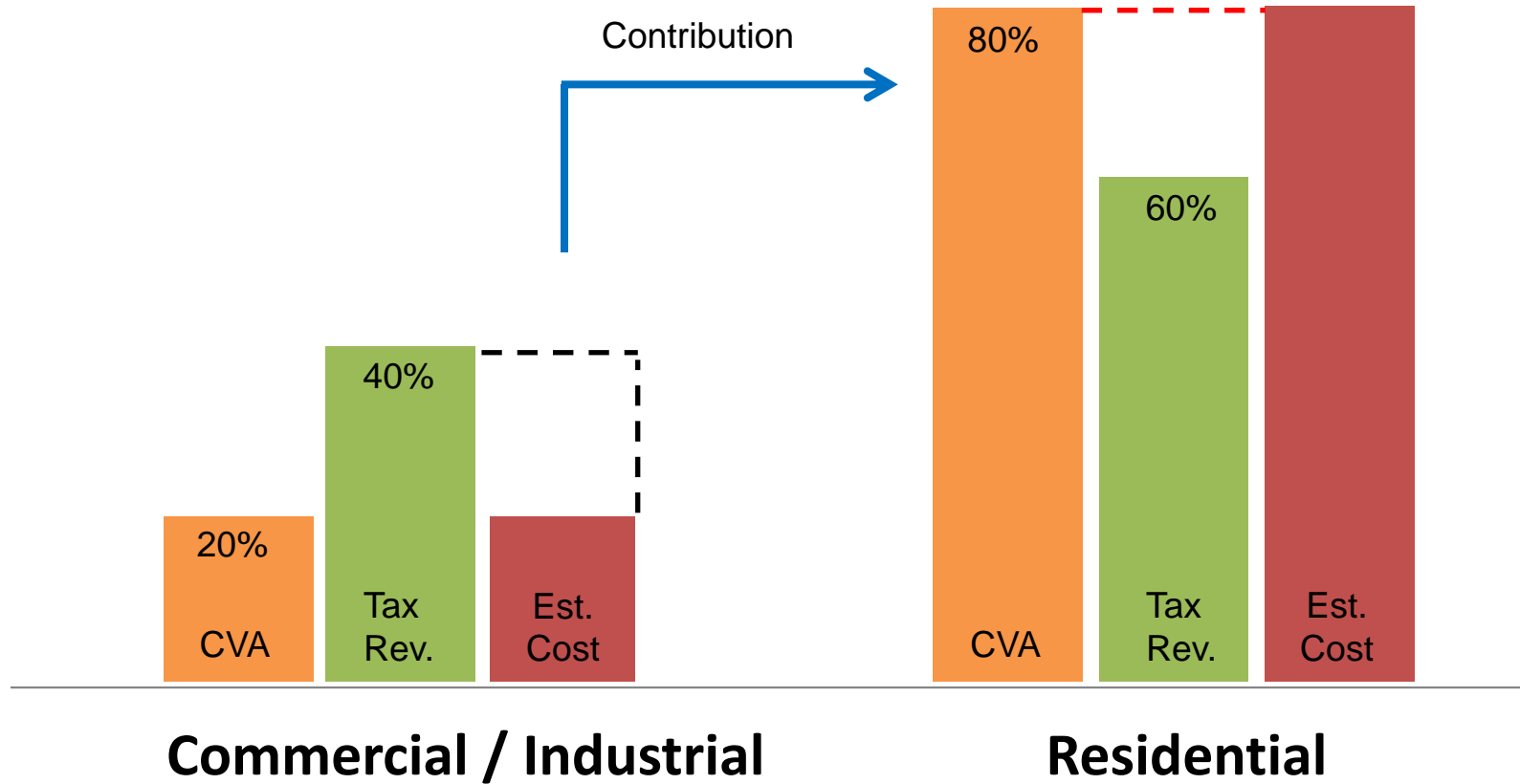


# Economic Challenge: Unemployment Gap Widening with Canada





# Economic Challenge: Commercial & Industrial Assessment 2012



# Goals

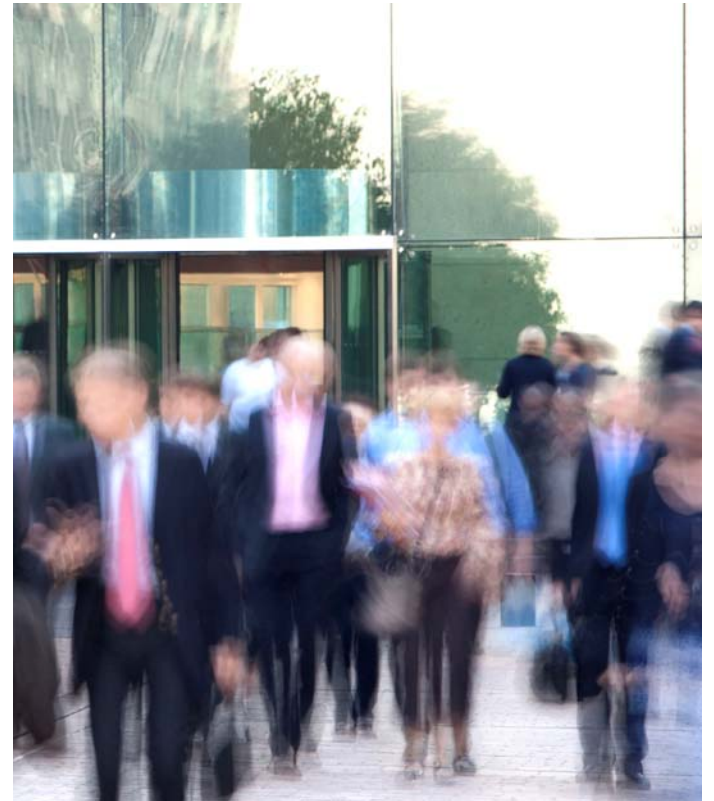
## Advance the City's prosperity, opportunity and liveability by:

- Working with businesses, residents, and a broad set of stakeholders to foster job creation and investment growth
- Improving the City's finances by increasing assessment and decreasing the need for social support payments and services
- Ensuring that City policies, programs and activities create an attractive climate for business and investment

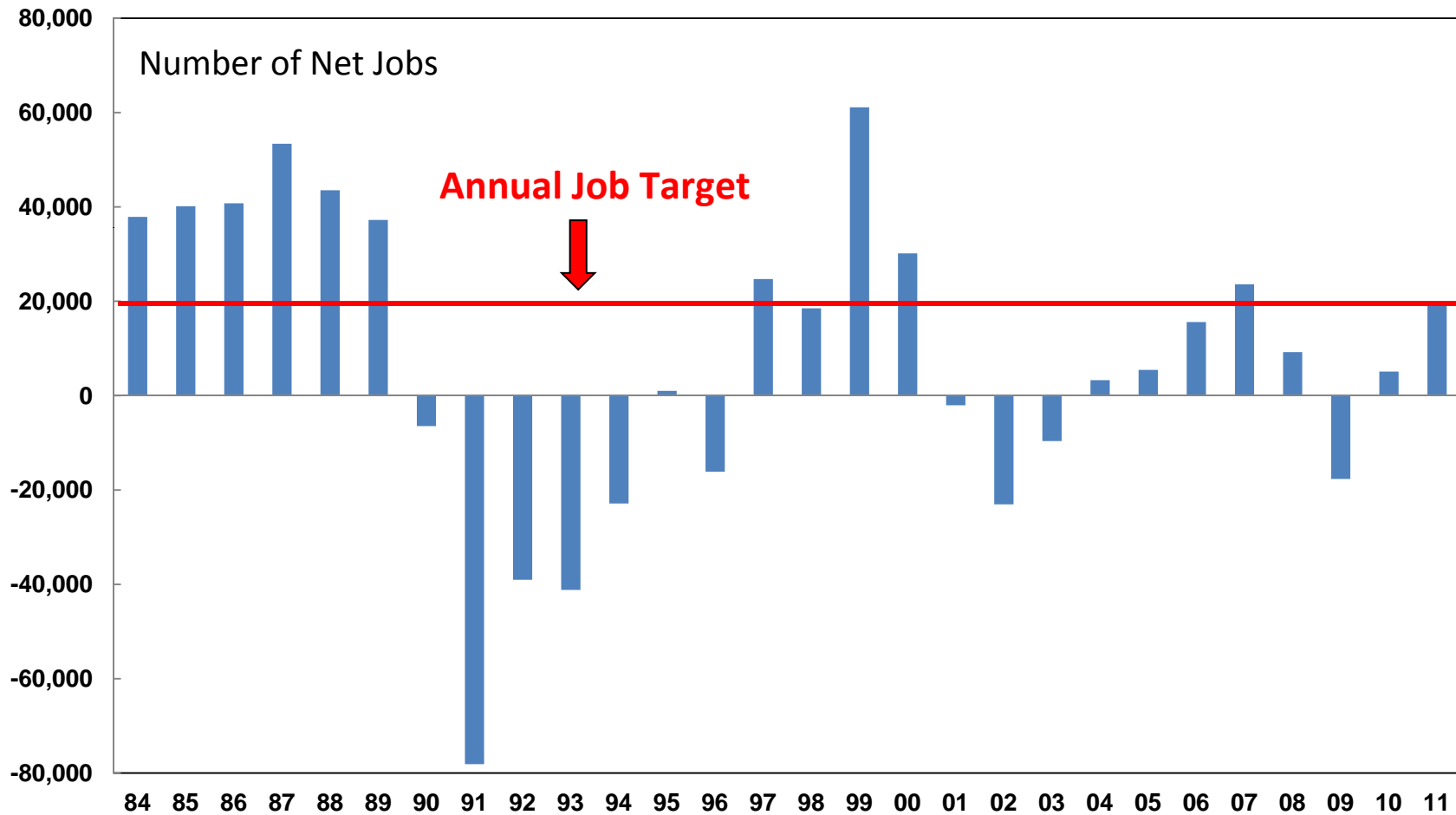


# Objectives

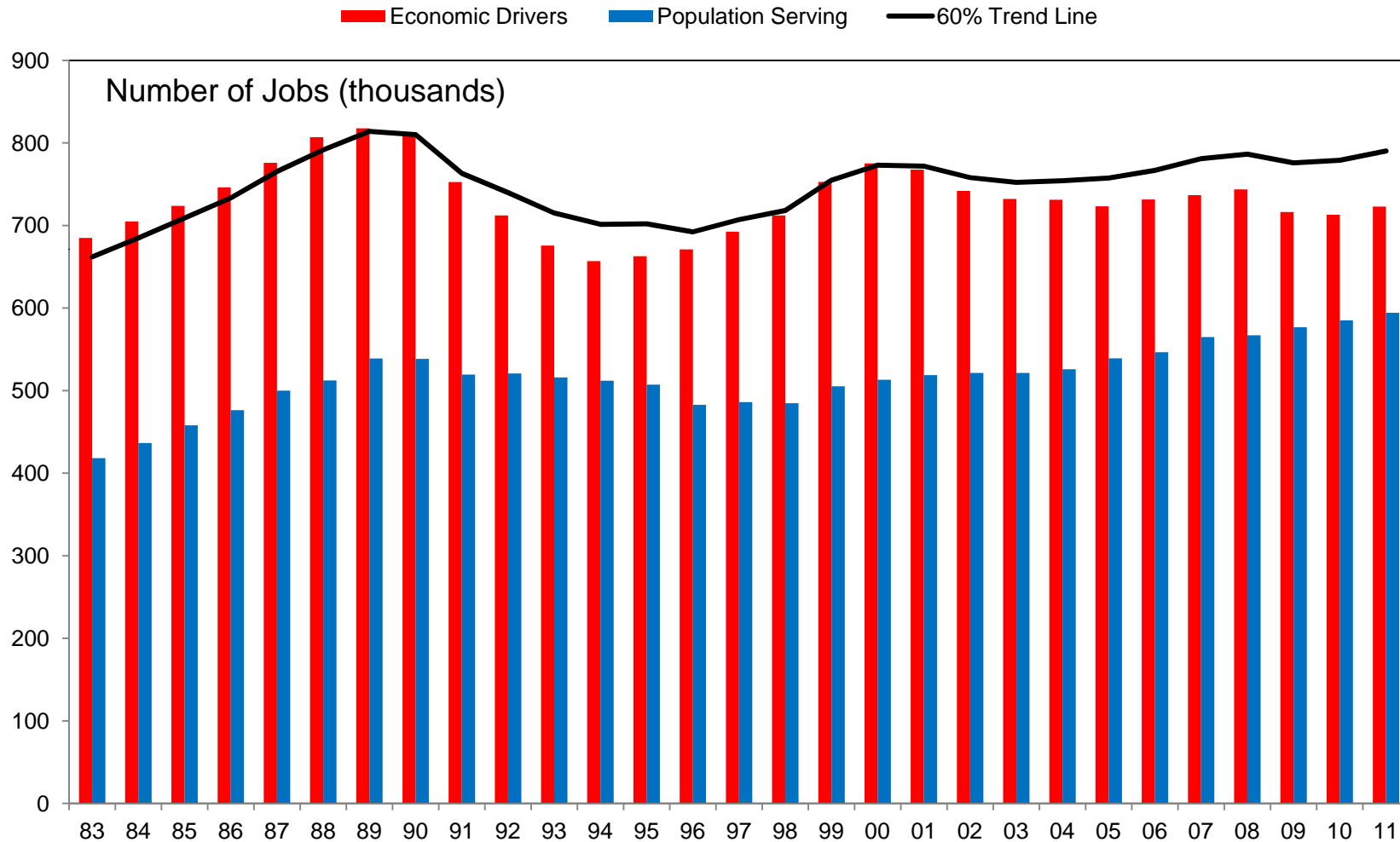
- Increase employment
- Improve job quality
- Increase net commercial office and industrial property assessment within the City
- Align and harmonize City and ABCCs policies, programs and activities to create an attractive climate for business and investment



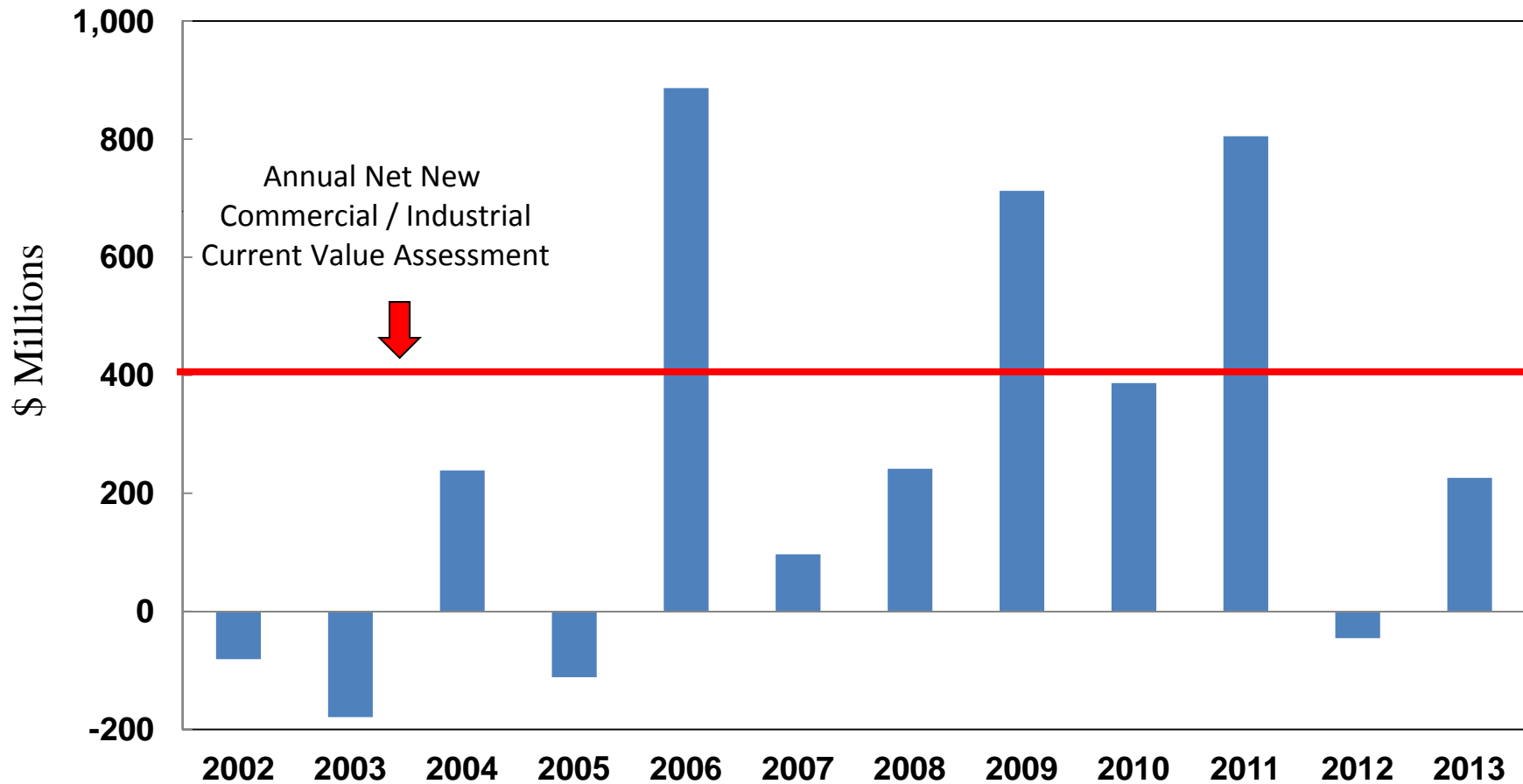
# Target: Increase Employment - 20,000 jobs annually



# Target: 60% of New Jobs in 'Economic Driver' Sectors



# Target: Net New Office & Industrial Assessment \$400 million annually



# Objective: Align and Harmonize ABCCDs' Activities





# Strategic Focus Core Strategies



- A. Make Toronto the Most Competitive Big City in North America for Businesses**
- B. Ensure Adequate Supply and Availability of Business Input Essentials**
- C. Encourage Business Investment and Formation**
- D. Boost Business Growth**

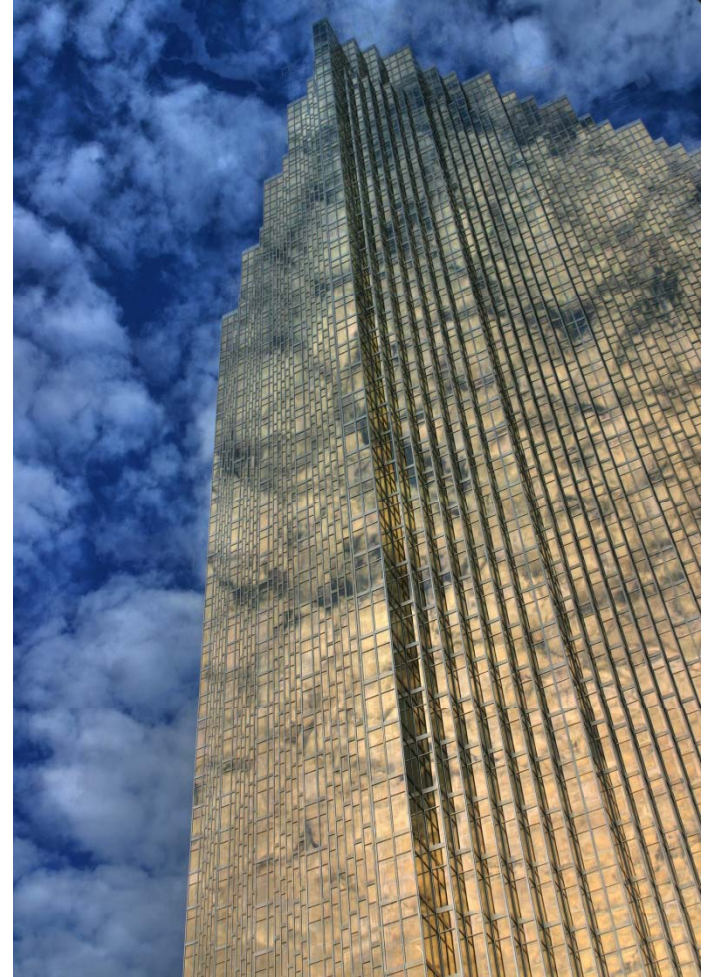




## A. Make Toronto the Most Competitive Big City in North America for Business

*A.1 Accelerate investments in commercial and industrial developments that enhance the City's property tax base and/or creates permanent jobs.*

*A.2 Improve cost competitiveness that enhances the City's property tax base and/or creates permanent jobs*



## B. Ensure Adequate Supply and Availability of Business Input Essentials

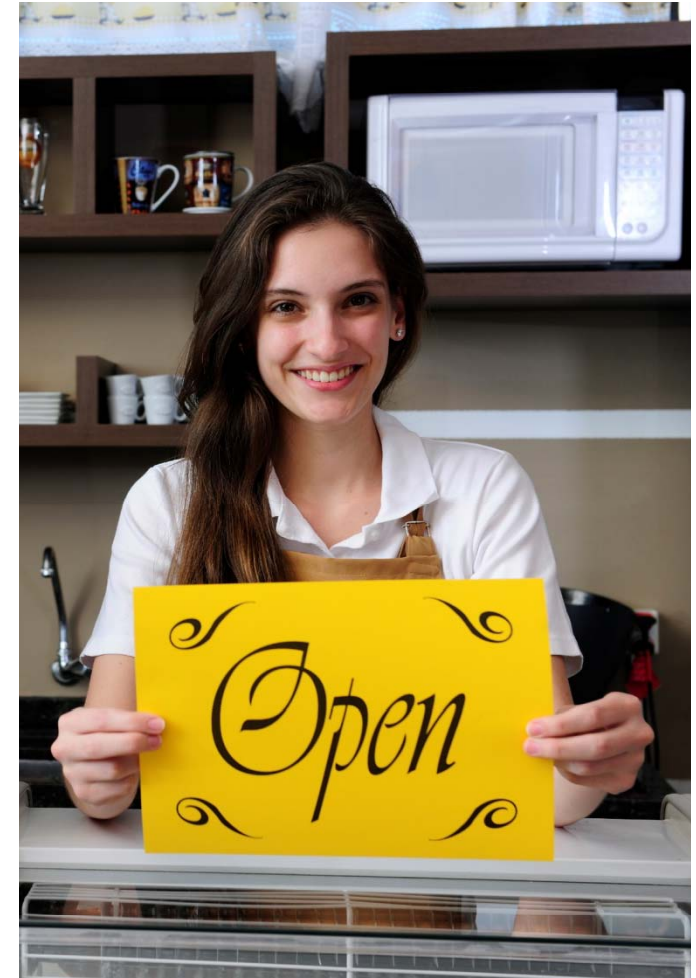


- B.1 Ensure sufficient land is available to accommodate commercial and industrial employment growth*
- B.2 Ensure sufficient infrastructure capacity is available to accommodate commercial and industrial employment growth forecasts*
- B.3 Facilitate workforce development to ensure equitable opportunities for all residents, an adequate supply of qualified labour to support economic growth and reduce social support service costs to the City.*

## C. Encourage Business Investment and Formation

*C.1 Help small and medium size  
enterprises form and prosper*

*C.2 Attract companies and  
investment to Toronto*





## D. Boost Business Growth



*D.1 Strengthen and grow high-value sectors particularly those with high economic multipliers*

*D.2 Strengthen support for retaining and expanding manufacturing*

# Implementation Recommendations

- City Council approve the establishment of an **Economic Growth and Job Creation Advisory Committee** led by the Mayor with membership drawn from business, labour and academia, and the United Way, with an emphasis on diversity, as well as the Chair of the Economic Development Committee, Chair of the Planning & Growth Management Committee and Chair of the Public Works & Infrastructure Committee and two Councillors at large.

## Implementation Recommendations (cont'd)

- City Council approve an **Economic Growth and Job Creation Staff Team**, chaired by the General Manager, Economic Development & Culture, with membership drawn from City Divisions, Agencies, Boards, Commissions & Corporations that impact economic growth and job creation.

## Implementation Recommendations (cont'd)

- City Council request the Economic Growth and Job Creation Staff Team, to report to the Economic Development Committee on **how the economic growth and job creation targets will be achieved and identify appropriate lines of accountability** while recognizing the multi-stakeholder nature of collaborative initiatives.
- City Council request the City Manager to investigate the inclusion of an "**Economic Lens**" in City Staff Reports to Council.

