



Economic Development Strategy Appendix 1 – Review of Service Delivery Models

Municipality of
Clarington
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Economic Development Service Delivery Models¹

A critical part of the service delivery review for the Municipality of Clarington and Clarington Board of Trade (CBOT) is understanding internal and external economic development functions. The following section breaks down each service delivery method, their advantages and disadvantages and impact on economic development goals and objectives. This is followed by an initial high-level review of select economic development corporations across Ontario. The analysis provides context for the considerations that informed the Proposed Service Delivery Terms for Municipality of Clarington and CBOT.

Overview

There are a variety of economic development structures in place across Canada and can be most easily understood as falling within three specific models that operate internal or external to the municipality. The municipal department or office model falls under internal service delivery and development corporations, and private/independent development organizations fall under external service delivery. Internal and external models exist to achieve the same general purpose, the provision of local economic development services. While neither model is superior, the characteristics of an individual municipality help guide it to the best model, given its circumstances.

Most internal and external organizations in Ontario cover a similar suite of economic development services. However, internal economic development organizations in Ontario tend to also support tourism, while more external corporations operate a small business center. Although there can be substantial overlap in program areas, financials, and staffing resources between internal and external organizations, a comparison between experience in partnerships, governance, decision-making, and accountability indicates differences between the three models that fit under the two modes of service delivery.

While, in theory, these three models and two modes of service delivery represent the typical structures of economic development in practice in Canada, several nuanced and hybrid structures exist across the country to meet the specific needs of a community or region. In some instances, municipalities contract out the role of economic development to a qualified person or corporation via a formal tendering process. This model, though rare, is used by municipalities that do not have the internal capacity to develop and/or implement economic development activities themselves. If this model is used, governance is ultimately the municipality's role and resembles any other contractual relationship between a client and agent. Accountability of operations is the meeting of specified deliverables according to the provisions of the contract

¹ Informed by Blakely, Edward J., N. Green Leigh, *Planning Local Economic Development: Theories and Practices*, Sage Publications (2009); and Parker, P., & Donaher, E. (n.d.). *Comparing economic development corporation and internal department models: Service delivery in Southern Ontario*; and Thompson, S. (n.d.). *Delivery models of local economic development: An analysis of internal and external models in Ontario*.



Internal Service Delivery

Internal service delivery is characterized by the direct involvement of the municipality in the operations of the economic development office.

Municipal Department or Office Model

The economic development office is housed within the formal municipality as either a standalone division or contained within an overarching departmental structure (e.g. Planning, Development Services etc.). In this model, economic development is funded through a line item or departmental budget, subject and accountable to municipal council through the annual budget process and review through the director or Chief Administrative Officer (CAO).

Organizational Structure and Governance

Depending on the size of the community, municipal statistics, historical context and other factors, internal structures can take on different forms. In smaller or more rural communities, a single person may manage the municipalities' economic development activities. There are also instances of less formal delivery mechanisms such as the use of voluntary committees, the services of a planning department or other related department and/or the use of a staff member with primary responsibilities other than economic development.

In general, internal economic development departments report through a chain of command, often to the CAO or City Manager, and formally governed by the elected council and mayor. In some cases, there can be an economic development committee of council that meets with economic development practitioners more frequently than full council meetings. Staff members are accountable to council for the delivery of programming and services.

Advisory committees made up of private sector representatives with council liaison members also exist in the governance of some municipal economic development departments. These committees do not have any formal financial or decision-making responsibility. Still, they play an important role in policy setting, advocacy, strategizing and providing connection to industry and advice on on-the-ground experience.

Advantages/Disadvantages of Internal Service Delivery

Some of the more commonly recognized **advantages** of an internal municipal department or office model include:

- Full accountability of the economic development department or office through Council reporting, public meetings, annual and ongoing reviews, and the annual budgeting process. In this instance, the municipal department or office model could be argued to be the most democratic
- Easier to tap into the network provided by well-connected councillors and the broader (regional or county-wide) understanding of economic development offered by the councillors.
- Streamline administration through integration with council meetings, thereby eliminating board meetings and the associated administration
- Incorporation of finances with city operations helps eliminate a separate set of audited books and administration.



- Increases the potential for collaboration between different municipal department and economic development staff. The department would also gain access to established municipal services, including human resources, finance, geographic information systems,
 - Ex. Opportunity for greater involvement of communication and marketing coming out of the municipality.
- Economic development strategies can be more aligned with other municipal strategic plans
- The potential for a sustainable wage, benefits and pensions offered by municipal jobs can help attract highly-skilled economic development professionals

Some of the more commonly recognized **disadvantages** of an internal municipal department or office model include:

- Difficult to hire and leverage volunteerism, given it may cause problems with established employees and unions
- Potentially weaker connection to industry relative to models that follow external service delivery
- Public economic development departments are often much more limited in the scope of what they can undertake
- Requirements for council approval for strategic partnerships or major investments can often slow down economic development through the council approval process. In this instance, and especially in highly competitive jurisdictions or industries, this longer lead time could be the difference, particularly in investment attraction efforts.

External Service Delivery

External service delivery is characterized by members of the private and public sectors coming together as directors of the board for a not-for-profit. A clear set of terms of reference defines roles and responsibilities in the decision-making process related to economic development. Most of the funding for external service delivery is generally from the municipality. Other funding can come from provincial or federal grants and fundraising through sponsorships, gala dinners, etc.

There are four situations for which external service delivery may be considered appropriate:

1. The service area is multi-jurisdictional (becoming more prevalent as the emphasis for regional cooperation and collaboration for economic development increases)
2. Scope of service delivery is intergovernmental
3. Flexibility in service delivery or organizational structure is required
4. Economic development functions benefit from arms' length delivery

In Ontario, most external service delivery is completed by a development corporation or private/independent development organization

Development Corporation Model

The development corporation, also referred to as a municipal services corporation (MSC), is a “joint power” institution involving varying degrees of government, business and community representation and support within an incorporated body. Depending on the articles of incorporation, the economic



development corporation is usually represented by the mayor and council to ensure that the municipalities' interests are represented.

Private/Independent Development Organization Model

These organizations are sponsored by local/regional businesses and operate in economic development with permission or endorsement of local government (for example, through chambers of commerce, board of trade or other business associations). While some municipalities, particularly smaller communities, use the private development association model, it is generally regarded as rare in Ontario.

Organizational Structure and Governance

A board of directors often governs external organizations. Although, the composition of the board may differ depending on the community, members can include large or small business owners in various sectors, industry association representatives, and education, labour and municipal partners. Typically, staff members report to the corporation's board of directors through a general manager or CEO. The board of directors sets policy, and staff members are employees of the corporation.

The number of staff in an external organization varies depending on the scope of services provided, which could overlap with tourism and running a visitor information center. Contract and seasonal employees can figure largely into some external organizations' overall staffing plan. An external organization is not under the direct control of the municipal council but is one step removed from the municipal administration.

Advantages of External Service Delivery

Some of the more commonly recognized **advantages** of the development corporation and private/independent development organization models include:

- Service delivery can be more closely aligned with business and industry interests
- Provides an opportunity for business leaders to become fully engaged and accountable through membership on the board or leading activities and initiatives
- The board of directors allow for the presence of outside expertise (direct or with connections) and representation from a number of groups with diverse interests
- Stakeholders in connection to the board of directors are more likely to get involved and assist.
- The separation from municipal operations would likely indicate that the staff are focused on economic development activities and not balancing these priorities with other municipal priorities, which can occur in smaller internal municipal economic development departments.
 - Hours of work can be adjusted to match those of the private sector to improve access to information and resources
- Speed and flexibility in the decision-making process
 - Can operate with minimal bureaucracy, be more aggressive and take risks when it comes to business or marketing decisions.
- Ability to apply for funding from sources that might not be available to a municipal department

Advantages specifically for the development corporation model include:



- Shared ownership with the private and/or not-for-profit sector
- The ability to engage in borrowing against a revenue stream (i.e. lease of land)
- The ability of the corporation to engage in contracts with the private sector for development initiatives.²

Advantages specifically for the private/independent development organization model include:

- This model involves the most involvement from the private sector from a funding perspective and could be the least costly for the municipal taxpayer as funding, could be privately generated.

Some of the more commonly recognized **disadvantages** of the development corporation and private/independent development organization models include:

- lack of direct oversight by the council. This arms-length approach can sometimes be seen as undemocratic or unaccountable
 - Many of the typical regulations and transparency measures or policies that apply at the municipal level may not be in place for an external organization
- Potential volatility of funding depending on its composition

² Municipal Planning and Financial Tools for Economic Development - <http://www.mah.gov.on.ca/AssetFactory.aspx?did=9175>



Five Case Studies of Economic Development Corporations³

The following case study review provides a brief description of economic development organizations in five (5) communities across Ontario. The review aims to understand the role of the organization, governance structure, areas of strategic focus and economic development programming and services. The review also considers the budget requirements, sources of resources and report on financial partnerships. Also included are brief overviews of roles in investment readiness.

The six comparable communities chosen for the review are:

- Ajax
- Kingston
- London
- Peterborough
- Vaughan

The case study communities share similar characteristics in terms of population growth, urban character, access to transportation infrastructure, current and targeted economic sectors, and the presence of post secondary (either local or regional).

The following parameters were reviewed:

- Role of Business Model
- Programs and Services
- Governance Structure
- Performance Measurements
- Budget/Resource Requirements
- Source of Resources
- Innovation Ecosystem
- Presence of an MDC? (Y/N)
- Role in Investment Readiness

The results of the high level review identified that the economic developments structures, both internal and external, have well-defined mandates, governance structures and programs and services. At a high-level, the five economic development structures overlap on seven economic development focus and strategy areas. The key areas are:

- **Business Retention and Expansion** – Similar to marketing, Business Retention and Expansion is a core focus area irrespective of internal and external organizations. While some communities focus on BR+E specifically for the target sectors, the mandate for others is overarching. London Economic Development Corporation (LEDC) has dedicated business retention staff resources who provide existing companies across industries with supply chain connections, assistance with exports and market diversification, assistance in accessing funding programs and regulatory assistance.
- **Investment Attraction** – External organizations engage in investment attraction as a core function of their economic development functions. This includes maintaining an inventory of Properties/Land, ensuring access to business parks and office/commercial spaces, providing site selection service and assisting in permits and approvals process. Internal organizations are also

³ Based on historical research conducted by MDB Insight with a high-level review of each community's economic development website on October 2021. This review provides general examples of internal and external service delivery and specific parameters may have changed.



involved in investment attraction to varying degrees. For example, Ajax Economic Development’s investment attraction efforts are primarily as a facilitator rather than foreign direct investment activities. Durham Region, through Invest Durham, engages in lead generation, international trade missions and investment attraction efforts on behalf of the region and Ajax staff respond to site selection inquiries, convert investment leads and guide potential businesses through municipal and development processes.

- **Branding, Marketing & Promotion** – Both internal and external economic development corporations are invested in branding, marketing & promotion as part of their economic development functions. This includes the marketing of economic and community development opportunities and assets across the community to potential internal and external investors and traditional business retention and expansion or business/entrepreneurial support services.
- **Support for Start-ups and Scale-up of Businesses** – Almost all internal and external models have recognized the importance of growing the entrepreneurial economy and creating an enabling environment for start-ups and scale up of businesses. External and internal models have some form of small business support or advisory services.
- **Workforce Development** – Comparing external and internal models, workforce development appears a core function of external corporations (Kingston and London) while it is a facilitation role for internal models. Kingston’s mandate includes developing workforce development portfolios to attract and retain people. It also focuses on youth entrepreneurship programs.
- **City as a Land Developer** – While all communities are involved in investment attraction to some degree including site selection and attracting FDI, municipalities each take a slightly different approach to land development. Ajax had historically developed business parks and are considering options to re-enter the development space in strategic areas of their downtown. The City of Vaughan has identified strategic lands for development in their hospital precinct and will be working with partners to see the lands developed and the targeting of complementary firms.

The following matrix summarises Economic Development Focus and Strategy Areas of the five case study communities.

Table 1: Matrix of Economic Development Focus and Strategy Areas

Economic Development Focus and Strategy Areas	External Service Delivery			Internal Service Delivery	
	Kingston	London	Peterborough	Ajax	Vaughan
Investment Attraction	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓
Branding, Marketing & Promotion	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Business Retention and Expansion	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓



Economic Development Focus and Strategy Areas	External Service Delivery			Internal Service Delivery	
	Kingston	London	Peterborough	Ajax	Vaughan
Support for Start-ups and scale up of businesses	✓✓✓	✓	✓✓✓	✓✓	✓✓✓
Innovation Ecosystem	✓✓	✓	✓✓	✓✓✓	✓✓
Workforce Development	✓✓✓	✓✓✓	✓✓	✓✓	✓✓
City as a Land Developer	✓✓	✓✓	✓✓	✓✓	✓✓

✓✓✓= Core Function ✓✓=Facilitate ✓=Support

Town of Ajax - Economic Development Office

Parameters	Description
Role/Mandate	Deliver economic development services on behalf of the Town. Work in partnership with Durham Region on initiatives of regional significance.
Programs and Services	<ul style="list-style-type: none"> ▪ Business Retention and Expansion (BRE) - Monitoring business trends and activities outside of the Town that could have an implication on Ajax’s business community. The section is charged with the responsibility of connecting and promoting business expansion within Town and facilitating efforts to retain existing businesses. ▪ Business Attraction - Business attraction is facilitated by Economic Development. The team is responsible for monitoring leads generated externally, and self-generating leads through target marketing of employment areas and available properties. ▪ Marketing & Outreach- Marketing, promotion and outreach to create awareness of the Town’s employment lands, business support services and tourism opportunities. The outreach responsibilities include connection to all levels of government, government associations and business support services on behalf of local businesses. ▪ Corporate Real Estate Portfolio Management- Co-ordination and management of the Town’s real estate portfolio. This includes the facilitation of all land transactions, including negotiations, and management of specific lease agreements, licensing, easement, encroachment and other real property matters
Governance Structure	<ul style="list-style-type: none"> ▪ Internal municipal department under Planning and Development Department
Performance Measurements/Objectives	<ul style="list-style-type: none"> ▪ Non-residential permit value ▪ # of investment inquiries ▪ # of jobs accommodated on employment lands ▪ # of pre-consultation meetings ▪ # of jobs created ▪ Investment value (\$) through priority development program



Parameters	Description
Budget/Resource Requirements	<ul style="list-style-type: none"> ▪ \$528,100 (2020), 4 FTE
Source of Resources	<ul style="list-style-type: none"> ▪ Tax supported operating budget
Presence of an MDC? (Y/N)	No
Role in Investment Readiness	<ul style="list-style-type: none"> ▪ The Town's real estate portfolio is under the jurisdiction of the EDO. EDO manages acquisitions and disposals but due to limited resources, acquisitions are primarily to accommodate public infrastructure works as opposed to land development/redevelopment and sale. Ajax relies on Durham Region for foreign direct investment lead generation and marketing but respond to site selection inquiries. Ajax Economic Development delivers the Priority Path program, an award winning initiative that provides expedited approvals to high value investments.

City of Kingston – Economic Development Corporation

Parameters	Description
Role/Mandate	<p>The Kingston Economic Development Corporation was established in 1998 as a not for profit agency. The Corporation was formed for more sustainable long-term economic growth. The goal of the corporations is:</p> <ul style="list-style-type: none"> ▪ Delivery of Business Support Services ▪ Substantial and continuous investment in High Priority Growth Sectors that align with provincial and National economic priorities ▪ Attraction of labour force meeting current and ongoing employment growth need and support next generation of entrepreneur led private companies
Programs and Services	<p>The Corporation is responsible for the attraction of new business, the growth and retention of existing business and tourism opportunities. Programs funded by the City of Kingston include:</p> <ul style="list-style-type: none"> ▪ Workforce Development Portfolios – Attracting and retaking people to live work in Kingston ▪ Attraction and Aftercare – maintain and strengthen existing and new relationships to position Kingston as a destination for foreign investment ▪ Business and Growth & Retention – Support local business to become more competitive, grow revenue and stay within the community ▪ Start-ups & Youth Entrepreneurship – Assisting with the development of future business leaders by providing programs and services for next generation
Governance Structure	<p>The department is governed by a Board of Directors (14 members). The department has representation from the Business community and Municipal Council and senior staff.</p>



Parameters	Description
Performance Measurements/Objectives	<p>Investment attraction and investment aftercare</p> <ul style="list-style-type: none"> ▪ Number of leads generated. ▪ Number of leads resulting in new investment. ▪ Number and value of new jobs created that can be attributed to direct EDO assistance with attraction, recruitment and / or retention. ▪ Amount of new investment in the community through new build, lease, government grants; and ▪ Total annual wages or salaries of new FTE jobs at client companies. <p>Business retention and expansion and work with local businesses</p> <ul style="list-style-type: none"> ▪ Number of visitations to local businesses. ▪ Level of business satisfaction with services provided (via annual survey); ▪ Number of jobs created or retained through service; and ▪ Total annual wages or salaries of retained FTE jobs at client companies. <p>Support for small business and entrepreneurs</p> <ul style="list-style-type: none"> ▪ Number of inquiries received. ▪ Number of consultations provided. ▪ Number of new businesses started / registered, including youth entrepreneurship programming. ▪ Number of new jobs created that can be attributed to direct EDO assistance. ▪ Average salary of jobs created. ▪ Number of business planning programs and seminars conducted and number of persons that attended; and ▪ Funding opportunities leveraged. <p>Support for workforce development, jobs, and skills-building</p> <ul style="list-style-type: none"> ▪ Number of businesses engaged for workforce planning consultations. ▪ Workforce projections conducted and findings reported; and ▪ Partnered events and activities. <p>Support for knowledge industries, young workers, technology transfer from postsecondary institutions, and incubation/innovation enablement</p> <ul style="list-style-type: none"> ▪ Innovation ecosystem partnerships developed and maintained. ▪ Youth entrepreneurship programming (e.g. Summer Company and Starter Company); and ▪ Partnered events and activities.
Budget/Resource Requirements	The Kingston Economic Development Corporation received \$1.46 million from the municipality in the 2021 annual budget ⁴
Source of Resources	Three levels of government, the City of Kingston, provincial and federal investment and private sector support/revenues.

⁴ Kingston 2021 Operating and Capital Budgets - https://www.cityofkingston.ca/documents/10180/38826078/Committee-of-the-Whole_Meeting-01-2021_Report-21-049_2021-Operating-and-Capital-Budget.pdf/502964e0-b317-29d4-776a-1df6577c2238?t=1611847416693



Parameters	Description
Innovation Ecosystem	<ul style="list-style-type: none"> ▪ KEDCO has partnered with the Ontario MEDEI/MRI to create the KEDCO Small Business Development Centre (SBDC). The primary objective is to facilitate economic growth through the development and expansion of sustainable small businesses. Programs include Summer Company, Futurpreneur Canada, starter company and pilot business program for age 29+. The Centre is currently housed in Queen’s University Innovation Park. ▪ Launch Lab is a Regional Innovation Centre and member of the Ontario Network of Entrepreneurs, a provincially funded network of resources for entrepreneurs. The head office is in Kingston at Innovation Park. ▪ Kingston’s innovation ecosystem includes a) Queens Innovation Centre; partners include Innovation Kingston and Innovation Park (InnovationXL & GrindSpaceXL) b) Innovate Kingston; partners include the City of Kingston, Kingston Economic Development, Innovation Park at Queen's University and Launch Lab and c): Southeastern Ontario Angel Network (SOAN)
Presence of an MDC? (Y/N)	No
Role in Investment Readiness	Investment attraction and investment aftercare is one of the five focus areas of the EDO’s economic development activities. Initiatives include strong brand and marketing program, up to date inventory and active promotion of available employment lands, targets for attracting new business and investment, liaison with Provincial and Federal government economic development agencies and ministries and provide or contract support and expertise for the attraction of new jobs and investment in high priority growth sectors.

City of London – Economic Development Corporation

Parameters	Description
Role/Mandate	<ul style="list-style-type: none"> ▪ Deliver economic development services on behalf of the City on a four-year purchase of services agreement.
Programs and Services	<ul style="list-style-type: none"> ▪ Investment Attraction - Attracting new business and foreign direct investment to London ▪ Business Retention and Expansion - Retaining existing business and assisting with local expansions ▪ Advocacy - Advocating for improving the business environment in London ▪ Workforce Development- Providing workforce development leadership to connect businesses with education institutes and employment sector agencies ▪ Marketing - Marketing and promoting London for business opportunities in overseas markets ▪ Economic Partnership - Establishing business support partnerships throughout the community ▪ Advisory - Assisting the City of London in development of strategic plans such as industrial lands strategy and the Economic Road Map ▪ The City of London also has a Small Business Centre which operates outside of LEDC but is a partner on a variety of initiatives and events



Parameters	Description
Governance Structure	Municipal Agency governed by a 15 member board of directors including Mayor, City Manager, education and business leaders with LEDC President/CEO sitting as an ex-officio member.
Performance Measurements/Objectives	<p>The City's purchase of services agreement provides performance metrics for each service:</p> <p>Investment Attraction</p> <ul style="list-style-type: none"> ▪ number of investment missions ▪ number of regional investment promotion missions ▪ number of attraction files ▪ number of Foreign Direct Investment proposals ▪ number of site selection tours <p>Business Retention and Expansion</p> <ul style="list-style-type: none"> ▪ number of retention files ▪ number of active retention and expansion files ▪ number of jobs retained ▪ number of active expansion files ▪ number of companies worked with ▪ number of referrals made ▪ number of supports provided for start-ups and scale-ups ▪ number of activities to support entrepreneurship growth d. <p>Workforce Development</p> <ul style="list-style-type: none"> ▪ number of external job fairs ▪ number of employer and job seeking consultations ▪ number of workforce projects ▪ number of seminars for SMEs ▪ number of activities to support employers ▪ number of employer meetings ▪ number of agencies and institutions committed to developing a top quality workforce ▪ number of activities to support connections of students to business ▪ number of activities to support connections of employers to employment and other training agencies ▪ number of activities to support connections of employers to newcomers
Budget/Resource Requirements	\$2.3 million annually, 11 FTE
Source of Resources	Purchase of Service Agreement with the City of London



Parameters	Description
Innovation Ecosystem	LEDC plays an indirect role in the innovation ecosystem and partners and participates on initiatives led by other organizations. Innovation is primarily lead by partner organizations including TechAlliance (RIC), Western University, Fanshawe College and Innovation Works. Innovation Works is a non-profit organization funded by members (non-profits), corporate sponsorship and foundational and operating grants from the City of London’s Art Council and the London Community Foundation. Innovation Works offers co-working space, access to capital, programming and workshops to businesses whose mandate includes social enterprise. The City of London helped fund the development of Fanshawe College’s Innovation Village, a physical and virtual hub where industry, non-profits and government partners can access students and develop experiential learning opportunities through virtual reality labs, multimedia labs, makerspaces and other supports.
Presence of an MDC? (Y/N)	No
Role in Investment Readiness	<ul style="list-style-type: none"> ▪ International investment attraction through outbound market development and missions ▪ Provide site selection assistance including inventory of available sites and data and information needs of site selectors ▪ Provide a soft landing for businesses locating in London including approval and regulatory assistance, talent recruitment and relocation assistance ▪ Indirect involvement in land development - Provide strategic advice to the City on land development and infrastructure requirements ▪ The City has five municipally-owned business parks with vacant, serviced and un-serviced industrial land. Real estate inquiries are managed through the City’s internal Realty Services Division.

City of Peterborough – Peterborough & the Kawarthas Economic Development

Parameters	Description
Role/Mandate	Peterborough & the Kawarthas Economic Development (PKED) is the lead regional economic development agency for the City and County of Peterborough. The core economic development activities are focused on four key categories, namely, promote, start, grow and attract.



Parameters	Description
Programs and Services	<p>PKED supports businesses through a variety of opportunities and challenges including expansion, relocation, start-ups, funding applications, and succession planning.</p> <ul style="list-style-type: none"> ▪ PKED operates the Peterborough & the Kawarthas Business Advisory Centre, supporting local entrepreneurs as they start, grow, and attain businesses. ▪ PKED also operates the Peterborough & the Kawarthas Tourism, offering visitor services through the Visitor Centre and destination marketing services. ▪ PKED offers two entrepreneurship programs, namely, Starter Company Plus and Summer Company <p>PKED assists businesses with:</p> <ul style="list-style-type: none"> ▪ support in training and workforce development ▪ identifying financing and funding opportunities ▪ connecting to the local business support community and decision makers ▪ navigating the planning process, zoning and regulatory environment ▪ site selection and property identification ▪ access to data and support in understanding local market research ▪ advice on grant and application writing
Governance Structure	<p>Governed by a Board of Directors made up of 12 key members of the region’s business community, including the Chief Administrative Officers for both the City and County of Peterborough, as well as representatives from a variety of sectors including education, healthcare, manufacturing, tourism, innovation and agriculture.</p>



Parameters	Description
Performance Measurements/Objectives	<p>Promote</p> <ul style="list-style-type: none"> ▪ Media results and analytics ▪ # Stories for both PKED and Clients (Earned) ▪ Social Media Analytics ▪ Creation of Marketing Plans for each Target Sector ▪ Website Analytics <p>Start</p> <ul style="list-style-type: none"> ▪ # Workshops Offered ▪ # Attendees attending Workshops ▪ # Hours consulting clients ▪ # Businesses or Pre-businesses Assisted ▪ # Businesses Started ▪ # Jobs Created (Annually) ▪ Business Survival Rate ▪ Annual \$ Value of funding obtained by entrepreneurs and start ups <p>Grow</p> <ul style="list-style-type: none"> ▪ # Business visits completed ▪ # Continuous Improvement & continuous learning workshops ▪ # Attendees attending Workshops and Summits ▪ # Local Ec Dev Committee meetings attended ▪ # Businesses assisted ▪ # Barriers to growth identified ▪ # Referrals to other Business support agencies ▪ # Referrals from other business support agencies ▪ # Jobs Created (Annually) <p>Attract</p> <ul style="list-style-type: none"> ▪ # Leads per sector generated ▪ # Prospects identified ▪ # Missions (inbound and outbound) ▪ # Businesses landed ▪ # New jobs created (Annually) ▪ # Opportunities Lost ▪ # New conferences and tournaments recruited ▪ # Visitors Served (in person, mobile, on -line, live chat, phone)
Budget/Resource Requirements	<p>2019 budget \$2.25 million. (The 2022 draft budget⁵ includes \$1.15 million coming from the municipality) PKED Leadership Team (5), PKED Business Development Team (5), Peterborough & the Kawarthas Tourism Team (3), Operations Team (2) and Marketing & Communications Team (2).</p>
Source of Resources	<p>Core funding (82% of 2019 provided by City of Peterborough and County of Peterborough). Other sources of funding include Federal, Provincial and Private sector. Core funding was 2% higher than 2018 funding.</p>

⁵ 2022 Budget for the Peterborough and the Kawarthas Economic Development - <https://pub-peterborough.escribemeetings.com/filestream.ashx?DocumentId=30199>



Parameters	Description
Innovation Ecosystem	<p>PKED operates Peterborough & the Kawarthas Business Advisory Centre, Peterborough & the Kawarthas Tourism and entrepreneurship programs, namely, Starter Company Plus and Summer Company.</p> <p>The innovation ecosystem also includes Innovation Cluster. Peterborough & the Kawarthas Economic Development is a community partner. The Innovation Cluster supports entrepreneurs in the formation and growth of their technology-driven companies. Key sectors are cleantech, Ag-tech, healthcare and digital. The Innovation Cluster operates The Cube, Peterborough's two full service business incubators located at Trent University and in downtown Peterborough. It also works with Fleming College's Centre for Advancement of Water and Wastewater Technologies (CAWT), and recently launched the Trent Makerspace located at Trent University, a world-class lab facility for clean-tech companies to produce, test and commercialize IP based biotechnology products. Services for entrepreneurs include:</p> <ul style="list-style-type: none"> ▪ Business Idea Validation ▪ Intellectual Property Protection ▪ Access to Funding ▪ Business Planning ▪ Marketing & Sales Strategies ▪ Financial Management <p>Cleantech Commons, a university-linked Research and Technology Park generates, attracts and retains science-based technology companies and talent that is aligned with our associated research institutions, including universities and public, private and federal research facilities. It enables the flow of ideas between innovation generators – such as universities, colleges, federal labs, and non-profit R&D institutions.</p>
Presence of an MDC? (Y/N)	No
Role in Investment Readiness	<p>PKED assists businesses in site selection service, property identification and navigating the planning process, zoning and regulatory environment. PKED works with partners including municipal governments, planners and real estate developers to assist businesses in site selection. In addition, PKED works with industry partners to help existing businesses access new markets by providing market insights and small business assistance including small business services, training and access to funding.</p>

City of Vaughan – Economic and Cultural Development Department

Parameters	Description
Role/Mandate	<p>The department of Economic and Cultural Development strives to make Vaughan an inspired community through entrepreneurship, business and cultural development and strategic partnerships. The mandate is to:</p> <ul style="list-style-type: none"> ▪ facilitate entrepreneurship, employment and investment opportunities. ▪ develop and promote creative art and cultural experiences that convey Vaughan's identity and economic vitality. ▪ engage thought-leaders to generate insightful ideas, strategies and actions that drive economic, cultural and partnership investments. ▪ deliver a valuable and relevant customer experience.



Parameters	Description
Programs and Services	<p>Business development: Assist businesses that are looking to achieve their growth and expansion goals. This area focuses on employment and investment outcomes to help businesses be a part of Vaughan and York Region’s economies.</p> <ul style="list-style-type: none"> • Small business and entrepreneurship guidance: Help budding entrepreneurs, small- and medium-sized enterprises and inventors grow and thrive in a global marketplace. • Creative and cultural development: Foster art and cultural experiences that are fun, memorable and enriching while helping to grow the creative economy, the community and the cultural spaces in Vaughan. Creative and cultural development aims to further promote Vaughan’s identity as a City of Choice. • Partnerships and sponsorship: Enhance City programs, services and infrastructure by generating strategic non-tax revenue. This is achieved by leveraging City assets for sponsorship, advertising opportunities and grant funding.
Governance Structure	<p>Under the leadership of Interim City Manager (previous Chief Corporate Initiatives and Intergovernmental Relations), in May 2018, a refreshed Economic and Cultural Development organizational structure, mission and mandate was approved. Over the past year, staff of the Economic and Cultural Development department have been building a future-ready foundation focused on talent (people), strategy, process and collaborative communication approaches and tools.</p>
Performance Measurements/Objectives	<p>Enhancing the Entrepreneurial and Innovation Ecosystem</p> <ul style="list-style-type: none"> ▪ Annual attendance at entrepreneurial related events and programs ▪ The number of new start-up companies per capita ▪ Annual number and dollar value of venture capital and angel investment deals <p>Growing the Tourism and Creative Economy in Vaughan</p> <ul style="list-style-type: none"> ▪ Number and value of new placemaking and place branding projects over five years ▪ Annual percentage growth of the population aged 25-34 ▪ Tourism and creative industries’ growth over five years <p>Focusing International Business Development</p> <ul style="list-style-type: none"> ▪ The number of foreign-based business openings by industry sector, investment value ▪ The number of inbound and outbound trade and investment missions and the number of Vaughan businesses participating in those missions ▪ Number of employees of foreign- headquartered firms <p>Supporting Commercial and Experiential Development in the Vaughan Metropolitan Centre</p> <ul style="list-style-type: none"> ▪ Annual growth of private capital investment in the VMC ▪ The annual number of events taking place in the VMC ▪ Number of new placemaking projects in the VMC over five years
Budget/Resource Requirements	<p>Net Operating Budget \$2 million in 2020. 14.7 FTE’s in 2010. Increase from 12.7 FTE’s in 2018. These roles are required to lead the completion and implementation of the Performing and Cultural Art Centre Feasibility Study, as well as address the growing demand for additional arts and cultural support and programming, including community-based heritage cultural events.</p>
Source of Resources	<p>Tax-Supported Operating Budget</p>



Parameters	Description
Innovation Ecosystem	<p>The City of Vaughan’s Economic and Cultural Development offers support for local businesses and entrepreneurs at all stages. Within the department, the Vaughan Business Enterprise Centre (VBEC) provides one-stop services for Vaughan’s aspiring entrepreneurs and existing business owners. Programs offered by the Centre include Activate! Vaughan pitch competition, focused on solutions which advance a technology-enabled healthcare system, Vaughan Starter Company Plus program and Summer Company. Vaughan’s innovation ecosystem includes:</p> <ul style="list-style-type: none"> ▪ Civic Centre Resource Library ▪ HELIX program - Seneca College ▪ Launch YU ▪ NewMakeit ▪ UBI Global ▪ ventureLAB
Presence of an MDC? (Y/N)	No
Role in Investment Readiness	<p>Vaughan has one of the largest supplies of greenfield employment lands in the GTA. The Vaughan Enterprise Zone (VEZ) is located in the western quadrant of the city encompasses an area of more than 1,120 hectares (2,767 acres). In addition, the City has acquired land located in the northwest quadrant of Major Mackenzie Drive and Jane Street to create an urban healthcare Precinct which will be overseen by the Economic and Cultural Development Department. Other investment readiness initiatives include on-site business visitation program, business expansion and location assistance, access to in-market research and intelligence and export development support.</p>