



Building Markham's Future Together
Journey to Excellence

Markham 2020: **Success By Design**

*A Performance Review of the City's
10-Year Economic Strategy*





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1. Introduction

City's 10 Year Economic Strategy, Markham 2020 adopted by Council in 2008 is up for review

Markham 2020 has been a successful blueprint for guiding City's economic development program

Time to evaluate strategy performance and to adjust program for implementation to 2020 and beyond



Seeking Council approval of formal review process

- Publish and share findings of review
- Engage community and stakeholders in a 4-phase process
- Culminate with making edits and adjustments of Strategy to 2020
- Pre-plan for development of new 10-Year Strategy in 2019 “Markham 2030”



2. Background/Origin

Markham 2020 first adopted in 2008

- Markham's record of visionary leadership guided growth of suburban community into a vibrant and diverse metropolitan centre
- Business community has become globally competitive and increasingly engaged in the knowledge based economy
- Markham's priority sectors now have grown to include ICT, Life Sciences, Finance/Insurance, Professional Services, Electronic Games and Design
- A strategy was needed to take advantage of strategic opportunities based on new foundations of prosperity: R+D, innovation and successful commercialization



Two year/3-phase development process (Markham 2020)

Phase 1: Economic Sector Analysis

Business survey and focus group results were presented to Council in January '07.
Economic Base Study released for public consultation.

Phase 2: Community Consultation Process

An Economic Competitiveness Strategy workshop was held in March '07. Online questionnaire about doing business in Markham ran in March and April '07.
Resulted in Phase 2 Report.

Phase 3: Final Report & Strategy

“Markham 2020” launched in October '08 at Le Parc Conference Centre attended by 400 business execs, government and academic leaders.



An aggressive multi-year framework for action



Examples of Annual Plans

Build a Branded Markham

Markham 2020 Objective: *Markham to be regarded as one of Top 10 Cities for business in North America*

KPI: level of awareness of Markham as a leading business centre (survey based)
level of brand credibility among targeted audiences (survey based)
of awards and recognition for successes

Actions:

1. Review economic development branding, & assemble KPI data.	Timing: 2 nd & 3 rd Quarter 2009 Resource: Corp. Comm. and Markham EDD
2. Promote Markham Economic Strategy through CD and web-based media	Timing: Ongoing 2009 Resource: Markham EDD
3. Produce 3 issues of Markham Leader, economic development newsletter, 2 issues of Economic Profile, and ads (as may be required)	Timing: Ongoing 2009 Resource: Markham EDD
4. Assist with and sponsor MBT Business Excellence Awards	Timing: 2 nd & 3 rd Quarter 2009 Resource: Markham EDD
5. York Region Business and Employment Survey	Timing: 3 rd Quarter 2009 Resource: Region EDD funded by Markham EDD
6. Deliver branded advisory services to entrepreneurs and SMEs	Timing: Ongoing 2009 Resource: MSBEC, ISCM

Build a Global Markham

Markham 2020 Objective: *New foreign direct investment (FDI) to generate >100 jobs/yr.*

KPI: annual \$ in FDI received from targeted markets
growth/expansion of existing MNE's (multi-national enterprises)

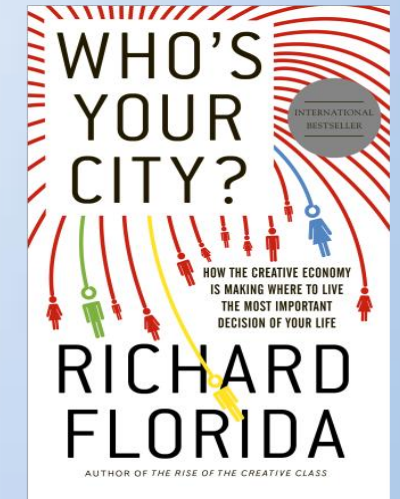
Actions:

1. Assemble baseline data for KPI's.	Timing: 2 nd & 3 rd Quarters 2009 Resource: Markham EDD, MBT, RHMBCA.
2. Medical Technology Mission to China with TMTA (Hong Kong, Shenzhen, Shanghai).	Timing: April 2009 Resource: TMTA to lead, Markham EDD staff and CAO to attend
3. Develop investor attraction relations with India through India Institutes of Technology alumni and Consul General (CG breakfast, Pan-IIT Chicago, Nascom in Nov)	Timing: April, October 2009 Resource: Markham EDD with support from MBT, IITAC, GTMA, OTC.
4. Receive in-bound missions from China, India, USA, etc.	Timing: Ongoing 2009 Resource: Markham EDD with support from MBT, IITAC, and RHMBCA
5. Build/strengthen global relationships through targeted breakfasts, Leader articles, web-based marketing	Timing: Start 2 nd Quarter 2009 Resource: Markham EDD with support from MBT, GTMA
6. Promote export capabilities of SMEs, maintain relationships & promote Markham through Canadian Trade Commissioners (EDAC 2009)	Timing: Ongoing 2009 Resource: ISCM, GTREA, Markham EDD



Markham 2020 achieved praise and prestige

*“The strategy, **Markham 2020**, is a landmark document for Markham...I see economic strategies all over the world. This is certainly the tightest, the smartest and the best one I’ve ever seen.”*



Dr. Richard Florida, One of North American’s foremost Urban Experts



“We canno long rely on our past formula for success. A long-term strategy is needed in order to optimize new competitive advantages and lay the foundation for future prosperity.”

Don Drummond, former Chief Economist and Senior VP, TD Bank



Investment and Implementation

New /Increased Focus on Partnership and Collaboration



Aligned with City's E3 Direction, including:

- \$ MCC Room Rentals
- \$ Multi-year Province of Ontario Grants
- \$ Business Association-led Missions

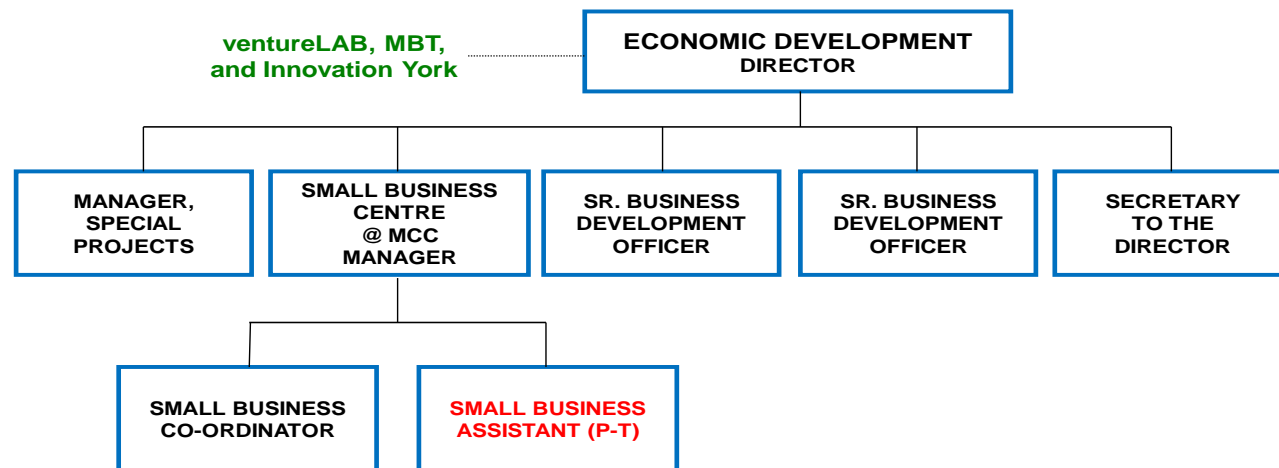
- ventureLAB Accelerator
- Seneca College HELIX
- Testimonial Video Archive
- MPL/MSBC Seminars



Investment and Implementation

Enhanced Organization and Capabilities

2014



- Expanded small business office and services for entrepreneurs
- Invested in Markham Convergence Centre
- Mandated ventureLAB as commercialization agent
- Invigorated relationship with MBT and other business associations



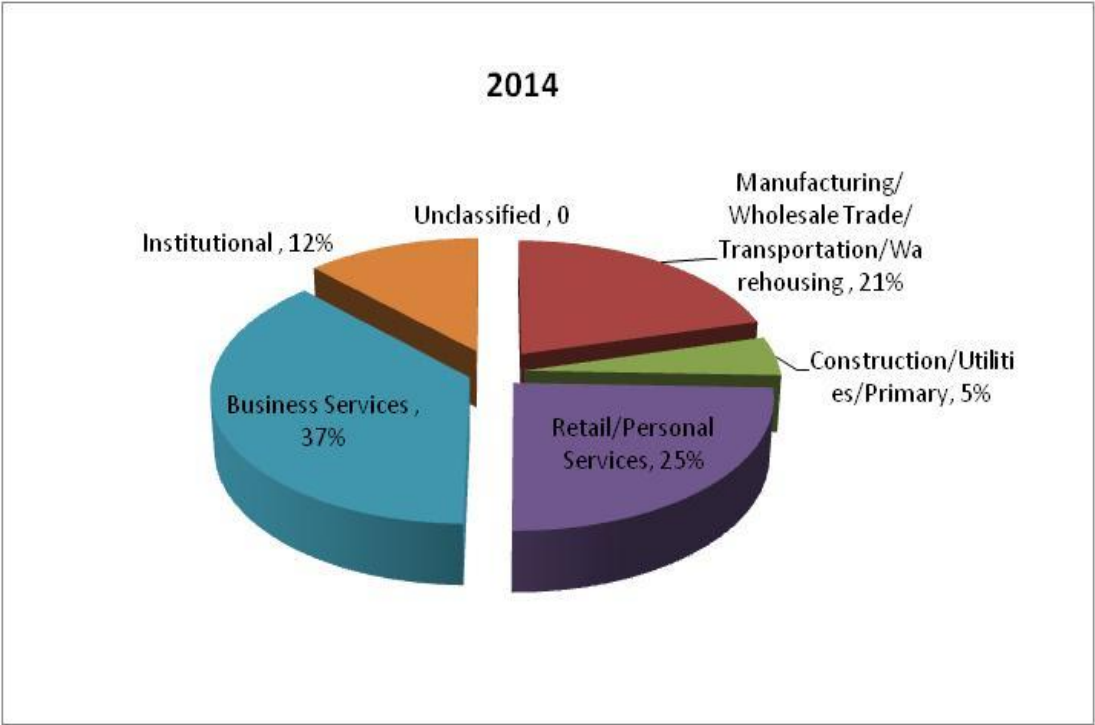
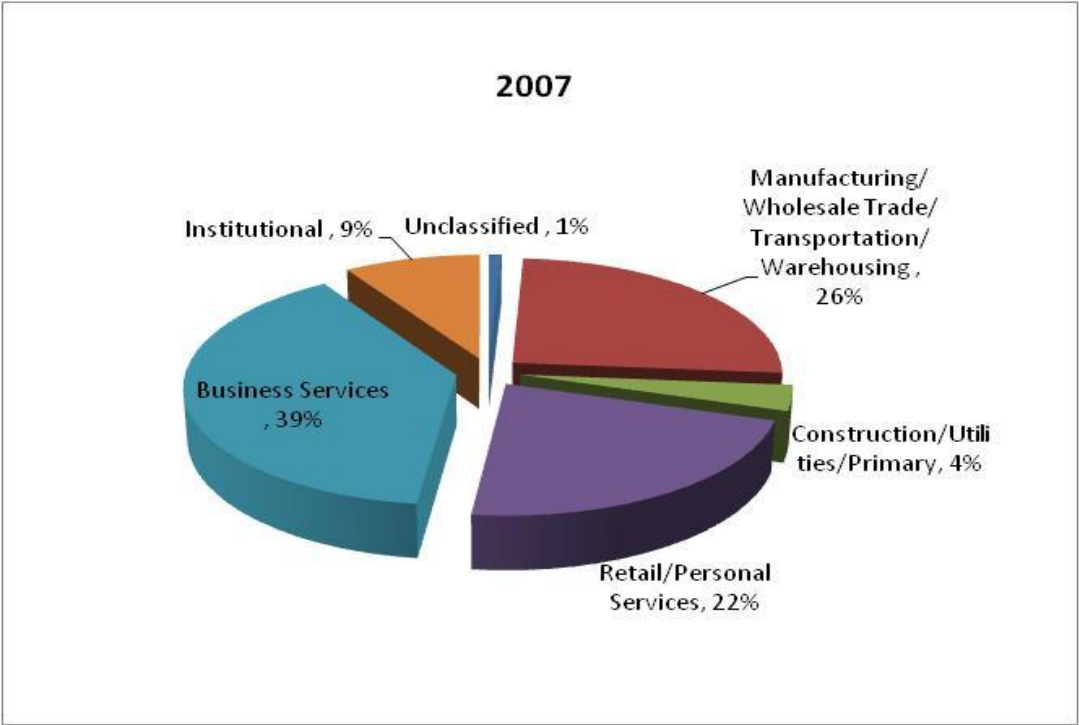
3. Top Line Result: Key Metrics

- Employment
- Sectoral growth
- Geographic Distribution
- Labour Force
- Economic Value
- Business Formation





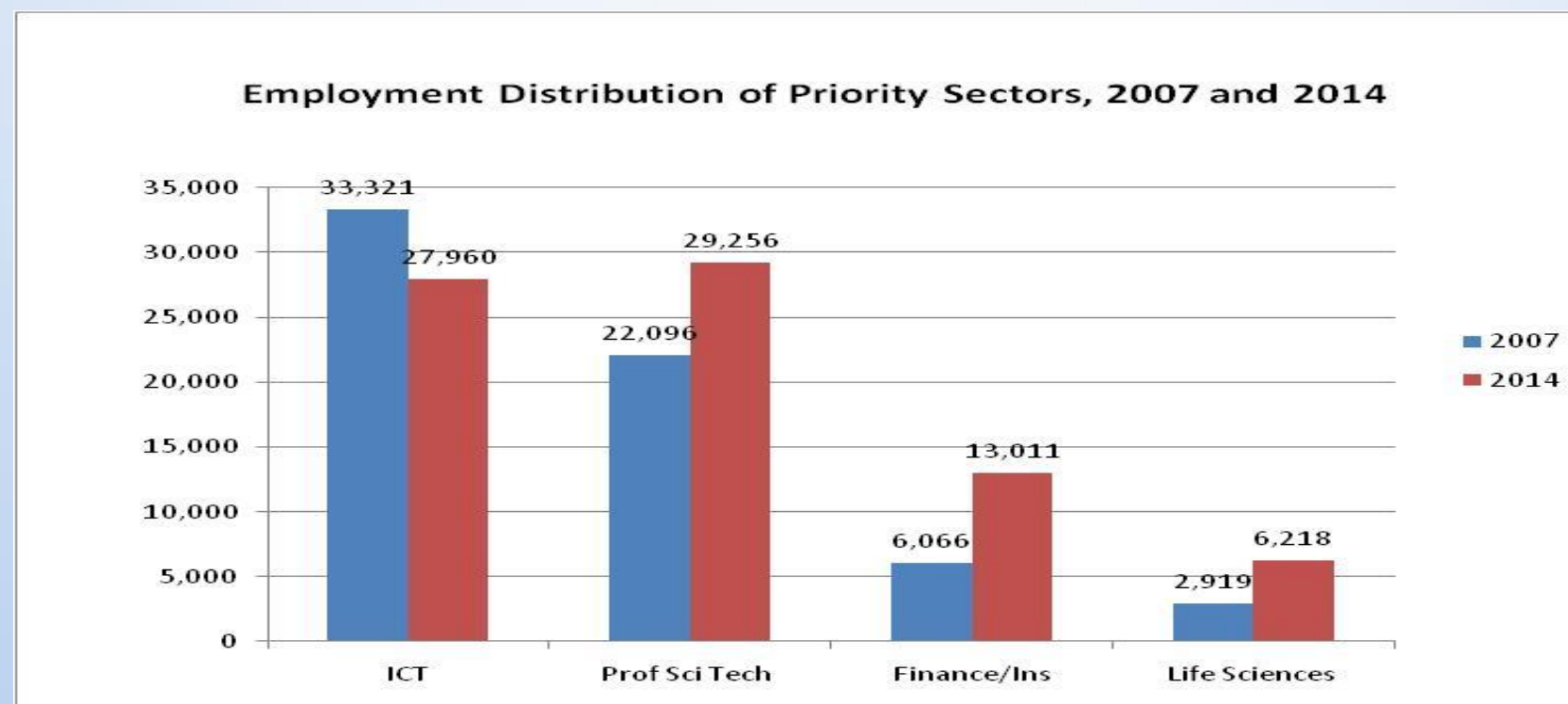
Total Employment by Category



2007 Jobs	133,610
2014 Jobs	155,890
% Growth	16.6%



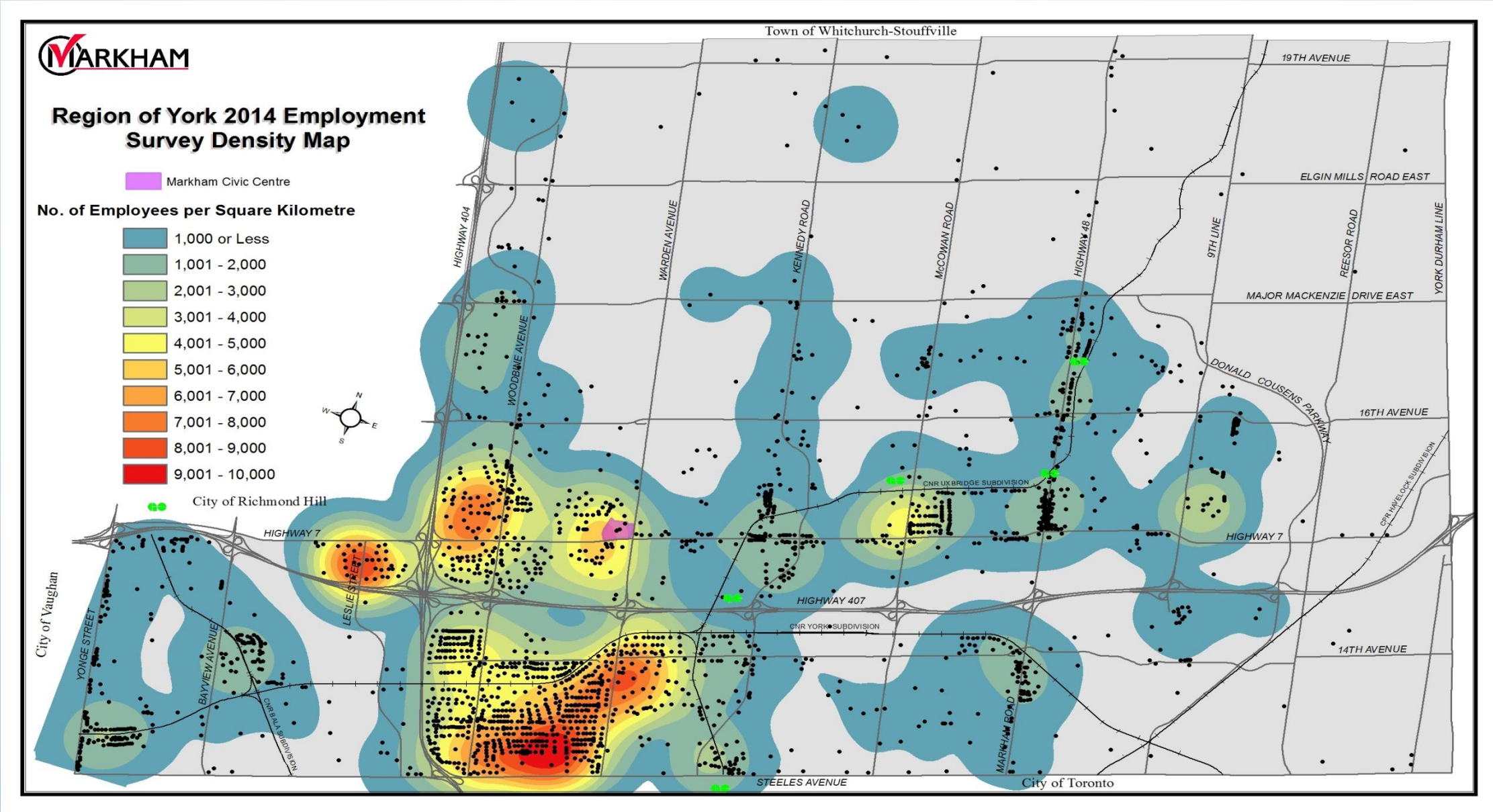
Priority Sectors: Employment Growth



	2007 # jobs	% Total	2014 # jobs	% Total
ICT	33,321	24%	27,960	18%
Prof Sci Tech	22,096	16.5	29,256	19
Finance/Insurance	6,066	4.5	13,011	8
Life Sciences	2,919	2	6,218	4
Total Employment	133,610	100%	155,890	100%



Employment By Location (2014)





Key metrics

	2007	2014	Change	% Change
Population	287,000	346,000	59,000	20.5%
Labour Force	213,925	249,175	32,250	16.5%
Employment (jobs)	133,610	155,890	22,280	16.7%
Jobs: Labour Force Ratio	1.60 person to 1 job	1.59 person to 1 job		



Key metrics

	2007	2014	Change	% Change
Total Industrial Space	34,948,790	35,337,031	388,241	1 %
Total Office Space	7,821,642	8,454,157	632,515	8%
Taxable Assessment	\$36,589,782,918	\$60,588,688,668	\$23,998,905,750	65.5%
Residential % of Total Tax Assessment	82.9%	83.3%		

	Total (2008-14)	7-Yr Annual Average	2001-07 Annual Average
ICI Construction Value	\$2,030,239,830	\$290,034,261	\$273,249,752

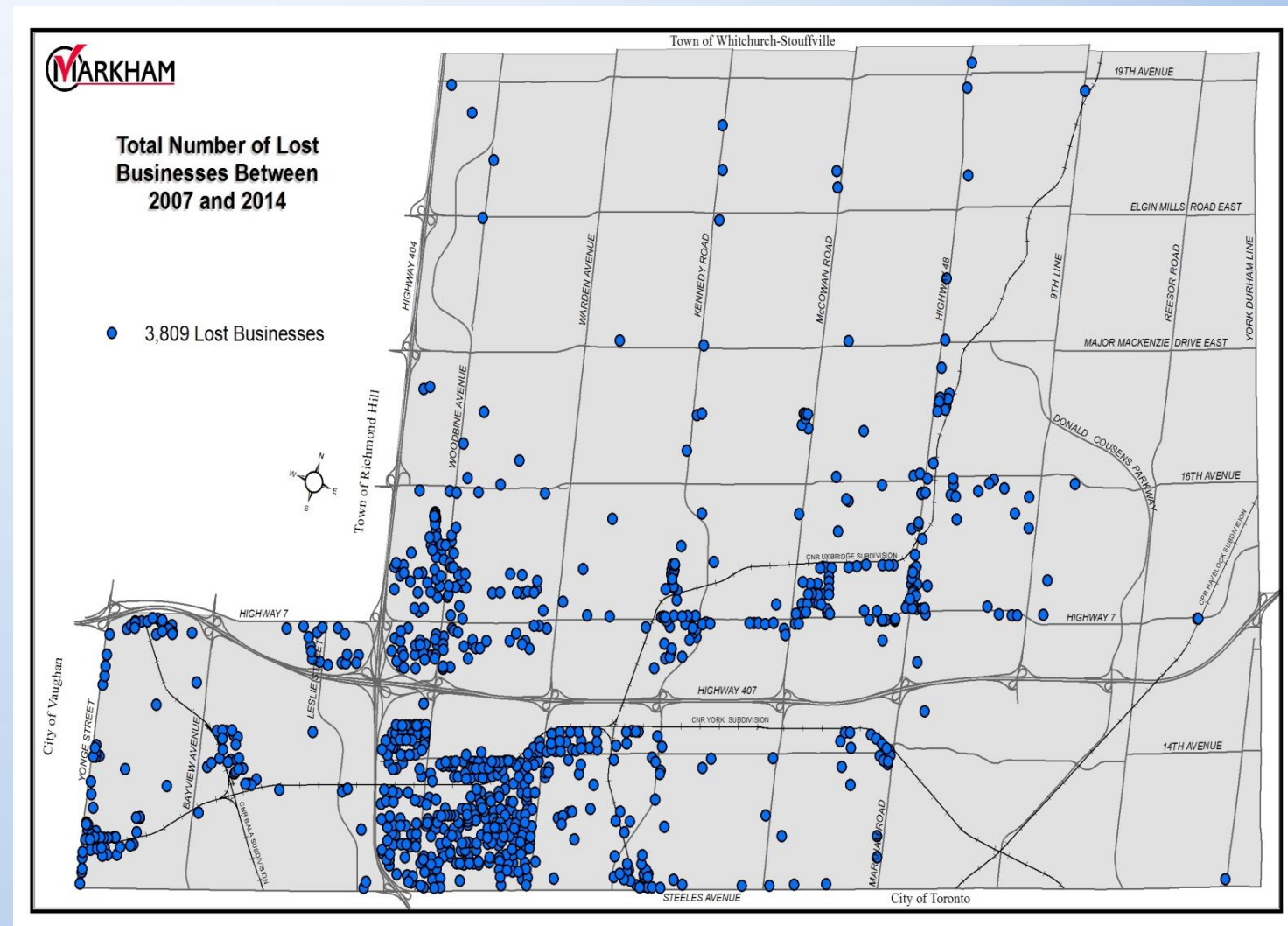
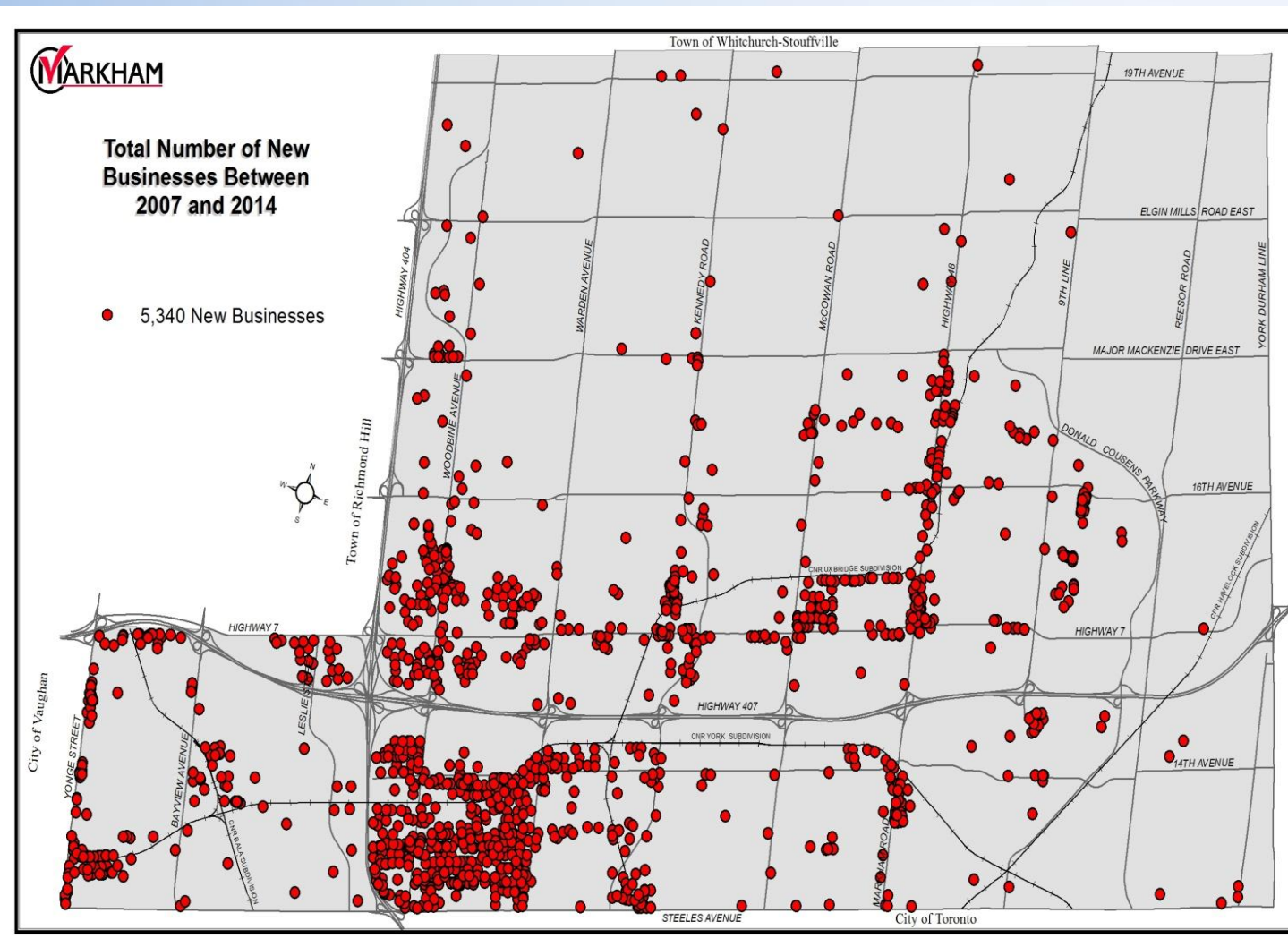


Key metric

Business Growth by Size (#jobs)	2007	2014	Change	% Change
Small (1-19)	7,146	8,329	1,183	16.5%
Medium (20-99)	946	1,123	177	18.7%
Large (100-499)	183	246	63	34.4%
Very Large (500+)	25	22	-3	-0.12%
Total	8,300	9,720	1,420	17.1 %



Business Formation





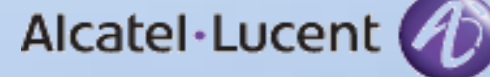
Companies that came to Markham



Companies that expanded in Markham



Companies that departed or returned





4. Need for Analysis and Reflection

Performance of 4 targeted sectors

- Performance Indicators
- Patterns and Trends
- Testimonials

Return on investment

- Adequacy of resources & organizations
- Satisfaction of partners /clients

Ability to address other strategic priorities

- Within Markham 2020
- Within BMFT
- New Opportunities



5. Proposed Review and Engagement Process

Opportunity to Engage Community in Review

- Share findings
- Invite input and Recommendations
- Increase stakeholder commitment

Increase Engagement and Quality of Public Involvement

- Webinars, public meetings, and special events

Involve Stakeholders

- Business associations
- Post secondary institutions
- Bank economists



Timeline:

May – August, 2015	Economic Development staff researched performance data and consulted with stakeholders
September 8, 2015	Kick-off presentation to DSC
October 5, 2015	Focus on Priority Sectors– Presentation to DSC
October 14, 2015	Engage Stakeholders - Presentation at Public meeting + Webinar
November 2, 2015	Focus on MNEs and FDI – Presentation to DSC
November 19, 2015	Engage Stakeholders - Presentation at Public meeting + Webinar
January 2016	Focus on SMEs and Commercialization of Technology Activity – Presentation to DSC
Date TBD	Engage Stakeholders - Presentation at Public meeting + Webinar



Monday, April 6, 2016	Markham 2020 Event at Markham Theatre + Webinar 6:00 pm Open House in Theatre Foyer 7:00 Introduction by Mayor 7:15 “Innovation” presentation by TD Chief Economist 7:35 “York U in Markham” Presentation by York University 8:55 “5 Projects that will Rock Your World” by Seneca College 9:20 “Commercialization” presentation by Scotia Bank Chief Economist 9:45 Closing Remarks 9:45 – 10:30 Networking
June 2016	Findings and Recommendations to Economic Development Committee/Council Publish Markham 2020: Success By Design Report



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