

SUMMARY OF TARGETED SECTOR OBJECTIVES, INDICATORS, INITIATIVES AND ACTIONS	
SECTOR TARGETS	PERFORMANCE AND NEXT STEPS
Information and Communications Technologies (ICT) and Life Sciences Convergence:	<u>Performance Objective by 2018</u> <ul style="list-style-type: none"> <li>Markham regarded as “Top 3 Location” in Canada for ICT/Life Science Convergence businesses</li> </ul>
	<u>Key Performance Indicators:</u> <ul style="list-style-type: none"> <li># of Research and Development facilities</li> <li># of firms with sales over 50% outside of Canada</li> <li>Sector growth measured by employment and number of companies in both ICT and Life Science and in converged sector</li> </ul> <u>Initiatives Underway</u> <ul style="list-style-type: none"> <li>The Town of Markham and York University in partnership with 30 industry firms, associations, and centres of learning are working on establishing a National Centre of Medical Device Development in Markham. The NCMDD will serve as a centre of excellence in the convergence of technologies to commercialize new and innovative medical device products and solutions.</li> <li>York University will be locating a facility in Markham in 2008 called Innovation York - its new office for industry liaison and technology transfer in the Toronto region.</li> <li>The NCMDD's vision includes a Youth component – as part of a kindergarten to PhD continuum, the NCMDD will provide a unique environment and an alternative campus for students to experience first-hand about science and technology. As an example, programming will include internships related to NCMDD projects.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Partnering with Yorkbiotech, Toronto Region Research Alliance, and others to promote Markham and the Toronto Region as a centre for innovation and technology</li> <li>• The ISCM and MSBEC are uniquely positioned to foster and assist SMEs in commercial efforts and to achieve growth</li> </ul> <p><u>Actions to be Taken</u></p> <ul style="list-style-type: none"> <li>• Build a strong, localized case for bioinformatics investment</li> <li>• Target the emerging biomarkers sector</li> <li>• Create a youth-driven entrepreneurship facility focused on the software elements of ICT/life science convergence</li> <li>• Emphasize the provision of higher levels of specialized support to SMEs in this target convergence sector, including a targeted Business Retention &amp; Expansion (BR&amp;E) program</li> <li>• Create stronger linkages to York University and Seneca College as a means of understanding their ongoing research and identifying opportunities for commercialization</li> <li>• Establish and grow the National Centre for Medical Device Development</li> <li>• Develop a sector specific marketing strategy for the ICT and life sciences convergence sector</li> <li>• Develop a detailed database of key assets in this sector</li> <li>• Support venture capital development</li> </ul>

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Information, Entertainment and Cultural Industries:	<u>Performance Objective by 2018</u> <ul style="list-style-type: none"> <li>Markham businesses engaged in cultural industries to be within list of top 20 employers</li> <li>Number of jobs/companies by sub-sector</li> </ul>
	<u>Key Performance Indicators:</u> <ul style="list-style-type: none"> <li>Sector growth measured by employment and number of companies</li> </ul> <u>Initiatives Underway:</u> <ul style="list-style-type: none"> <li>CONCERT (The Consortium on New Media, Culture &amp; Entertainment R&amp;D in the Toronto Region) chaired by York University, this consortium includes AMD, and other Markham high tech companies such as Motorola and Apple Canada. CONCERT is intended to drive innovation within the creative industries by sparking collaborative relationships and infrastructures in the GTA that strengthen and promote innovation in the screen-based industries</li> <li>Angel and venture capital development for example, “Money Chase” event through partnership with Innovation Synergy Centre</li> </ul> <u>Actions to be Taken</u> <ul style="list-style-type: none"> <li>Engage Interactive Ontario in Markham’s sector development efforts</li> <li>Launch an “Interactive Markham” organization as a tool for creating local networking linkages and building local “match-making” opportunities</li> <li>Identify potential pilot projects with Ontario Media Development Corporation and create local</li> </ul>

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	<p>consortia to pursue these funds</p> <ul style="list-style-type: none"> <li>• Work with existing local manufacturers of graphics processing units, motherboard chipsets and video display cards to leverage their relationships with key players in the video gaming and animation sectors</li> <li>• Expand the “Space Race” and “Money Chase” competitions to be annual events with a focus on this sector</li> <li>• Link start-ups with resources in low-cost partner communities</li> <li>• Develop a sector specific marketing strategy for the information, entertainment and cultural industries sector</li> <li>• Develop a detailed database of key people and assets in this sector</li> </ul>
<b>Professional, Scientific and Technical Services:</b>	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> <li>• Engineering and Design sector to rank among “Top 3 Exporter” sectors in Markham</li> </ul>
	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> <li>• Sector growth measured by employment and number of companies</li> <li>• # of companies with &gt;50% foreign sales</li> </ul> <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> <li>• Partnering with Greater Toronto Marketing Alliance, Toronto Region Research Alliance, real estate, accounting, and legal firms and others to leverage investment attraction capacity</li> </ul>

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	<ul style="list-style-type: none"> <li>• Examination of design and engineering sub-sectors</li> </ul> <p><u>Actions to be Taken</u></p> <ul style="list-style-type: none"> <li>• Establish and grow a design “cluster”</li> <li>• Create campus-style research and office environments to create informal environments supportive of cross-disciplinary collaboration</li> <li>• Work with the Toronto Region Research Alliance (TRRA) and with Canadian operations of multinational tax advisory firms to focus investment attraction efforts on US-based research intensive companies that would benefit from Canadian R&amp;D tax credits</li> <li>• Attract more events, conferences and conventions in the professional, scientific and technical services sector</li> <li>• Engage universities and colleges and institutes of technology in discussions to establish a Markham design program</li> <li>• Develop a sector specific marketing strategy for the professional scientific and technical services sector</li> <li>• Develop a detailed database of key assets in this sector</li> <li>• Promote the creation of a local Environmental Technology Association, linking area businesses together for networking, promotional and joint venture initiatives</li> </ul>
<b>Finance and Insurance:</b>	<p><u>Performance Objective by 2018</u></p> <ul style="list-style-type: none"> <li>• Markham to be Canadian h.q. location of 5 “Fortune 500” banks, investment companies or insurers</li> </ul>

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	<p><u>Key Performance Indicators:</u></p> <ul style="list-style-type: none"> <li>• Sector growth measured by employment and number of companies</li> <li>• No. of regional and national headquarters</li> </ul> <p><u>Initiatives Underway:</u></p> <ul style="list-style-type: none"> <li>• Nothing currently underway</li> </ul> <p><u>Actions to be Taken</u></p> <ul style="list-style-type: none"> <li>• Articulate the community's sector-specific location advantages</li> <li>• Create a local sector identity</li> <li>• Establish human resources roundtable to address the shortage in the insurance sector</li> <li>• Join Toronto Financial Service Alliance</li> <li>• Understand the impact of Markham's rising commercial real estate costs on this sector</li> <li>• Develop a sector specific marketing strategy for the Finance and Insurance sector</li> <li>• Develop a detailed database of key assets in this sector</li> <li>• Develop an understanding of existing regional business linkages in this sector</li> <li>• Target Socially Responsible Investment funds, companies and vehicles in its business recruitment and investment attraction attempts</li> </ul>