

APPENDIX 2: AGENDA FOR PROSPERITY, IMPLEMENTATION OF PRIORITY ACTIONS

| City-led Actions: | Comments: |
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| <p>1 Leadership & Organization</p> <ul style="list-style-type: none"> • Expand Mayor’s office to include an economic competitiveness advisor and support team responsible for liaison with all partners and accountable for implementation of the Prosperity Agenda in consultation with the Chair of the Economic Development Committee and City Manager. • Establish a timetable for the Interdivisional Economic Growth Team to enhance economic competitiveness by improving and better integrating programs and services, instilling a customer service culture and building effective partnerships to retain and attract business investment and accelerate job creation. • Designate a core senior staff team to triage industrial, commercial and institutional (ICI) investment proposals together with economic growth and job creation teams to accelerate the review of investment proposals that will increase the City’s industrial and commercial tax base and create permanent jobs. • Implement changes to the Economic Development, Culture and Tourism Division to reflect the strategic directions and priority actions identified in the Prosperity Agenda. | <ul style="list-style-type: none"> • Senior Economic Advisor, Nick Lewis. • Interdivisional Economic Growth Team has met throughout 2008 to exchange information on policies, programs and services, enhance collaboration, and facilitate integrated approaches to implementing the Agenda for Prosperity. • Core staff teams to triage industrial, commercial and institutional investment proposals established. • Program Review of Economic Development, Culture & Tourism Division completed and reorganization implemented. General Manager, EDCT, Michael Williams, officially assumes position February 2, 2009. |

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| <ul style="list-style-type: none"> • Position, fund and provide appropriate tools and resources to a development agency with a mandate to: <ul style="list-style-type: none"> ○ strategically and proactively facilitate rehabilitation and redevelopment of brownfield sites, incubate industries, and develop land and building assets; ○ work with other orders of government, agencies and the private sector to pursue public interest partnerships; and ○ establish performance indicators for the agency that include net new jobs, leverage of public asset value, and net new industrial, commercial, institutional (ICI) assessment to the City of Toronto. | <ul style="list-style-type: none"> • Program Review of TEDCO completed. Invest Toronto and Build Toronto established. Board recruitment and CEO search underway for both corporations. |
| <p>2 Investment in Economic Development</p> <ul style="list-style-type: none"> • View economic development as an investment rather than an expenditure and expand budget allocation within Toronto’s municipal administration to support economic growth activities to a level commensurate with competitor jurisdictions. The budget should be sufficient to mount an effective, ongoing marketing and public relations program; leverage private sector contributions; allow participation in regional cooperative marketing activities, and lead to implementation of identified priorities. | <ul style="list-style-type: none"> • 2009 EDCT Budget submission incorporates modest expansion to advance Agenda for Prosperity. |

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3 Proactive Policy Development

- **Establish policy framework to ensure net new growth in jobs, assessment and wealth:**
 - Develop and implement new policies, tools and incentives to stimulate economic growth consistent with public policy objectives, including public interest partnerships and the alignment of land use and tax policy to support green development and brownfield rehabilitation, accelerate transit-accessible employment, and reduce urban sprawl.
 - Establish clear pathways and provide direction on successful redevelopment of employment lands for employment purposes.
 - Align city, provincial and federal investment attraction programs and incentives and implement ‘one stop shopping’ customer service to facilitate and expedite investment decisions.
 - Implement procedures that ensure that municipal policies and programs are viewed through an economic competitiveness and growth lens so the impact on jobs, investment and business growth are understood.
- City, Provincial and Federal staff working collaboratively to align actions on a number of issues:
 - Memorandum of Agreement (Toronto, Ontario)
 - Memorandum of Understanding re: Immigration (Toronto, Ontario, Canada)
 - Organization for Economic Cooperation & Development (OECD) Metropolitan Review (Toronto, Ontario, Canada)
 - C-9 Canadian Big Cities Economic Development Council
 - Engagement with Ontario Federal Council (Toronto, Canada)
 - Engagement with Ontario Business Climate Deputies (Toronto, Ontario)

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| <ul style="list-style-type: none">• Leverage culture, events and tourism to enhance international presence and expand markets:<ul style="list-style-type: none">○ Adopt a cultural planning model to identify clusters of creative sectors and activity, evaluate cultural assets, promote a place-based approach to creative sector development and establish creative hubs and districts as geographical concentrations of interconnected individuals, organizations and institutions involved in the arts, cultural industries, new media, design, knowledge building and/or other creative sector pursuits.• Develop policies, including sustainable financial models to support and elevate Toronto's international presence by:<ul style="list-style-type: none">○ Strengthening the city's tourism infrastructure and ensuring that unique and new attractions, including major international events and local events are being developed and taking place in Toronto at all times. The plan should also enhance current visitor marketing efforts to place Toronto on centre stage as a must-see destination in target markets and support Toronto's unique identity (e.g. green-tourism, edu-tourism, cultural tourism, conferences/thought leaders).○ Developing a major event attraction/acquisition strategy that builds an appropriate mixture of international cultural, business, sporting, and societal events that will focus attention on Toronto and its key economic sectors; accelerate development of infrastructure; and better connect Toronto to the global citizenry. | <ul style="list-style-type: none">• Creative City Planning Framework adopted.• Creative City Planning Framework Implementation Report, including:<ul style="list-style-type: none">• background research report Funding to Arts and Cultural Organizations by the City of Toronto, 1990 – 2008, prepared by Martin Prosperity Institute, and• development of Toolkit to Retain and Create Cultural Space in Toronto to facilitate collaborative action by City Planning and EDCT• Premier Ranked Tourism Destination Framework adopted by City Council• Submission to Tourism Competitiveness Study, chaired by Greg Sobara • Actively pursuing<ul style="list-style-type: none">• 2015 Pan Am Games Bid• 2015 World Police and Fire Games• 2011 International Indian Film Academy Awards• Secured<ul style="list-style-type: none">• 2010 RBC Canadian Open (golf)• 2009 World Wushu Championship• 2009 Honda Indy (re) launch• Expansion<ul style="list-style-type: none">• 2009 Just for Laughs Comedy Festival• Major International Events Hosting Policy and Strategy underdevelopment |
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| Partner-led Actions: | Comments: |
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| <p>4 Cluster Development and Expansion</p> <ul style="list-style-type: none"> • Maintain and grow employment and investment in key established economic clusters including financial services, business and professional services, biotechnology, screen-based arts industries, telecommunications, tourism, design, aerospace, automotive, food processing and other manufacturing industries. • Initiate activities to focus on development and expansion of emerging clusters, specifically: cultural industries, green (energy and environment) industries, and education. • For all clusters, support and work with organizations and facilitate joint action among lead firms, suppliers, labour and economic foundations such as education. Support sector organizations tasked with identifying common issues, concerns, and jointly resourced action plans. | <ul style="list-style-type: none"> • Initiatives underway to support Toronto Financial Services Centre of Excellence, MaRS Phase II, Screen-based Arts Industries, Tourism, Food Processing., and Aerospace. • 2009 EDCT Budget submission includes resources to advance cultural industries, green industries and education as a sector. • Ongoing liaison with Toronto Financial Services Alliance, Toronto Biotechnology Initiative, Film Board, Tourism Toronto, Design Industry Advisory Council, Fashion Design Council of Canada, Information Technology Association of Canada (ITAC Ontario), Interactive Ontario, Computer Animation Society of Ontario (CASO), Toronto Food Business Incubator (TFBI), Toronto Fashion Incubator (TFI). |

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5 Global Outreach and New Market Development

- **Tap into locally based international business knowledge** by establishing a coalition of business-related international organizations to stimulate economic growth as an ongoing forum for information exchange, opportunity identification, and network building. Establish market-specific business development teams, (e.g. Toronto Team China, Toronto Team India etc.) and task them with developing strategies for key markets. This will include: identifying current market participants, appropriate development/investment opportunities, strategies for local firms to access new markets/global mandates; air, land and sea connections, developing consistent messages to motivate interest, investment and tourism; and facilitating local network and relationship development and intelligence-sharing to generate new global opportunities.
 - **Enlist business, education and cultural leaders, delegations and touring artists as global business ambassadors** to attract investment, skilled labour, conferences, trade shows, meetings, exhibits, performances and visitors to Toronto, Ontario, Canada. Assist Toronto businesses and residents to be more effective sales agents for the city when they travel or host visiting delegations.
- Team China and Team India established.
 - 2009 EDCT Budget submission includes resources to develop marketing materials and engage in-market representatives
 - Outreach to international business organizations initiated.
 - 2nd Toronto Forum for Global Cities held in December 2008, planning for 2009 Forum underway.
 - Linkages to Consular Offices and Ontario International Investment officers strengthened.
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- Business Advocate Program established
 - Participation in:
 - China Mission (Beijing, Shanghai, Chongqing)
 - France – MIPIM Global Real Estate Investment Forum
 - New York, Chicago – Financial Services Sector

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6 Labour Force Development

- **Support community labour force development:**
 - Build on successful public-interest partnership program models such as Partnerships to Advance Youth Employment (PAYE) and Employer Access to Support and Employees (EASE) to provide demand-led, individualized and community-focused employment supports and facilitate youth recruitment and retention (particularly in the skilled trades and municipal, university, school, hospital (MUSH sectors).
 - Build on the success of such programs as “Arts in the Hood” to advance creativity. Expand to include other creative activities (e.g. robotics, science, mathematics) and increase opportunities for all Toronto residents to participate.
 - Continue development of public-interest partnership community workforce development strategies based on the Regent Park employment and enterprise hub and Woodbine Live project models.
 - **Maximize the potential of Toronto’s labour force and ensure that all Torontonians have access to education, opportunities and skills development** by working with school boards, post-secondary institutions, labour union training centres, community-based and private sector partners, and other orders of government.
- EASE project – collaborative process to determine current and future human resource needs and develop a user-friendly toolkit designed to help employers hire youth. Dissemination of toolkit to start in 2009 through the Youth Employment Partnerships program.
 - PAYE has established partnerships with 50 Toronto employers. To date, in partnership with the City, over 400 youth have attended employer led workshops, over 300 youth have attended over 700 job interviews. These employers have made close to 150 job offers and over 110 youth have started new careers. PAYE is currently planning recruitment initiatives for 2009
 - In partnership with TCHC and The Daniels Corporation the City continues to lead the implementation of the local employment plan. To date over 200 residents have received career planning supports and close to 40 employer partners have been involved. Planning is underway for the development of an Employment Hub.
 - Local hiring model developed in partnership with community partners, including NERP, for Woodbine Live! Emphasis on specific targeted groups including youth.
 - Delivered various self-employment programs, e.g. Summer Company, Business Plan Competition, and Youth Biz Workshops as well as the Toronto Small Business Forum.

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| <ul style="list-style-type: none"> • Expand participation in existing mentoring, internship and apprenticeship programs and networks to increase opportunities for youth, immigrants and persons with disabilities, with particular emphasis on priority neighbourhoods. Use investment and procurement processes to encourage trade unions, contractors and suppliers to participate. | <ul style="list-style-type: none"> • Partnered with Alliance of Technology and Science Specialists to organize and delivered the Innovation Forum- <i>Harnessing the Intellectual Power of Immigrants</i> in June 2008 to promote investment in innovations and create opportunities for foreign trained professionals.. • Co-sponsor of Internationally Educated Professionals Conference. |
| <p>Jointly led Actions:</p> | <p>Comments:</p> |
| <p>7 Advocacy</p> <ul style="list-style-type: none"> • Urban Competitiveness: Align federal and provincial public policies and programs to enhance the long-term competitiveness of the Toronto region: <ul style="list-style-type: none"> ○ Implement mechanisms (e.g. urban development agreements, enabling programs, policy dialogue, research) to facilitate and accelerate the alignment of existing government programs, policies and resources that stimulate economic growth, optimize infrastructure, enhance the investment climate, promote innovation and commercialization, and advance strategic clusters in the Toronto region. | <ul style="list-style-type: none"> • OECD Metropolitan Review underway Tripartite Steering Committee, Toronto, Ontario, Canada). • Memorandum of Agreement, Toronto – Ontario • Memorandum of Understanding re: immigration, Toronto, Ontario, Canada |

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| <ul style="list-style-type: none">• Identify new policies, tools and incentives that stimulate economic growth, including targeted investment funds to stimulate commercialization, competitiveness and regional investment attraction, consistent with public policy objectives (e.g. transit-accessible employment, brownfield development) and tackle market failures (e.g. mismatch of labour and jobs, economic inclusion)• Fiscal Sustainability: Ensure Toronto has the fiscal capacity to invest in its future and sustain its long term competitiveness:<ul style="list-style-type: none">• Eliminate unfunded mandates and secure permanent revenue streams that grow with the economy to provide both adequate resources and a market-based incentive to reinvest in productive infrastructure that contributes to sustained economic growth and attracts labour and investment.• Identify opportunities to increase own-source revenues and explore public interest partnerships in a manner that supports economic competitiveness, job creation and expansion of the municipal government's industrial and commercial property tax base and achievement of public policy objectives.• Continue to identify, evaluate and implement operational efficiencies and benchmark performance against other provincial, Canadian and peer cities of equivalent size. | <ul style="list-style-type: none">• Imagination, Manufacturing, Innovation & Technology Incentives Program initiated – Woodbine Live. • Uploading discussions with Province ongoing.• Vehicle Registration Fee and Land Transfer Tax implemented• Toronto Hydro Telecommunications Unit sold, \$75 million applied to affordable housing. |
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| <ul style="list-style-type: none">• Transportation Strategy: Secure commitment to a long-term program and timetable with milestones to enhance, expand and integrate Toronto's local, regional, national and international transportation system to provide an integrated, reliable, high-frequency, high-speed network that will reduce congestion and ensure the efficient and effective movement of people and goods within the city and across the broader economic region to sustain long-term economic growth and productivity. The program should:<ul style="list-style-type: none">• Expand subway and LRT (light rail transit) networks within Toronto.• Increase the number of stations and frequency of GO Transit (commuter rail) service.• Support improved co-ordination and delivery of cross boundary transit services.• Renovate and redevelop Union Station to accommodate increased rail and bus service and to become a destination as well as a multimodal transportation hub. Identify other opportunities to integrate alternative transportation services.• Improve transportation access to Employment Districts.• Implement improvements to expedite goods movement.• Provide rail link from the downtown core to Toronto Pearson International Airport that will also improve regional transit service.• Maintain and expand international air connections to major investment markets. | <ul style="list-style-type: none">• Transit City starting with:<ul style="list-style-type: none">• Sheppard East LRT• Eglinton Crosstown LRT• Finch West LRT• Scarborough RT |
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| <ul style="list-style-type: none"> • Credential Assessment and Recognition: Establish systems for all regulated professions and the top 10 countries of origin for immigration to Canada. Ensure that sufficient programs and supports are in place to facilitate the recognition of recent immigrants' credentials and to assess their prior work experience and skills. | <ul style="list-style-type: none"> • Participating on tripartite committees including: Language Training Work Group, under the Canada Ontario Immigration Agreement / MOU with City of Toronto; (Immigrant) Job Search Advisory Committee; and Toronto Region Immigrant Employment Council. |
| <p>8 Marketing</p> <ul style="list-style-type: none"> • Take a leadership role in promoting the city and region to the world. Work co-operatively with partners in the public and private sectors, cluster organizations, regional investment and attraction interests to articulate messages that communicate Toronto's unique assets and more aggressively and creatively deliver it to targeted audiences. • Develop and implement a strategy to attract lead firms in key sectors. Marry efforts of economic development, sector organizations, real estate and development community to prepare promotional materials to support the Toronto value proposition including cost-benefit, labour force profiles, and public transit service. | <ul style="list-style-type: none"> • Linkages to Consular Offices and Ontario International Investment officers strengthened. • Participating at MIPIM Global Real Estate Investment Forum. • Promoted Toronto Design Sector at NeoCon World's Trade Fair, Chicago • Promoted the City and Region as a place for aerospace sector investment in partnership with Ontario Aerospace Council and the province at international trade events. • Working with Green industries to identify attributes and promote as a location for environmental products and services. |

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| <ul style="list-style-type: none">• Establish a partnership fund to leverage joint marketing initiatives. Initiate joint marketing programs including in-market public relations strategies with private sector businesses, associations, etc. to promote Toronto as a superior place to live, work, visit and invest in targeted sectors and geographic priority areas. Establish protocols and mechanisms to direct potential investment leads to appropriate contacts for follow-up.• Explore opportunities to piggyback on other international marketing efforts with firms in key industry sectors. Create programs that support visiting journalists/media. Establish an ongoing program to showcase the experience of Toronto by inviting key urban economic leaders to forums with business, labour, academic and community representatives. | <ul style="list-style-type: none">• Collaborated with Toronto Region Research Alliance on joint marketing campaign focussed on Biotechnology• Working with Toronto Financial Services Alliance to promote Toronto as a centre of excellence.• Partnered with GTAA and GTMA in the development and marketing of a value proposition for Aerospace Maintenance Repair & Overhaul business <ul style="list-style-type: none">• Toronto Forum for Global Cities• International Speaker Series, Toronto Community Foundation & Institute for Municipal Finance and Governance (Munk Centre)• Cities Centre, University of Toronto• Toronto City Centre Symposium: City Centres in Global Cities, TEDCO• Intergovernmental Committee for Economic and Labour Force Development Forums• Institute for Public Administration of Canada – Toronto Region Group Speakers Series |
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