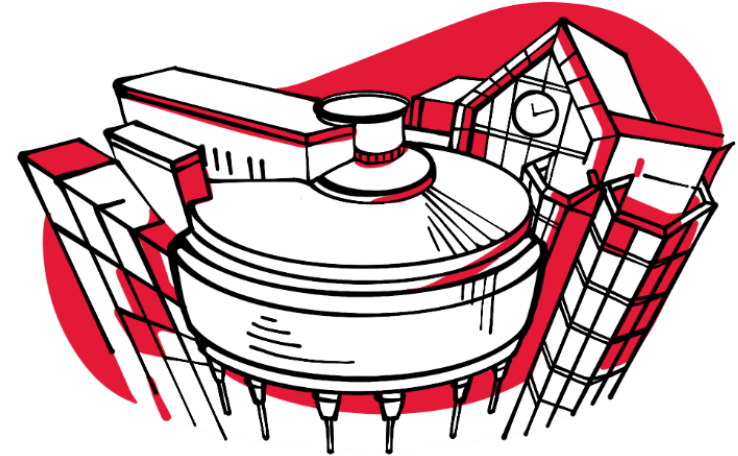


2023 to 2027 Economic Development and Culture Strategy

Deloitte.  **Nordicity**

December 4, 2023

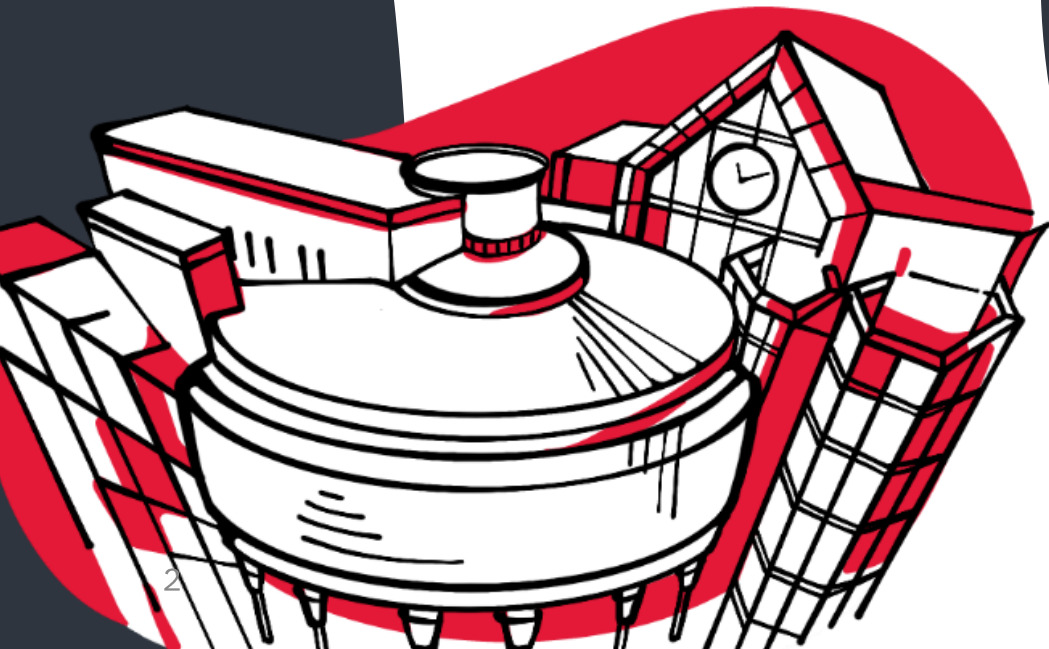


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Overview

- The 2023 to 2027 Markham Economic Development and Culture Strategy harnesses the city's strong sense of community and quality of life built on a foundation of arts, culture and economic opportunity.
- The overarching purpose is to ensure Markham continues to be a vibrant community where creativity, collaboration and innovation provide opportunities for residents and businesses to realize their potential.



Strategy Framework

Macro Trends	Technological Advancements	Digital Transformation	Diversity, Equity, and Inclusion	Trade Dynamics	Cultural Exchange
	Future of Work	Talent Attraction	Smart Cities	Environmental Stewardship	Creative and Cultural Industries

Strategic Goals	Focus on global and export-oriented business development
	Enable a critical concentration of businesses through incubation, expansion, and retention
	Enhance the entrepreneurship, innovation, and commercialization ecosystem
	Galvanize a creative ecosystem
	Invest in our people and places

Service Delivery Areas	Foreign Direct Investment (FDI)	Innovation and Entrepreneurship	Arts and Culture
		 Business Retention and Expansion (BR&E)	  Community Economic Development

Technology and Services Cluster	 Hardware Sector	 Creative Industries	 Software Sector
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Summary of Input Opportunities

21 types of engagements were conducted, and involved about 1,100 participants across surveys, workshops, focus groups, in-community pop-ups and one-on-one interviews.

2

Visioning Sessions with Economic Development Staff

326

Responses through Business Survey

463

Responses through Community Art and Culture Survey

3

One-on-one meetings with Mayor

1

Workshop with City of Markham Staff

1

Development Services Committee Workshop

50

Artists and arts stakeholders engaged through 2 culture workshops

8

Semiconductor businesses and support organizations engaged through a focus group

8

Automotive businesses and support organizations engaged through a focus group

20

One-on-one interviews with Markham businesses, industry partners, post-secondary and Municipal leadership

3

One-on-one interviews with Markham culture facilities

30

People involved in 2 Economic Development Workshops

15

Entrepreneurship, start-up ecosystem and partners engaged through a focus group

14

Commercial and industrial development partners engaged through a focus group

23

International development partners engaged through a focus group

10

Creative businesses and support organizations engaged through a focus group

14

Festival and events organizations engaged through a focus group

9

STEM-based businesses and support organizations engaged through a focus group

24

Workforce development partners engaged through a focus group

6

Youth and young entrepreneurs engaged through a focus group

3

In-community Pop-ups

Strategic Direction: Goals and Objectives



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Goal #1

Focus on global and export-oriented business development



The Evidence

- 54,000 businesses, 400 corporate multinational headquarters, 1,500 tech and life sciences companies.
- Markham's economy generated \$27.6B in foreign and external domestic revenue in 2019.
- Canada's largest semiconductor cluster.
- The US and Europe lead foreign direct investment. Asia and Southeast Asia show FDI potential.



Goal #1: Focus on global and export-oriented business development

Objective 1.1:

Foster foreign direct investment opportunities that support the growth of Markham's target sectors.

Objective 1.2:

Support the development of infrastructure and incentives to encourage investment attraction.

Objective 1.3:

Support business growth through the facilitation of export and trade opportunities.



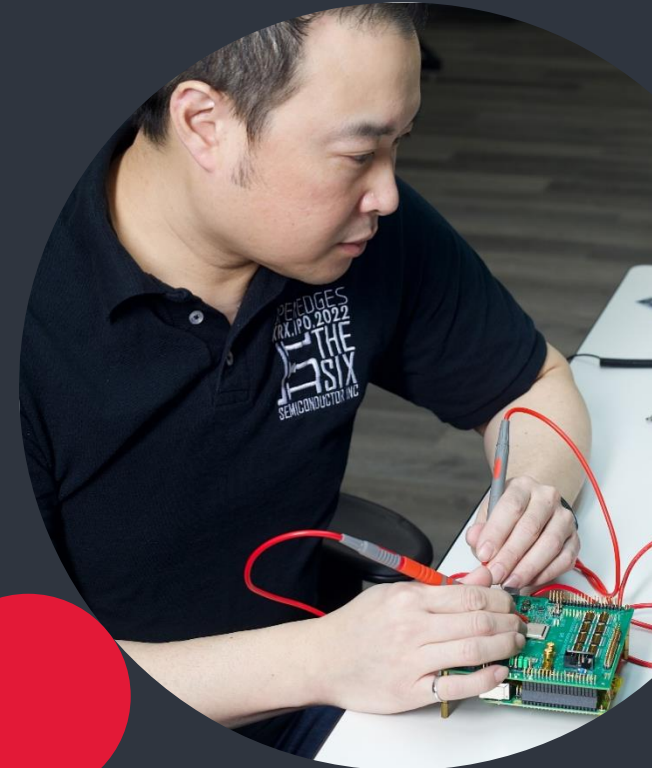
Goal #2

Enable a critical concentration of businesses through incubation, expansion and retention



The Evidence

- Markham accounts for 29% of York Region's employment.
- The creative industries employs more than 19,500 people.
- Just over a quarter of creative industries businesses are in the growing “accounting, tax preparation, bookkeeping and payroll services” sub-sector.
- Motion picture and video industry jobs are projected to grow by 18% over the next five years.





Goal #2: Enable a critical concentration of businesses through incubation, expansion and retention

Objective 2.1:

Increase capacity and invest in resources for a more formalized BR&E approach.

Objective 2.2:

Support business growth through enhanced approvals processes and infrastructure investment.

Objective 2.3

Support business networking and community building.



Goal #3

Enhance the entrepreneurship, innovation and commercialization ecosystem



The Evidence

- Markham is home to three incubators providing support to entrepreneurs.
- ventureLAB is home to Canada's only semiconductor and hardware-focused accelerator program.
- The City of Markham has set aside a 1,920-acre plot of undeveloped employment lands for the Markham Innovation Exchange (MiX).





Goal #3: Enhance the entrepreneurship, innovation and commercialization ecosystem

Objective 3.1:

Work with local and regional bodies to enable innovation and entrepreneurship in Markham.

Objective 3.2:

Realize Markham Centre's potential as a creative innovation district.

Objective 3.3:

Establish the Markham Innovation Exchange (MiX) as Canada's premier destination for hardware manufacturing.



Goal #4

Galvanize a creative ecosystem



The Evidence

- Markham has some 440 mappable arts and culture assets.
- Three city-run cultural institutions.
- Two Public Art Policies that encourage investment in public art.
- A diverse and growing population.
- An integrated approach - Destination Markham, the three city-run arts institutions, and events and festivals all under one umbrella.

Goal #4: Galvanize a creative ecosystem

Objective 4.1:

Increase visibility and density of arts and culture in Markham.

Objective 4.2:

Develop supports and infrastructure to attract investments in film production.

Objective 4.3:

Build a sense of community and joint mission in Markham's arts and culture sector.

Objective 4.4:

Grow awareness of Markham's arts and culture through improved marketing and collaboration.



Goal #4: Galvanize a creative ecosystem

Objective 4.5:

Renew and reinvigorate Markham Museum's role and reimagine it as a community and cultural destination.

Objective 4.6:

Grow and expand live theatre opportunities in Markham.

Objective 4.7:

Maximize the Varley Art Gallery's capacity as an arts hub.



Goal #5

Invest in our people and places



The Evidence

- Markham is strongly positioned as a growth community.
- Markham ranks high on the talent index.
- The retail sector is vital to economic diversification.
- More than 38,000 small businesses in Markham.
- The retail sector has 9% of Markham's jobs.
- The City supports more than 200 community events.



Goal #5: Invest in our people and places



Objective 5.1:

Support community-based business formation and healthy commercial centres.

Objective 5.2:

Support the retail health and destination draw of Main Street Unionville.

Objective 5.3:

Support the retail health and destination draw of Main Street Markham.

Objective 5.4:

Support the Yonge Street commercial corridor in Thornhill.

Goal #5: Invest in our people and places

Objective 5.5:

Promote and support entrepreneurs who are representative of Markham's diversity.

Objective 5.6:

Collaborate on programming and delivery across City cultural facilities with a focus on reflecting Markham's cultural diversity.

Objective 5.7:

Support community arts and culture programming that contribute to Markham's quality of life and celebrate its diversity.



Goal #5: Invest in our people and places

Objective 5.8:

Support access to the required workforce by facilitating connections between academia and industry.

Objective 5.9:

Grow and connect the creative workforce.

Objective 5.10:

Advocate for investments that promote housing and transportation options.



How We Ensure Success: Implementing the Strategy



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There are **121 specific actions** identified to realize the five identified goals of the City of Markham's Economic Development and Culture Strategy.

The level of **investment, effort and coordination** required to successfully implement the strategy will be significant.



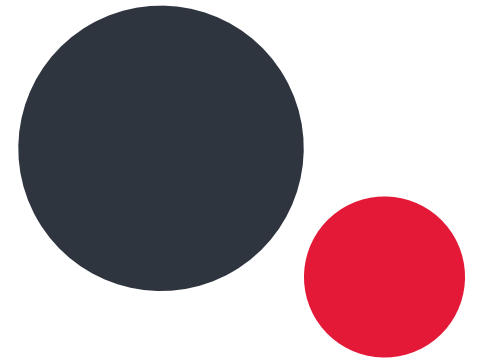


Successful implementation will require a commitment that is coordinated with other City departments and community partners.

It will also require **staffing and capacity investment, partnerships, and additional budget.**

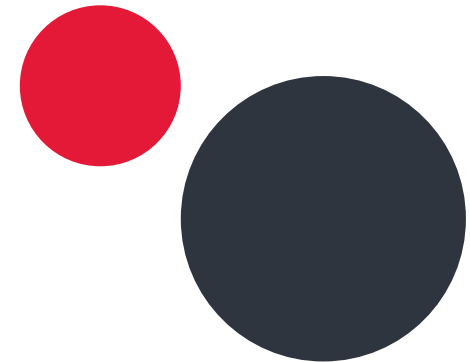
Financial considerations

- **52** recommendations are funded through the existing budget
- **27** recommendations are partially funded
- **42** recommendations that require new funding

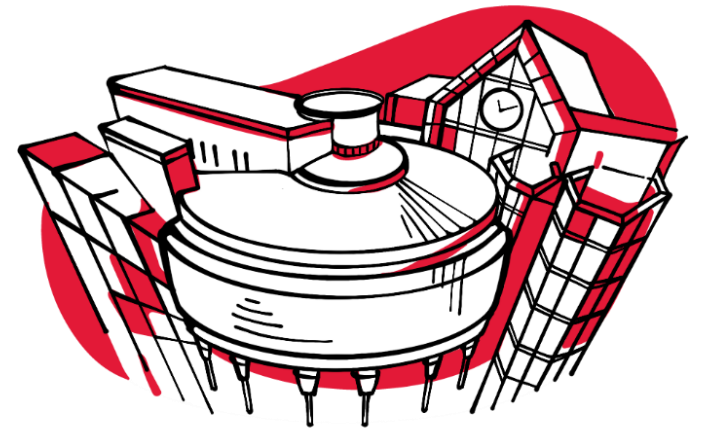


Human resources considerations

- **Additional staff resources**
- **Overall review of staffing model**
- **Requests for additional staff resources**



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