

The Regional Municipality of York
Economic Development Action Plan 2016 to 2019

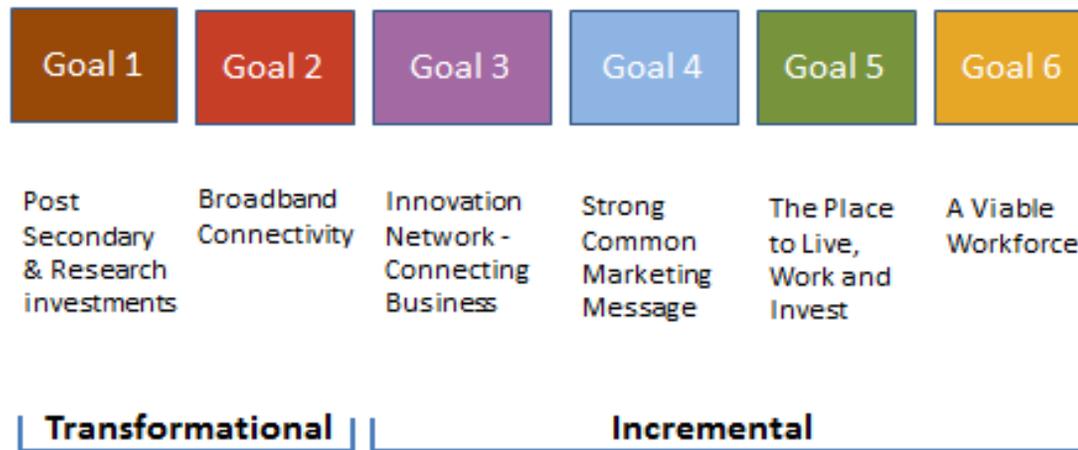
APPENDICES



Appendix A. The previous Economic Development Action Plan (2012)

In December 2012, Council approved the previous Economic Development Action Plan, which was designed to address key economic challenges and opportunities facing York Region. Based on research into trends in the economy and consultation with numerous stakeholders, the Action Plan identified innovation driven by creative people, companies and institutions as the foundation for future economic growth and vitality.

Using innovation as the theme, the Action Plan translated the major economic challenges and opportunities identified through the research and consultation process into six major goals, as follows:



The transformational goals were those identified to help elevate York Region to 'the next level', requiring significant time, effort and resources but resulting in significant positive economic impact for the Region. The incremental goals are more tactical in nature, delivered as programs designed to generate incremental yet equally important economic growth and activity.

Together, the six goals included 40 action items, including projects and on-going programs for delivery, utilizing both Regional and partner resources.

Economic Development Action Plan 2012 achievements

The 2012 Action Plan was developed based on research and a broad consultative process. It has served as a solid foundation for developing relevant programs that make an impact and contribute to a stronger York Region economy.

The Economic Development Action Plan identified an aggressive slate of activities designed to position the Region for economic growth. The Action Plan represented the full Economic Strategy section program, which was connected to numerous initiatives across the corporation and in the community. The projects and programs promoted the Region as a place to invest and operate a business.

York Region continues to be an attractive location for residents and businesses to locate and invest, and a number of key actions identified in the 2012 Plan contributed to the Region's economic success. Highlights of achievements since the inception of the Action Plan under each of the goals are summarized as follows:

Goal 1 – Post-Secondary and Research Investment

- Completion and Council endorsement of the Post-Secondary Investment Attraction Strategy; this document, prepared by a leading authority on the post-secondary landscape in Ontario, provided insights into the process involved and factors necessary to attract a university campus, and highlighted York Region's strong potential for attracting one. The work served as a foundation for future-decision making by both York Region and York University/Seneca College.
- Council approval of support for the 'York in York' proposal submitted to the Province by York University for a new university campus supported by the Region's Post-Secondary Investment Attraction Strategy, York University responded to a call by the province for new campus proposals, in partnership with Seneca College, the City of Markham, and York Region. The campus will house 4,000 students initially in a range of disciplines on a five-acre site in Markham Centre, with plans to expand to 10,000 students in the future.

Goal 2 – Broadband Connectivity

- Completion and Council endorsement of the objectives and implementation priorities of the Broadband Strategy. This document identifies connectivity gaps and opportunities in York Region, sets a vision for York Region as a Gigabit community with increased connectivity speeds across the Region, and suggests a framework for promoting increased connectivity and the roles the private and public sectors can play.
- Implementation of a high-speed broadband link via Regional construction projects between Southlake Regional Health Centre and York University as part of the Ontario Research and Innovation Optical Network (ORION); ORION provides high capacity connectivity and computing capabilities between the universities, colleges, hospitals, research institutes, and their private sector

research partners in Ontario and beyond. The Southlake point of presence is the first in York Region, and the first for ORION to be established within a hospital. This network supports 10 Gigabit service and creates an opportunity for ultra-high speed connectivity to support MUSH sector research initiatives in the Region.

Goal 3 – Innovation Network - Connecting Business

- Support for the creation of 240 new jobs by directly engaging over 900 companies in 2014 through business advisory service programs. Since 2010, Economic Strategy advisory services have facilitated the creation of 1,200 new jobs and the retention of 11,500 existing jobs in the Region
- Delivery of 130 business workshops, seminars and events attracting over 3,400 participants, including the ‘first-of-its-kind’ Gaming First Contact, a gaming development industry event attracting 120 industry professionals in this fast-growing sub-sector
- Support and joint program delivery with ventureLAB, directly supporting hundreds of York Region companies to help them grow
- Seed funding, marketing assistance and client referrals to help mobilize the emerging healthcare innovation hub and CreateITNow accelerator at Southlake Regional Health Centre, in partnership with the hospital, Town of Newmarket, ventureLAB, and York University
- Support for the emerging innovation hub at the Ontario Water Centre in Georgina
- Support and active participation in the HELIX initiative, a student business incubator/accelerator at Seneca College with intake at both the Markham and King Township campuses.



Goal 4 – A Strong Common Marketing Message

- Enhancing the dedicated *investinyork.ca* website, and establishing a robust, integrated social media program utilizing dedicated LinkedIn and Twitter channels to promote the strong economic activity in the region and drive traffic to the *investinyork.ca* website (insert graphics for website traffic and social media followers)
- Initiating the use of the tag line “York Region: Toronto Area’s Tech Hub” that leverages the Regions proximity and connection to the strong Toronto brand as well as the leading technology cluster that exists here
- Development of an Economic Development on-line newsletter to identify activity in the business community and programs that support business growth



Goal 5 – The Place to Live, Work and Invest

- Completion and Council approval of the Office Market Analysis and Marketing Plan; this document prepared by an external consultant analyzed the office market in York Region and recommended tools and tactics that set the stage for the development of a major office attraction campaign with a focus on Centres and Corridors

Goal 6 – A Viable Workforce

- Support for the Workforce Planning Boards' Employers Leadership Council 'War for Talent' event, attracting 150 business leaders discussing workforce issues and solutions
- Support for the Gateway Conference delivered through York Region Community Health Services, an event that brought together internationally educated professionals, businesses and governments to help address the under-employment of immigrants in York Region
- On-going research and monitoring of business job hiring by sector and job type in York Region

Working with both internal and external partners, significant steps have been taken to position the Region as a place for innovation and business growth.

Appendix B. Action Plan Review Process

The development of the revised Economic Development Action Plan 2016 to 2019 involved a three step process of evaluating the 2012 Action Plan, undertaking a consultation process, and broadly circulating a draft document for comments, as outlined below.

Evaluation of the 2012 Plan

As a first step, the current Action Plan was reviewed to evaluate its success as well as identify areas of opportunity to bring forward in the development of the revised Action Plan.

The 2012 Action Plan was the second economic development strategy approved by the Region. It was created very much from 'scratch' using the input of the various stakeholders engaged in the consultation process. The six goals in the current Action Plan were derived directly from the major issues and imperatives identified. The 2012 Action Plan has served its' purpose, focusing resources on key actions and programs over the past three years with positive results.

The plan identified major gaps and issues that needed further research. Much of that research has been done and there is now a better understanding of the issues and needs, and what needs to be undertaken to address those needs. That research work positioned the Region to take action and deliver on major initiatives such as supporting the new York University campus in Markham and developing the Ontario Research and Innovation Optical Network (ORION) point of presence in Newmarket.

Most of the actions in the 2012 Action Plan are still relevant today. The plan is sound, but needs some updating to make sure it stays relevant and reflects the new strategic priorities and key actions approved by Council in the *2015 to 2019 Strategic Plan*.

While the Action Plan has served well, several areas have been identified for improvement that is addressed in the revised Action Plan as follows:

- The 2012 Action Plan is somewhat linear and 'siloed'. The goals are listed as distinct sets of activities as opposed to an integrated plan that overtly contemplates the interrelationships between activities.



- Innovation is the theme of the 2012 Action Plan, but not everyone sees themselves from that perspective. As a theme on its own, innovation does not easily reflect all the priorities of Council and all the work that is being undertaken. While innovation is still important, the theme needs to be broadened to better reflect the needs in the community and the actions being put in place.
- The 2012 Action Plan was developed in the middle of Council's term, with a short implementation time frame of two to three years. While progress was made on many fronts, it is recognized that a longer (four year) time frame is necessary to set plans, deliver and test programs, and adjust based on results and changes to the economic environment. The time frame for the revised Action Plan will be tied to the timeframe of Council's Strategic Plan, being 2015 to 2019.

A summary of the current Action Plan and achievements appears as Appendix A.

Consultation Process

Within the framework established in the *2015 to 2019 Strategic Plan*, input was sought from stakeholders to help identify challenges and opportunities facing businesses that the Region may be able to influence.

A wide range of stakeholders were engaged in the consultation process including:

- local municipalities
- businesses and business organizations including the nine chambers of commerce and board of trade
- innovation partners including ventureLAB, the hospital network, and educational institutions
- municipal, provincial and federal economic development organizations and agencies
- Regional departments

The stakeholders listed above are key partners in delivering existing programs and projects, and will continue to have a direct impact on plan direction, development of themes, and proposed actions identified through the review. These stakeholders were engaged through a variety of methods including direct presentation to seven stakeholder groups, as well as an extensive online outreach effort, inviting input directly onto a dedicated landing page on the Invest in York website at <http://investinyork.ca/actionplanreview>. (See images on page 8)

York Region Economic Action Plan Development Review

The Regional Municipality of York is the third largest municipality in Ontario and the sixth largest in Canada. With a population approaching 1.2 million residents, York Region is the fastest growing large municipality in Canada and the third largest construction market in Ontario after the City of Toronto and Peel Region.



With its 48,910 businesses, York Region is Ontario's second largest business hub, following the City of Toronto. The operations of 171 Fortune 500 companies and one of Toronto's premier law firms are based in York Region. York Region is home to some of the world's leading industry leaders in information and communications technology, life sciences, financial services, clean tech, advanced manufacturing, building and construction, and agri-food. York Region is Canada's largest information and communications technology hub, with a total of 4,400 ICT companies located here.

York Region continues to attract investment and jobs, adding an average 12,000 new jobs per year for the past five years. Learn more about the Economic Action Plan below.

Supporting Economic Growth
The Economic Development Action Plan
 Review the Economic Development Action Plan Review
 Addressing the Challenges and Opportunities

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We Need Your Assistance

Within the framework laid out in the Strategic Plan 2015-2019, York Region is being sought to help identify challenges and opportunities that may be influenced by the Region. To assist in this review, a series of Challenges and Opportunities Theme Papers (found below) have been prepared to help generate dialogue. Using the themes of Business, Innovation, People, and Place, the four attached summaries identify various facts around these themes and some of the issues that have been identified through research and feedback received through current program delivery.

We ask that you review any or all of the attached Challenges and Opportunities Theme Papers and provide your feedback to suggest areas of focus and actions to help address them in the form found further down the page. Additional information about the York Region: 2015 to 2019 Strategic Plan can also be found at the bottom of this page.

We would appreciate receiving your feedback by **October 16, 2015**.



Challenges and Opportunities Theme Papers

Business Theme: Facilitation of Business Creation, Attraction, Retention and Expansion (BizCARE)
 Innovation Theme: The Innovation Ecosystem
 People Theme: Labour Force / Workforce
 Place Theme: Office Attraction / Centres & Corridors

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York Region Economic Development Action Plan Feedback

Name: Phone:
 Company: Email:

What are the challenges and opportunities you and/or your business are facing that the Region should be considering in its Economic Development Action Plan?

What actions are you taking on these challenges and opportunities, and can we work together?

Would you like to be contacted by a member of our economic development team?

Submit your feedback

York Region: 2015 to 2019 Strategic Plan



1.15 million residents
Fastest growing region in the Greater Toronto Area, Ontario and Canada

48,910 businesses
2nd largest business centre in Ontario, Canada • Over 1/2 million local jobs

4,400 ICT companies
and 3 of GTA's top 6 corporate R&D investors: "Toronto Area's Tech Hub"

"Best region to live in Canada"
Magnum for top global talent in the Greater Toronto Area

Office Locations: The Regional Municipality of York, 1200 Yonge Street, Scarborough, Ontario, Canada, L2P 1P7
 Offices in York: 15000 Sheppard Avenue East, Unit 100, Richmond Hill, Ontario, Canada, L4B 1M4
 York Region Employment Centre, 1000 Bay Street, York, Ontario, Canada, M2L 1P5

Quick Links: Home in York Region, York Region Business Advantages, York Region Community, York Region Business Updates, York Region Employment Centre, York Region

Business Updates: Meet with Business Health Centre (BHC) members, TechMagazine, Market Based Economic Management (MBEM) Company, York Region's New York Office, York Region's New York Office, York Region's New York Office, York Region's New York Office

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Challenges and Opportunities Theme Papers

Business Theme: Facilitation of Business Creation, Attraction, Retention and Expansion (BizCARE)

Innovation Theme: The Innovation Ecosystem

People Theme: Labour Force / Workforce

Place Theme: Office Attraction / Centres & Corridors

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Name: Phone:
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To frame the outreach and request for feedback in the context of the *2015 to 2019 Strategic Plan*, staff prepared several theme papers under the themes of People, Place, Business and Innovation. These Theme Papers identified the current landscape around these themes and some of the issues that were identified through the review process with the intent of encouraging dialogue and soliciting feedback. The four theme papers are found in Appendix B.

Stakeholders were directed to the Invest in York webpage, where an explanation of the Action Plan Review process and various resources were made available to assist them in understanding the purpose of the review and issues being considered. Participants that visited the website were asked to review the theme papers and answer two questions:

1. What are the challenges and opportunities you and/or your business are facing that the Region should be considering in its Economic Development Action Plan?
2. What actions are you taking on these challenges and opportunities, and can we work together?

The process engaged close to 200 individuals directly through a series of six consultation sessions with business leaders and other stakeholders. In addition, the link to www.investinyork.ca/actionplanreview along with a call to action was distributed through Chambers of Commerce as well as internally to Regional staff. Comments have been received from a range of businesses, staff and agencies and focus primarily on issues related to transportation and access to the labour force, connectivity/access to high-speed broadband, and development of the innovation network in the Region.

The input received has been used to supplement the business and market intelligence gained through on-going research and dialogue with businesses and delivery partners as part of project delivery and business advisory services. In addition, involvement in cross-departmental reviews and initiatives, including the Municipal Comprehensive Review and the Transportation Master Plan Review have helped inform the direction of the revised Action Plan.

Circulation of the draft revised Economic Development Action Plan 2016 to 2019

A draft revised Action Plan will be presented to Regional Committee of the Whole in January 2016 to seek endorsement for circulating the draft to partners and stakeholders for review and comment. A final draft that considers comments received through this circulation will be presented to Regional Council for consideration in early 2016.

Appendix C. Consultative Theme Papers

Theme development

The previous review of the York Region economy identifies particular areas of strength, many of which have not changed since the 2012 Plan was approved. The Region continues to grow and add businesses and jobs at a rate faster than many other Canadian jurisdictions. York Region is home to one of North America's most significant information and communications technology clusters, and foreign investment and exporting of goods and services continue to be hallmarks of the economy here.

Business growth will continue to be driven by innovation. The Region continues to shift from a goods-producing to service-based economy, particularly in key growth sectors such as Information and Communications Technology (ICT). York Region is home to one of the largest ICT clusters in North America, which serves as a foundation that supports other innovation-based growth sectors such as healthcare and advanced manufacturing. Innovative companies and institutions require and benefit from the programs and significant infrastructure investments being made by the Region, which plays a role in fostering innovation and supporting business growth.

Every region has its challenges. Challenges impacting businesses and the economy in York Region have been identified through on-going research, program delivery, and regularly connecting with businesses, as well as through the consultation process undertaken to revise the Action Plan. Some of these challenges relate to macro-economic issues such as exchange rate fluctuations and economic globalization that the Region has no direct influence over. On a more local level, while major users such as KPMG, Aviva and TD Insurance have announced plans to locate here, the Region has lost some major employers to other jurisdictions. York Region also continues to have the lowest live-work ratio (number of residents that work within the Region versus total workforce) of anywhere in the Greater Toronto and Hamilton Region. Understanding the factors that contribute to these challenges and how the Region may influence them is important to developing strategies and programs.

Theme Paper 1: People

Labour Force / Workforce

The landscape

- Economic vitality cannot be achieved without a relevant and growing local labour force
- Labour force development deals with the supply side whereas business creation, attraction, retention, and expansion deals with the demand side; while these are related, action items and priorities often differ
- Statistics Canada Census data suggests that York Region has one of the most educated labour forces in Canada and, in fact, globally
- Statistics Canada Census data suggests that the vast majority of York Region's labour force is in services and/or knowledge-based occupations
- York Region's demographics are a differentiator in an increasingly competitive environment for business retention, expansion and attraction. Our labour force's diversity (*immigration*), skills and educational levels are key growth enablers in the modern economy
- Workforce development efforts in York Region are undertaken by a range of stakeholders including, but not limited to, all government levels, not-for profit organizations (*e.g. Workforce Planning Board, COSTI*), Academia (*YorkU, Seneca*) and the Private Sector

What are some of the challenges we face

- While York Region continues to demonstrate a healthy jobs growth, live/work ratio at 54 per cent is one of GTA's lowest. i.e. we're not creating the "right kind of jobs" relative to skills/occupations of the Region's labour force. This doesn't only impact business retention/attraction but also quality of life, transportation and the environment as residents have to commute long distances to find the right jobs
- Millennials are moving to downtown Toronto for the lifestyle and amenities. Employers in relevant sectors (*e.g. IT, Financial Services, Consumer brands*) have been taking note and some are relocating from the 905 or inner suburbs
- There is limited data available on our Labour Force; more research needs to be undertaken
- Office employees increasingly prefer dynamic workspaces that have a modern design, offer a collaborative environment and are in close proximity to amenities and public transit. This is having a profound impact on real estate and corporate location preferences

- Sector-specific trends and implications e.g. reported shortage in Java software developers, manufacturing decline (*including auto parts*), building & construction sector risk, rising healthcare demand
- Continued media buzz around mismatch in the labour force and inability of industry to find relevant talent. Can we help to develop local solutions to this problem in York Region?
- Significantly higher unemployment rates within certain demographics - Youth, Immigrants
- A new York University campus in Markham is expected to play a key role in local workforce development
- Aging workforce remains an issue

Theme Paper 2: Place

Office Attraction/Centres & Corridors

The landscape

- Attracting and retaining office jobs is critical to the Region's economic vitality
- Office jobs represent the kind of employment we want (*knowledge-based, key sectors, research*)
- Office buildings are a key component of building Centres and Corridors (*mixed-use, density, built form, live-work, addressing congestion/commuting issues*)
- Transit is a key component of building Centres and Corridors, moving workers, making office locations attractive to business
- The Region's Centres and Corridors are well positioned to attract growth of all kinds including office development, and several are emerging as prime locations for urban style development
- The announcement of a new York University campus in Downtown Markham is already having an impact on development interest in that Centre and surrounding area

What are some of the challenges we face?

- Shrinking square feet per employee numbers in office space impacts demand for space; puts new office space projections at risk
- There is stiff competition for office users across the GTA, and everyone is trying to get them; what will it take to win them/keep them
- Inter-regional transit investments critical to accessing the GTA labour pool are coming, but will take many years to implement (*but everyone in the GTA is in the same boat*)
- There needs to be a predictable and sustained senior level of government investment in infrastructure, particularly transit (*e.g. Yonge Subway*)
- There are cost (*and possibly other*) factors that make non-Centres and Corridors locations attractive, creating internal York Region competitive issues
- There are major initiatives underway (*e.g. Buttonville*) that may drastically alter the development patterns, potentially impacting the pace of Centres and Corridors development and success

Theme Paper 3: Business

Facilitation of business creation, attraction, retention and expansion (BizCARE)

The landscape

- Attracting, retaining and growing jobs are critical to the region's vitality. It is also a strategic priority in the Regions Vision 2015, Regional Official Plan, and 2015-19 Strategic Plan
- Business attraction is a top priority in Centres & Corridors (C&C), where the highest concentration of population and employment growth is forecasted and the largest share of regional infrastructure investments are made
- Business retention is critical considering existing businesses in a community create up to 80% of all new jobs. It is also key to clusters as catalyst for attracting new businesses
- Office jobs (*knowledge-based, R&D*) represent the kind of employment we want to retain, grow and attract. Key sectors such as ICT, Financial, Professional Services, Life Sciences represent the "right kind of jobs" relative to York Region's workforce and C&C investments
- Business Creation, Attraction, Retention and Expansion is facilitated through assets we own, fund, or through our networks and multipliers:
 - **Create** – Small Business Centre (SBEC), ventureLAB, hubs (*locals*), Startup York
 - **Attract** - Business Advisory, Newco/Province/Feds, locals, brokers/developers
 - **Retain** - Business Advisory/SBEC, YRAFT, local EDOs, business/sector associations, brokers
 - **Expand** - Business Advisory/SBEC, ventureLAB, hubs (*locals*), brokers/developers

What are some of the challenges we face?

- Business retention and expansion is often overlooked by all government levels in favour of pursuing business attraction. York Region municipalities have seen both gains and losses of businesses of all sizes
- While York Region continues to demonstrate healthy job growth, the live/work ratio is one of GTA's lowest i.e. we're not creating enough of the "right kind of jobs" relative to the skills and occupations of the Region's labour force. This also directly impacts congestion as residents have to commute long distances to find the right jobs
- Direct contact and service to clients is more critical than ever considering key trends:
 - Highly competitive environment for business attraction in the GTA => Everyone chasing quality employers for relocation/attraction
 - Soft office market => companies have many options across the GTA
 - Manufacturing sector decline and office decoupling

- Office space rationalization – declining square feet per employee
- Innovation as a 'must' driver for business growth in a global marketplace
- A new GTA-wide investment attraction agency being formed (*Newco*) will have a major impact on how the Region and local municipalities undertake foreign direct investment attraction activities

Theme Paper 4: Innovation

The innovation ecosystem

The landscape

- Innovation is fundamental to prosperity (*theme of the current Economic Development Action Plan*)
- The Province recently announced plans to support the building of a new York University campus in Downtown Markham, the first university campus within York Region
- The first ORION high-speed research broadband link will be completed in 2015 between Southlake Regional Health Centre and York University through York Region
- ventureLAB, York Region's provincially recognized Regional Innovation Centre (*RIC*), is being recognized as a leading RIC in the province and is beginning to generate significant impact on commercializing companies
- A variety of specialized innovation hubs/locations of varying degrees of maturity exist or are emerging across the Region; Players include: Startup York, York University, Seneca College, ventureLAB, Kortright Living City initiative, CreateIT Now at Southlake, McKenzie Health, Vaughan International Commercialization Centre, libraries, etc.

What are some of the challenges we face?

- The innovation landscape is complicated, with many different governments, agencies and entities involved in supporting innovation in business. An understanding of who is involved and how they can or should relate to each other is critical.
- There is no comprehensive summary or picture of innovation in York Region; need a 'map' of the innovation landscape.
- The Region enables and supports innovation across the geographic region but cannot appear to be artificially leading the movement; innovation initiatives must come from the community, businesses and entrepreneurs
- How can the investment in a new university campus best be leveraged to drive business growth and innovation in the Region?
- What role does broadband play or can it play as an enabler of innovation in York Region
- The Province has launched the Premier's Economic Growth Working Group, with ultra-high speed broadband as an area of focus; how can the Region leverage such provincial initiatives
- Communities are pursuing recognition as "intelligent communities"/"smart cities"; what do these terms mean in the York Region context and is this something the Region and its constituent municipalities should be considering?

Appendix D. York Region Business Cluster Overview

INFORMATION & COMMUNICATIONS TECHNOLOGY (ICT)

- Canada's largest ICT cluster per capita and second largest overall with 4,400 companies
- Local ICT firms include Alcatel-Lucent, AMD, Avaya, CA, CenturyLink, CGI, Compugen, GE, Huawei, IBM, Lexmark, Lenovo, Open Text, Oracle, Philips, SAP, Siemens, Toshiba and Qualcomm
- Home to IBM's largest software development lab outside the United States
- Home to two of Toronto Area's top five ICT corporate R&D investors (Re\$earch Infosource, 2014)
- Named "Canada's Largest Enterprise Solutions ICT Cluster" (Backbone Magazine November, 2013)

LIFE SCIENCES

- 300 local bio-pharma, medical devices and health care technology firms
- Part of North America's third largest life sciences cluster by sector employment
- Home to Ontario's largest Local Health Integration Network (LHIN) serving 1.8 million residents
- Home to industry leaders such as Abbott, Alexion, Apotex, Cardinal Health, Cerner, J&J, Olympus Medical, PerkinElmer, Smiths Drager, Teva and Toshiba Medical
- Home to three of Ontario's fastest growing hospitals: Mackenzie Health, Markham Stouffville Hospital and Southlake Regional Health Centre

CLEAN TECHNOLOGY

- Local 'Green Business' base of over 400 companies and service providers
- Global Smart Grid innovation hub - GE GridIQ R&D centre, IBM Energy & Utilities, Siemens, AEG Power Solutions and Sensus
- Home to PowerStream - Ontario's second largest municipally-owned local distribution company
- Water Technology cluster led by Siemens Water Technologies, Napier Ried, H2Flow; over 20 other local firms specializing in water and wastewater treatment

FINANCIAL, BUSINESS AND INSURANCE SERVICES

- Ontario's second largest financial services cluster after the city of toronto – more than 1,600 firms locally (statistics canada)
- Canadian headquarters or major divisional operations of allstate, aviva insurance, bank of china, ceridian, fedex, hsbc, scotiabank, state farm, td and ups

BUILDING AND CONSTRUCTION

- \$2.8 billion total construction value in 2014 of which approximately one-third are industrial, commercial and institutional (ici)
- Third largest residential construction market in ontario after the city of toronto and peel region
- Some of north america's largest mixed use development projects currently under development, including markham centre and vaughan metropolitan centre
- Home to the Toronto construction association and the construction institute of canada
- Local building industry cluster of more than 10,000 companies and trades contractors
- Home to many of canada's leading construction engineering groups and real estate developers such as aecom, brookfield homes, century grove, condrain, genivar, ghd, greenpark, liberty development, miller group, mmm, parsons, smart centres and toromont

AGRI-FOOD

- More than 300 local food processing businesses, one of Canada's largest industry clusters including such names as Arla, Canada Bread, Silani Cheese, Smuckers, Sofina, Tootsie Roll and Unico
- Home to the Holland Marsh, "Ontario's Salad Bowl," which consists of 125 farms on 2,832 hectares with an estimated economic impact of \$1 billion annually
- Location of the International Council of Bottled Water Association (ICBWA)