

Next Steps

Next step is to assess Vaughan's competitiveness for the emerging sectors. The factors affecting the City's competitive position will be identified, and they will be classified as internal or external to Vaughan's economy. They will be ranked to identify strengths, weaknesses, opportunities and threats (SWOT).

A key element of the SWOT analysis will be a series of strategic workshops lead by the Hardy Stevenson and Associates. The results from the Phase 1 draft report completed by the EDP Consulting are incorporated into these strategic workshops.

Strategic workshop 1 – July 6, 2009 (City Councillors)

Strategic workshop 2 – July 6, 2009 (City of Vaughan staff)

Strategic workshop 3 – July 14, 2009 (business community)

Strategic workshop 4 – July 14, 2009 (external agencies and organizations)

Strategic workshop agenda:

- Introductions and welcome
- Objectives of Vaughan's Employment Sectors Strategy Study
- Preliminary research results: How does Vaughan compare?
What factors drive Vaughan's current and future economy?
- Presentations and discussions: Vaughan's strengths and weaknesses
- Presentations and discussions: Vaughan's opportunities and threats
- How can we achieve best outcomes for Vaughan's existing and emerging sectors?
- Wrap-up and next steps

Input from the business community will be crucial at this stage of policy development. Please contact us if you would like to participate in our workshops, or be added to our mailing list. For more information on the Employment Sectors Strategy study and the preliminary results, please check our website at vaughtomorrow.ca. You can phone us at 905.832.8521 or email us at ecdev@vaughan.ca.

Be sure to visit the Vaughan Tomorrow website, a portal for information on all Official Plan project events, and important dates at www.vaughtomorrow.ca

Vaughan Tomorrow

The City of Vaughan is undertaking an ambitious three-year process to create a new Official Plan. The Official Plan is part of Vaughan's integrated Growth Management Strategy. It will address all elements of effective, sustainable and successful city-building while managing projected growth over the next 25 years.



Employment Sectors Strategy

Despite the current global economic difficulties, the City of Vaughan is taking proactive steps to optimize its great economic potential and plan for growth, both in population and employment. The City is undertaking the Employment Sectors Strategy (ESS) study that will guide the city's economic growth and development as part of Vaughan Tomorrow - the City's comprehensive growth management program to 2031.

The ESS study will analyze Vaughan's current conditions, and identify the existing and emerging economic sectors. The objective is to foster consistent and sustainable economic

growth and development through to 2031. This study will also form the basis for a revision to the City's Economic Development Strategy.

Other outcomes of this study, which is scheduled to be presented by fall of this year, will be recommendations for new planning policies and standards that will apply to all employment areas in Vaughan.

The study is lead by Hemson Consulting Ltd., in association with EDP Consulting and Hardy Stevenson and Associates.

Phase 1 Results:
Economic base & sector analysis



The Phase 1 report has provided an analysis of Vaughan's role in the broader Greater Golden Horseshoe (GGH), Greater Toronto Area and Hamilton (GTAH) and York Region; a review of growth trends in Vaughan's employment sectors; and identification of employment growth sectors/opportunity areas.

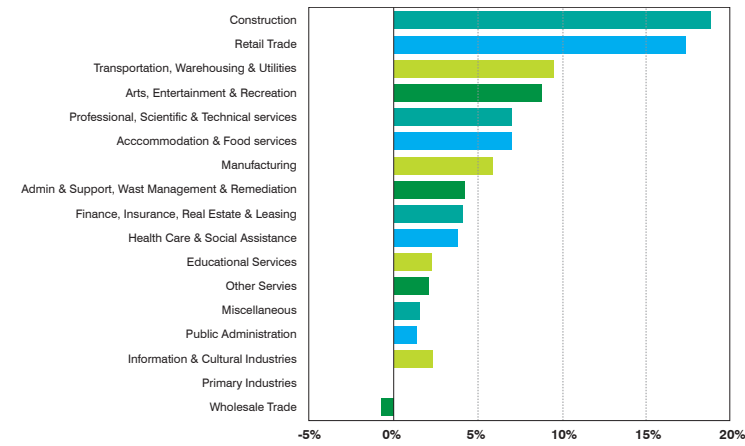
Overall, Vaughan has been performing very well within the GTAH context and is well positioned to compete for new investment in the future. Vaughan's economy is particularly strong with respect to industrial-type activities such as manufacturing, and transportation, logistics, warehousing and distribution; and relatively weaker in some services sectors, notably those that tend to demand office space. Some key changes are also occurring

in the structure of employment in the GTAH and Vaughan, including restructuring in key segments of the manufacturing sector associated with the automotive industry such as auto parts manufacturing and plastics manufacturing.

A number of plant closures and downsizings in these segments are evidence of this restructuring. At the same time, there has been growth in some services sectors such as professional services, and tourism, which is expected to continue into the future.

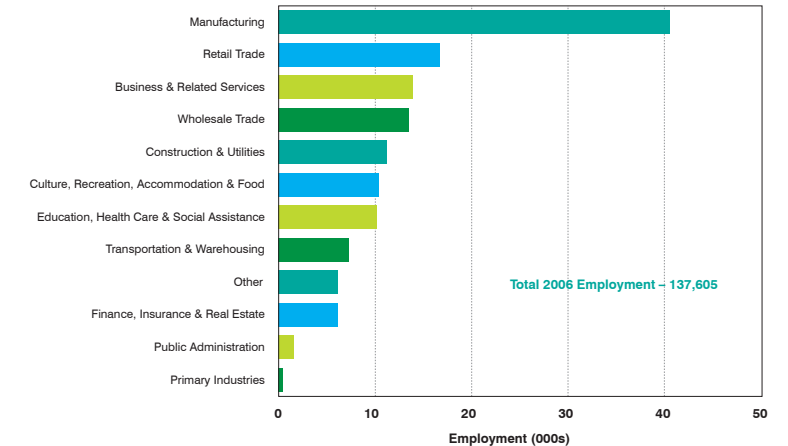
These changes present both challenges and opportunities for the City in terms of its economic development, and provide the context within which key potential target sectors have been identified.

% Growth in Employment by Major Economic Sector
City of Vaughan, 2006



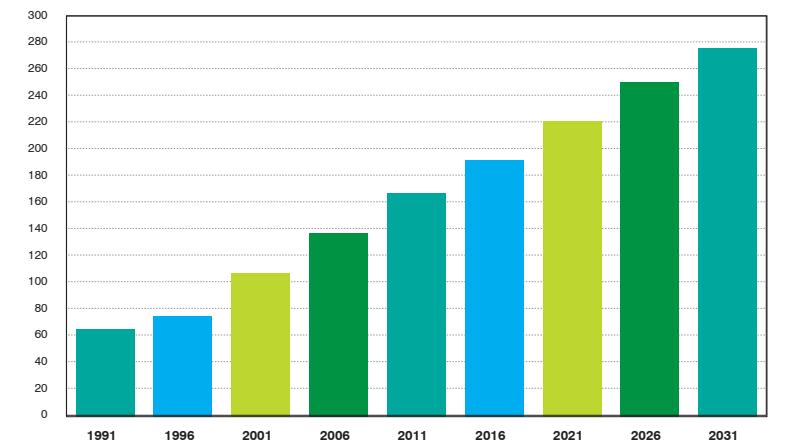
Source: Hemson Consulting Ltd., based on Vaughan Employment Sectors Strategy Study, Phase 1: Economic and Sector Analysis, May 14, 2009.

Employment by Major Economic Sector
City of Vaughan, 2001-2008



Source: Hemson Consulting Ltd., based on Vaughan Employment Sectors Strategy Study, Phase 1: Economic and Sector Analysis, May 14, 2009.

Historic & Forecast Census Employment
City of Vaughan, 1991-2031



Source: Hemson Consulting Ltd., based on Vaughan Employment Sectors Strategy Study, Phase 1: Economic and Sector Analysis, May 14, 2009. Note 1: Employment figures between 2006 & 2031 are evenly pro-rated by Hemson Consulting Ltd.

Preliminary analysis shows that the employment sectors which appear to have the greatest potential for further investment and expansion in the Vaughan's economy include the following:

- building products cluster (including architectural and structural metals manufacturing, kitchen cabinet and wood product manufacturing, and non-metallic mineral product manufacturing)
- advance manufacturing (emerging growth area)
- transportation, logistics, warehousing & distribution (jobs in this sector increased by 41% between 2006 and 2008)
- environmental and green industries (emerging growth area)
- headquarters (concentration in manufacturing and wholesale trade)
- tourism (product & sector development)
- professional, scientific and technical services (sector is currently underrepresented but has shown significant growth)

Milestones 2009

