

Toronto, Ontario, Canada

Agenda *for* Prosperity

Innovations Systems Research Network (ISRN)

April 30 2008

Agenda

- Context/Process
- Key Messages
- Background Data
- Strategic Directions
- Engagement Strategy



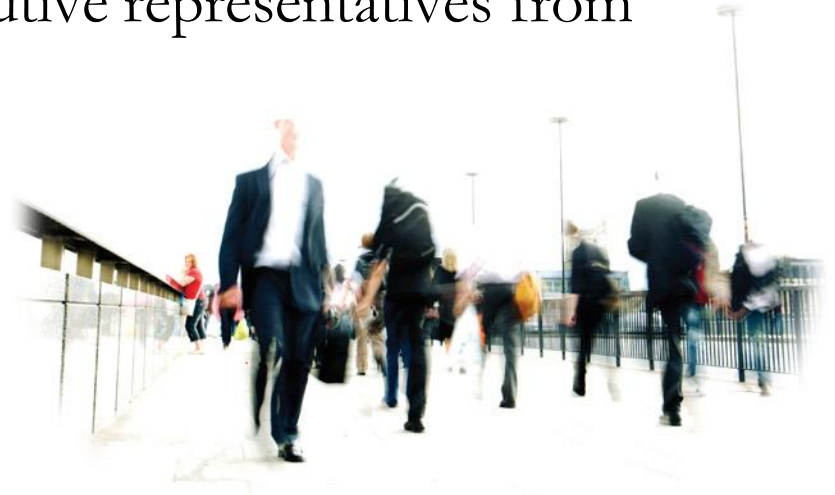
Context: *Advisory Committee*

Mandate

To advise the Mayor and Council on improving the quality of life in Toronto through economic growth.

Participants

Composed of 30 members, including the Mayor, four Councillors and 25 senior executive representatives from business, labour and education.



Process: *Evidence Report*

- GDP of Toronto and region
- Jobs by place of work (by sector and change over time)
- Labour force detail (occupation, age, education etc.)
- Population (growth and immigration detail)
- Quality of life rankings
- Transportation (commuting and modal splits)
- Real estate (commercial and industrial availability, costs)
- Business climate (tax rates and fiscal situation)
- Cluster competitiveness
- Tourism statistics
- Forecasts



Starting Point: *The Message*

Positive: We are on a positive path and poised for future success.

Time limited: We have an opportunity to take advantage of our unique position in the world & make the most of our assets .. Or not...

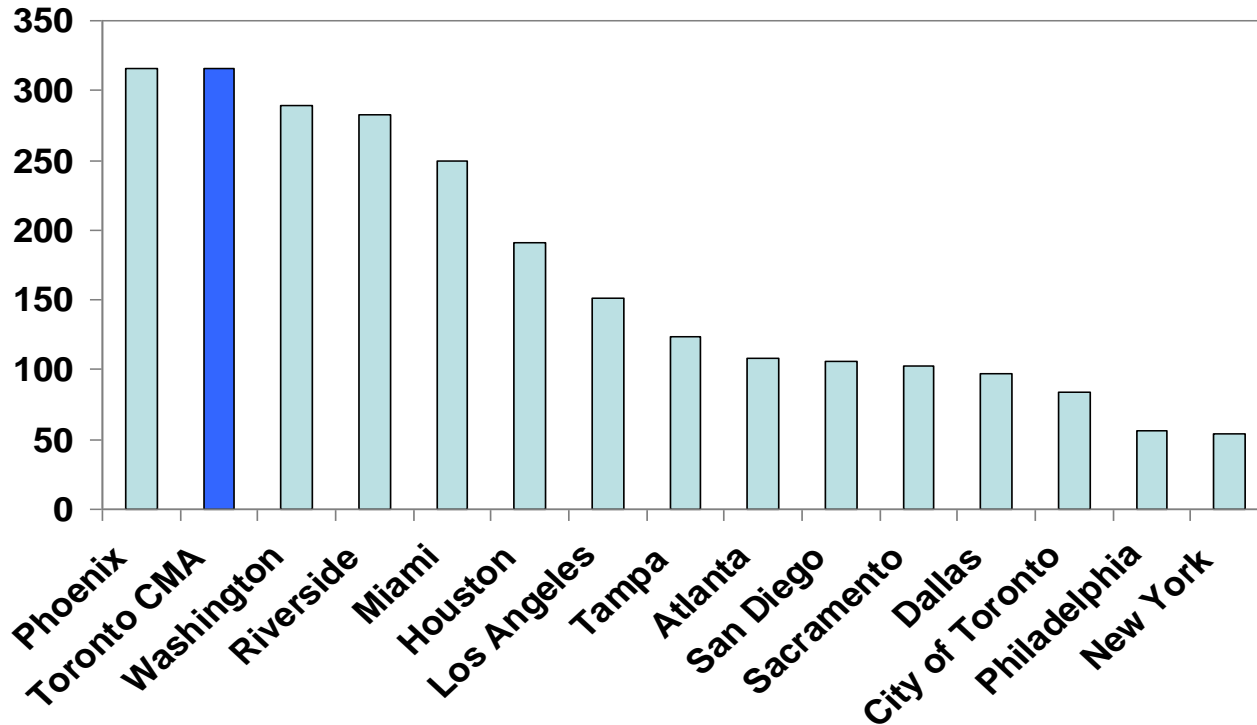


Starting Point: *The Message*

- Calls for Renewed focus on Economic Competitiveness @ City as a whole
- Provides a platform for collaboration and partnerships with other governments, other stakeholders
- Success Measures = Tracking/reporting of performance



Starting Point: *The Facts*

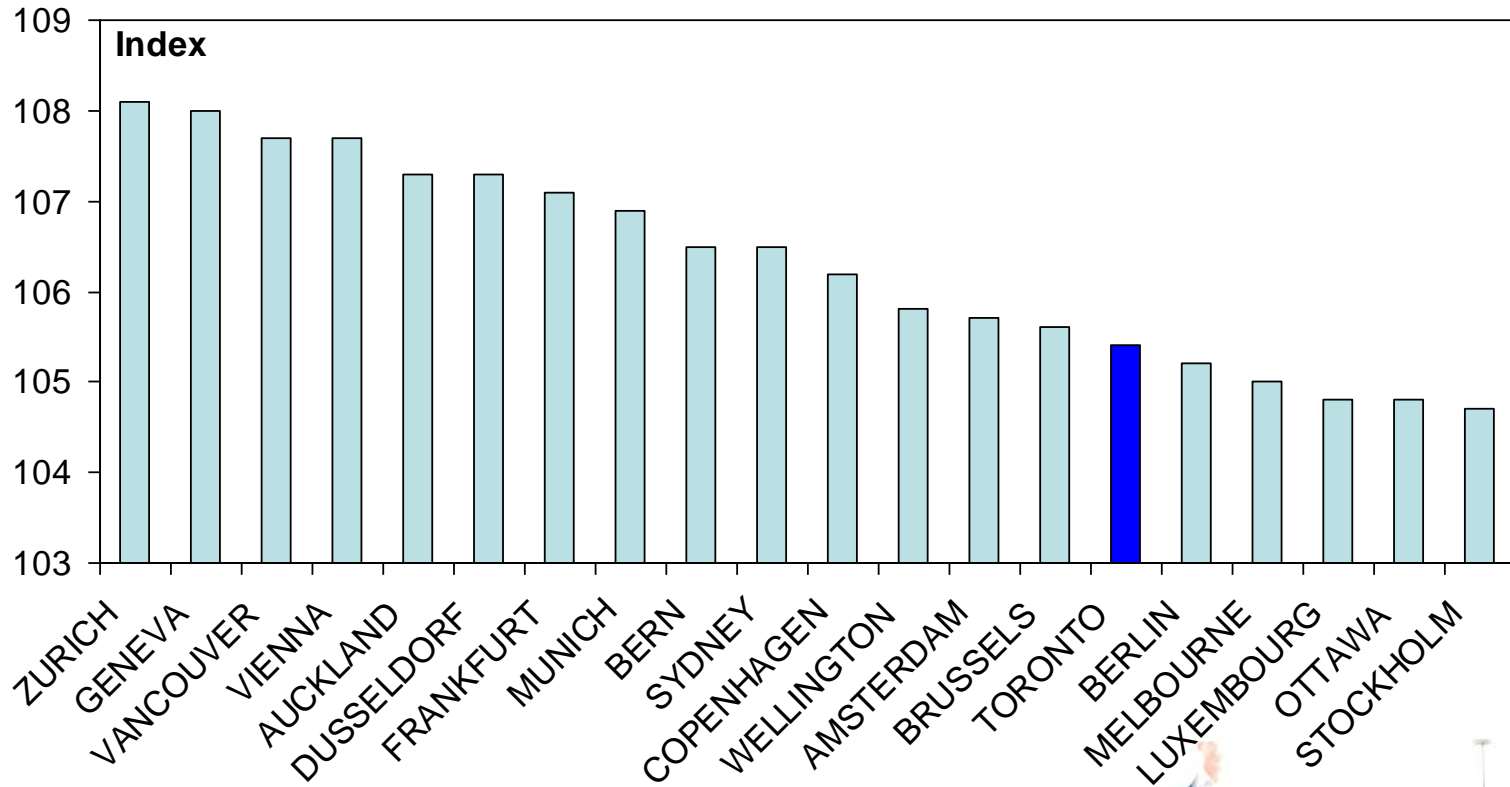


Regional Job Growth 2000-2006

Source: Canada – Labour Force Survey, U.S. Bureau of Labor Statistics Current Employment Survey



Starting Point: *The Facts*

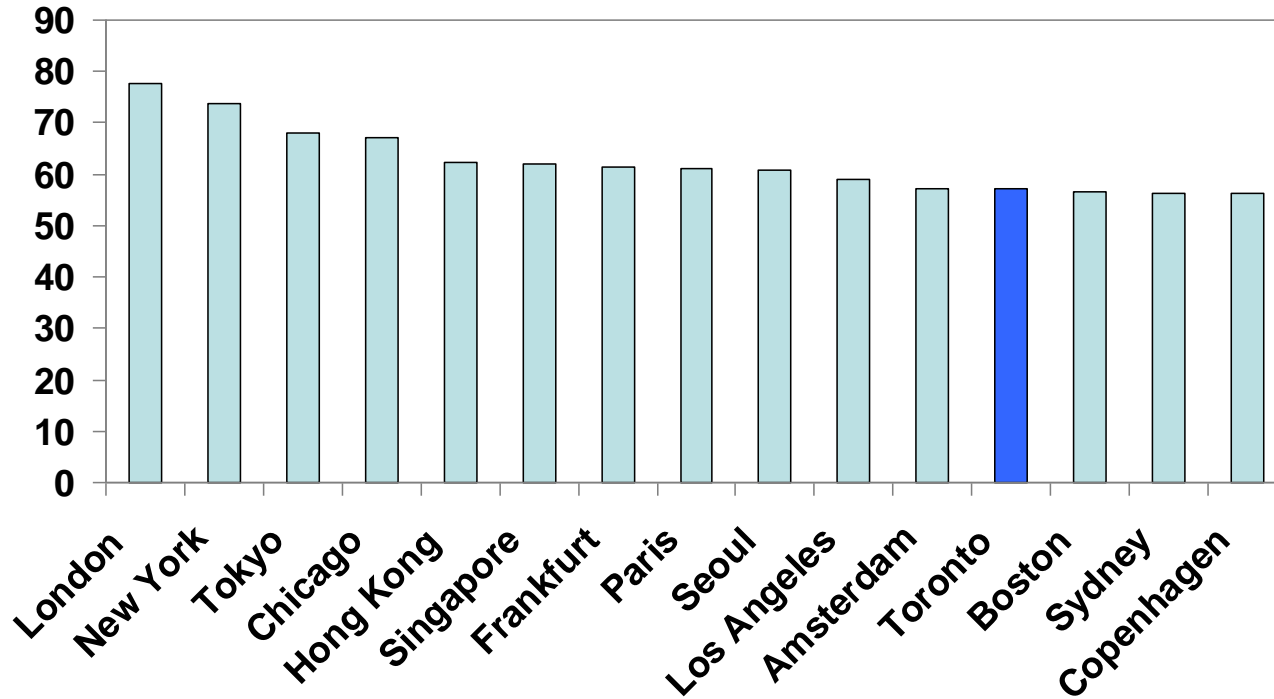


2007 Quality of Living Comparison

Source: Mercer Human Resource Consulting



Starting Point: *The Facts*



**MasterCard World Wide
Centres of Commerce
Survey 2007**



Starting Point: *The Facts*

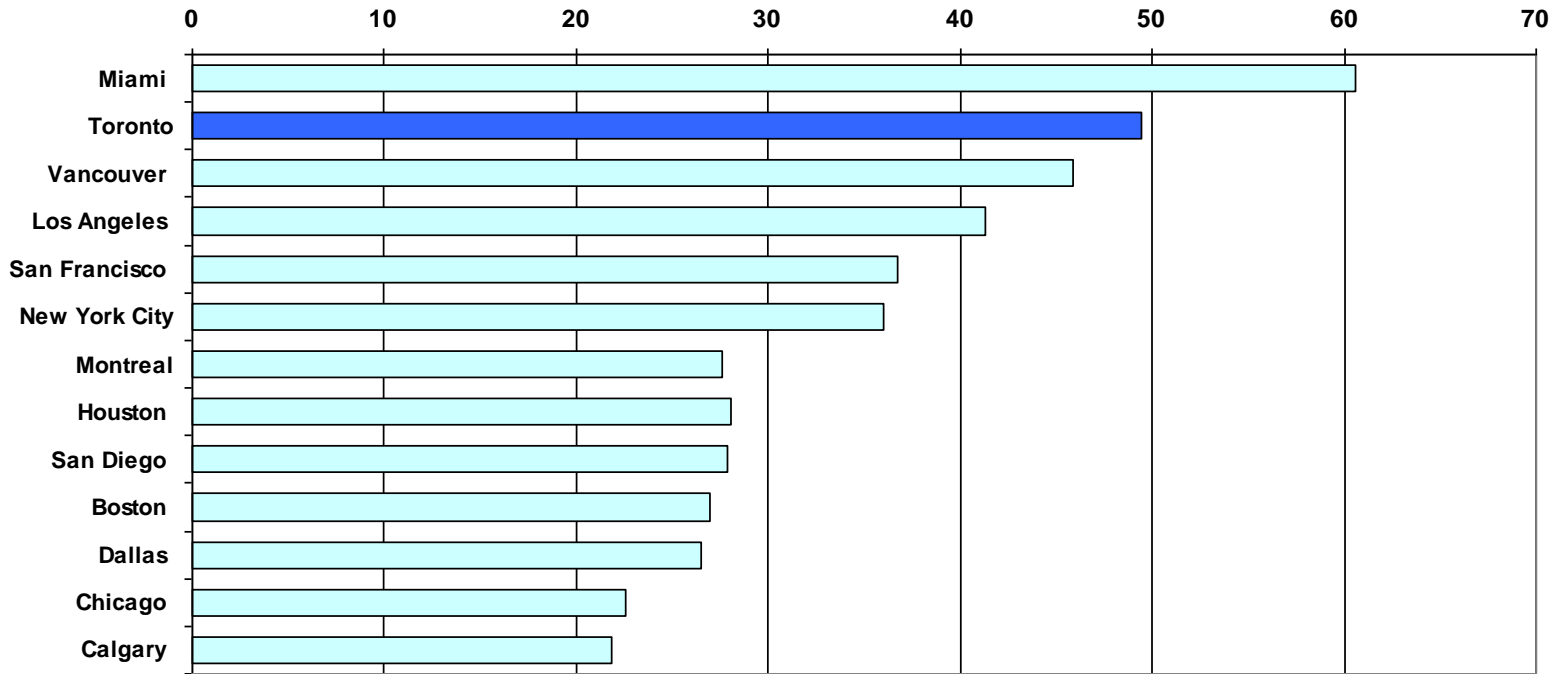
- | | |
|--------------------|----------------|
| 1. Sydney | 16. Vancouver |
| 2. London | 17. Berlin |
| 3. Paris | 18. Brussels |
| 4. Rome | 19. Milan |
| 5. New York | 20. Copenhagen |
| 6. Washington DC | 21. Munich |
| 7. San Francisco | 22. Tokyo |
| 8. Melbourne | 23. Boston |
| 9. Barcelona | 24. Los Vegas |
| 10. Geneva | 25. Seattle |
| 11. Amsterdam | 26. Stockholm |
| 12. Madrid | 27. Chicago |
| 13. Montreal | 28. Atlanta |
| 14. Toronto | 29. Dublin |
| 15. Los Angeles | 30. Edinburgh |

How the World Views Its Cities

Source: Anholt City Brands Index 2006



Starting Point: *The Facts*

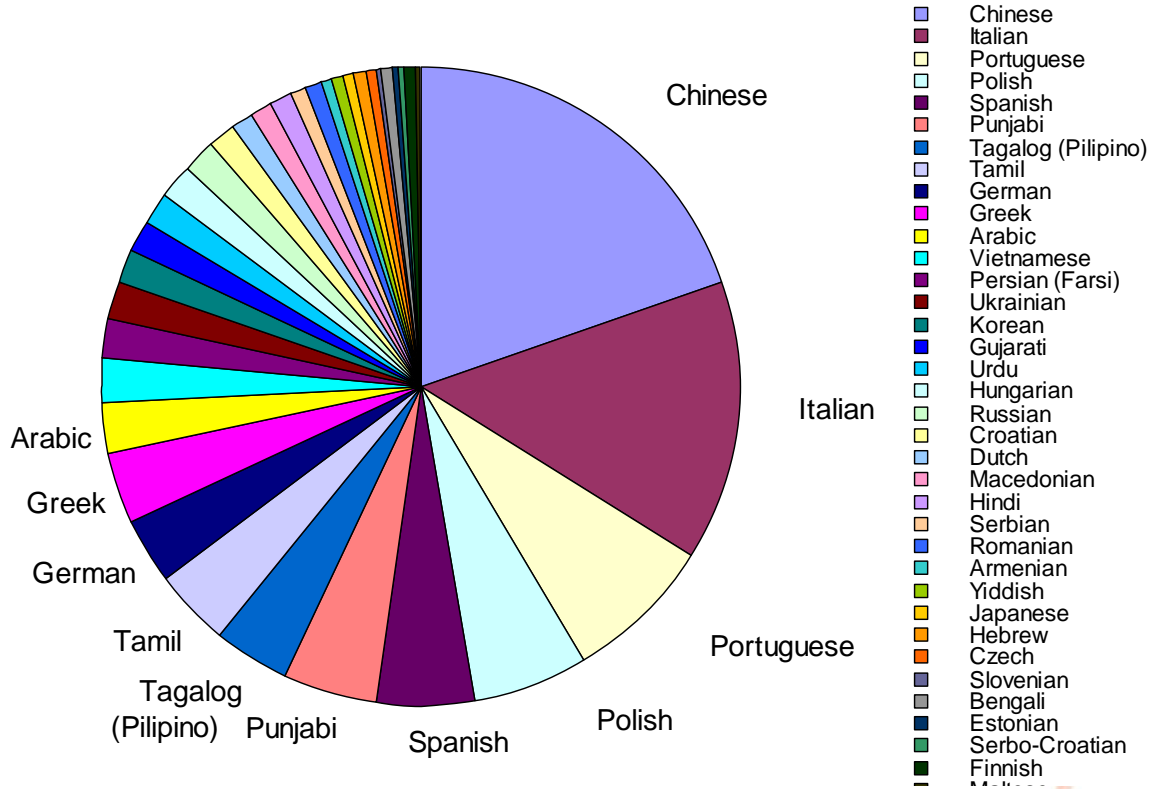


**Selected North American Cities,
Percentage Foreign Born, 2001**

Source: StatsCan 2001 Census and U.S. Census 2000



Starting Point: *The Facts*

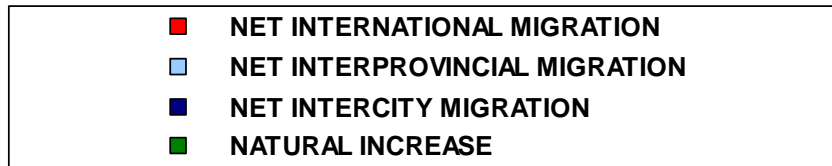
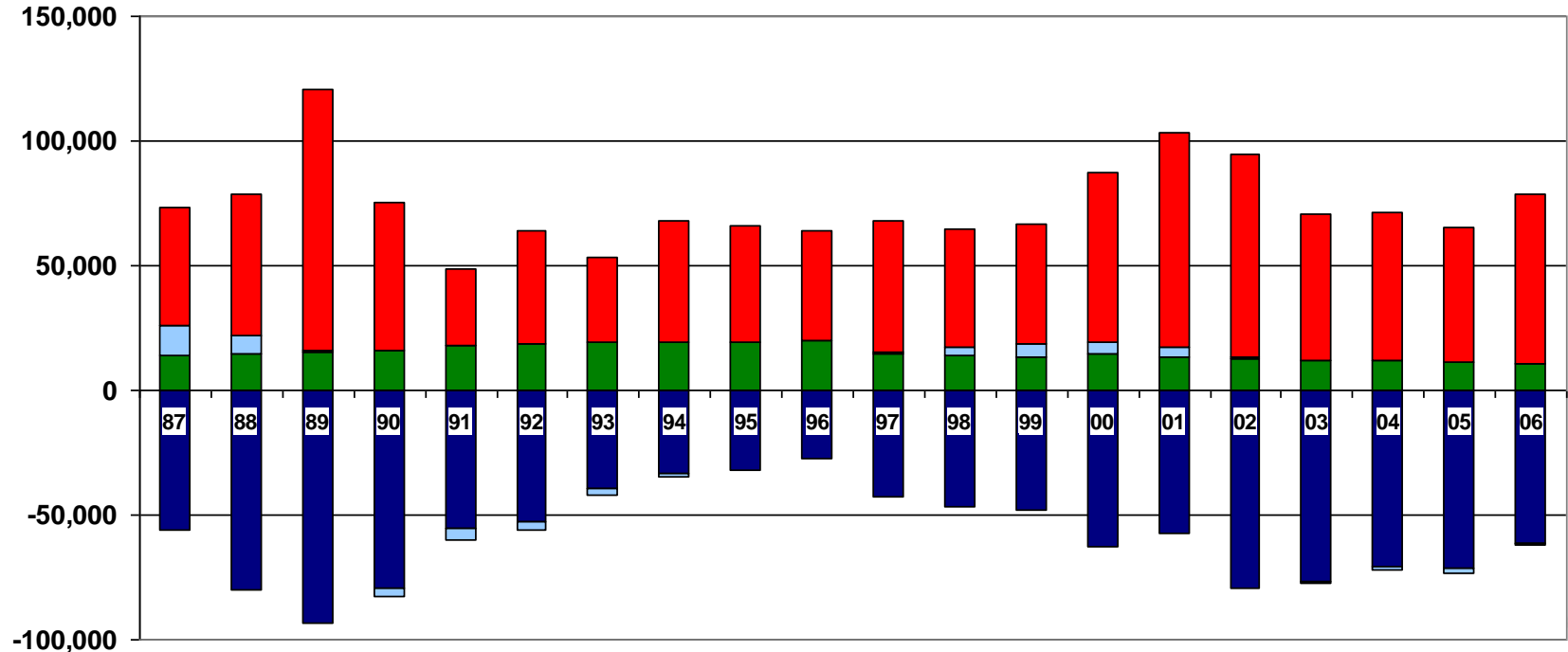


Population by Mother Tongue

Source: StatsCan Census 2001



Starting Point: *The Facts*

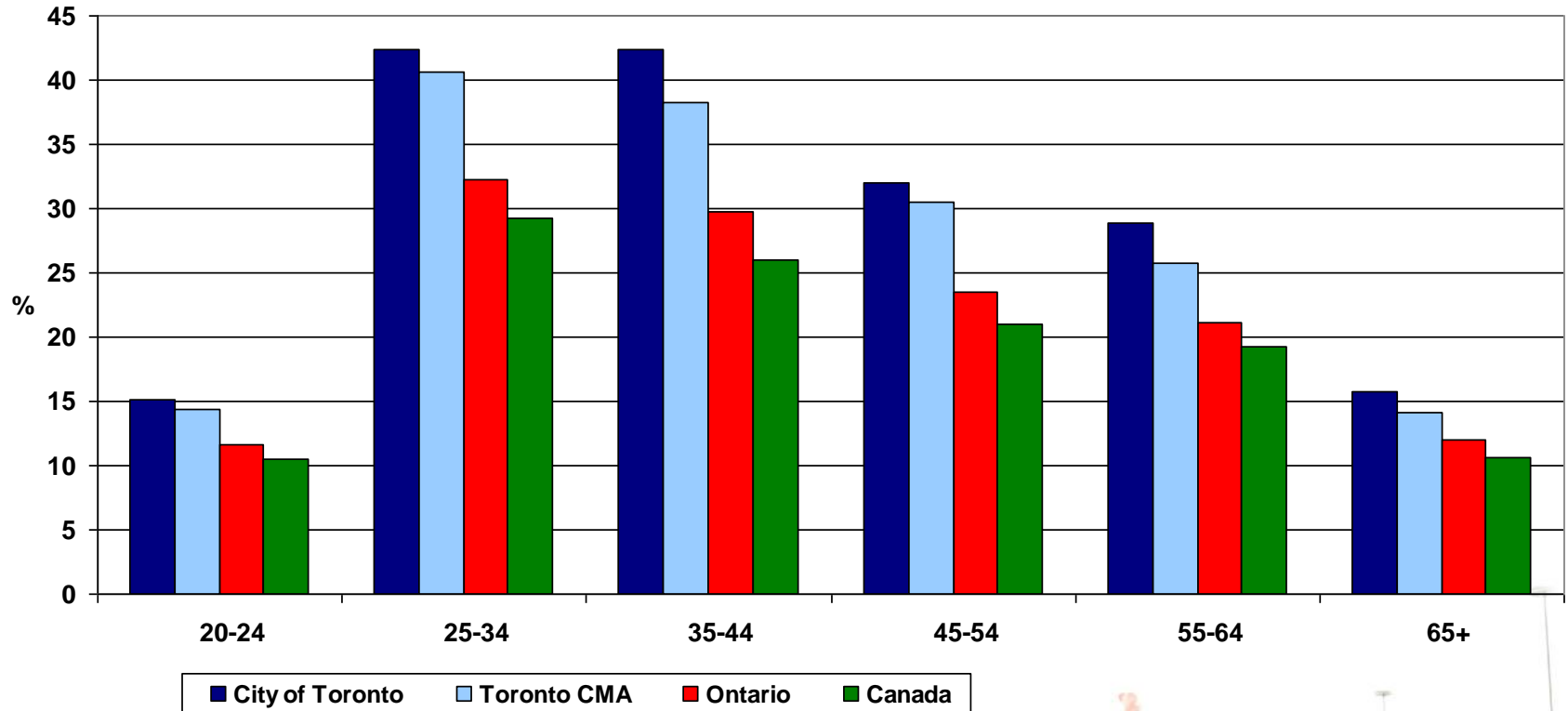


**Population Change Components
City of Toronto 1987-2006**



Source: Statistics Canada Inter-Censal Population Estimates

Starting Point: *The Facts*

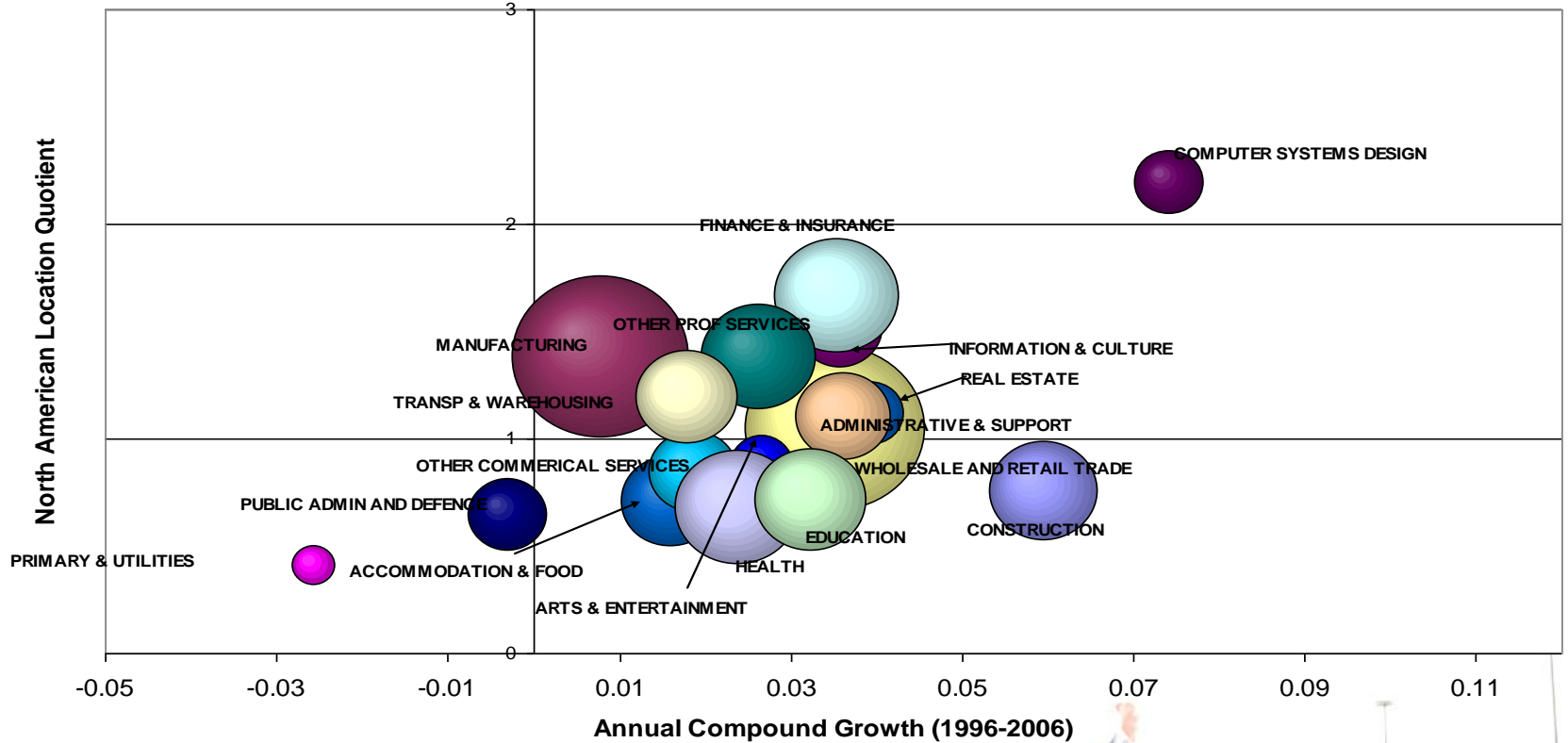


University Graduates by Age Cohort, 2006

Source: Statistics Canada Labour Force Survey



Starting Point: *The Facts*



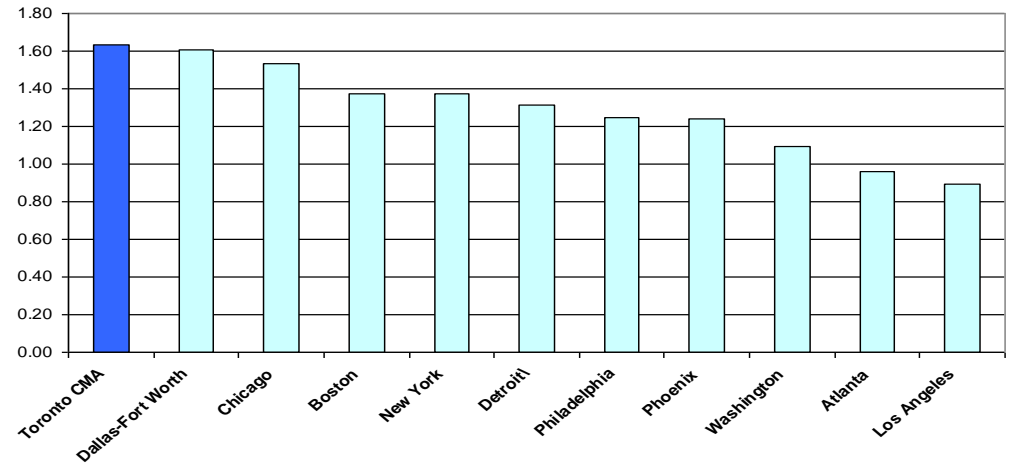
Toronto CMA Jobs by Sector, 2006

Source: City of Toronto Econometric Model

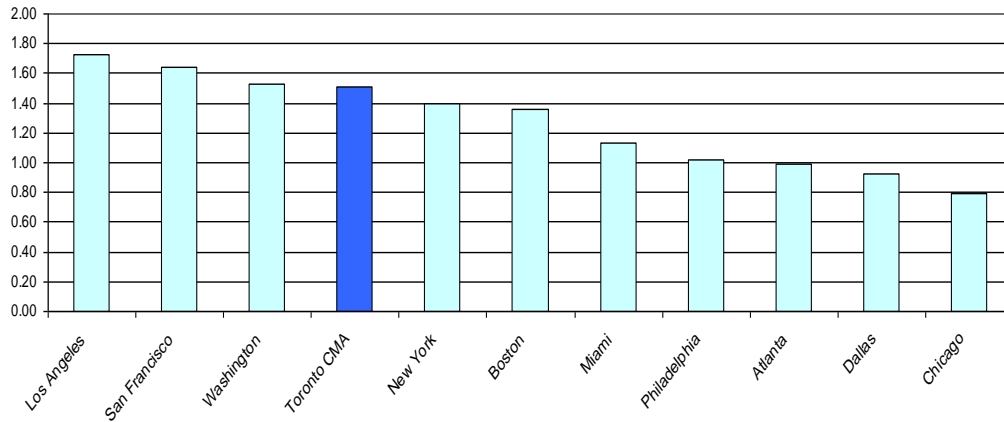


Starting Point: *The Facts*

Financial Services Location Quotients



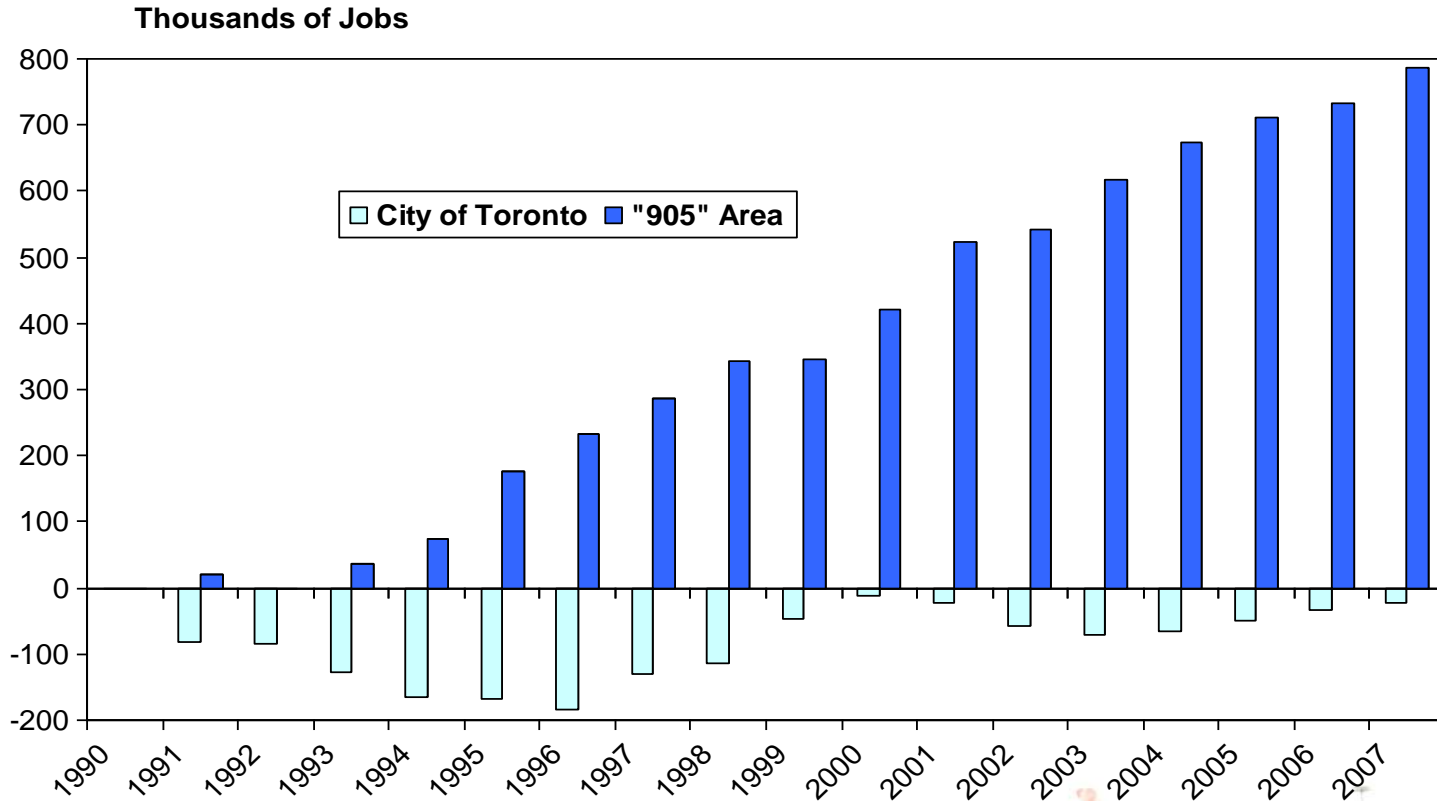
Creative Industry Location Quotients



Source: U.S. Bureau of Labor Statistics
Current Population Survey ; StatsCan
Labour Force Survey



Prosperity is everybody's business

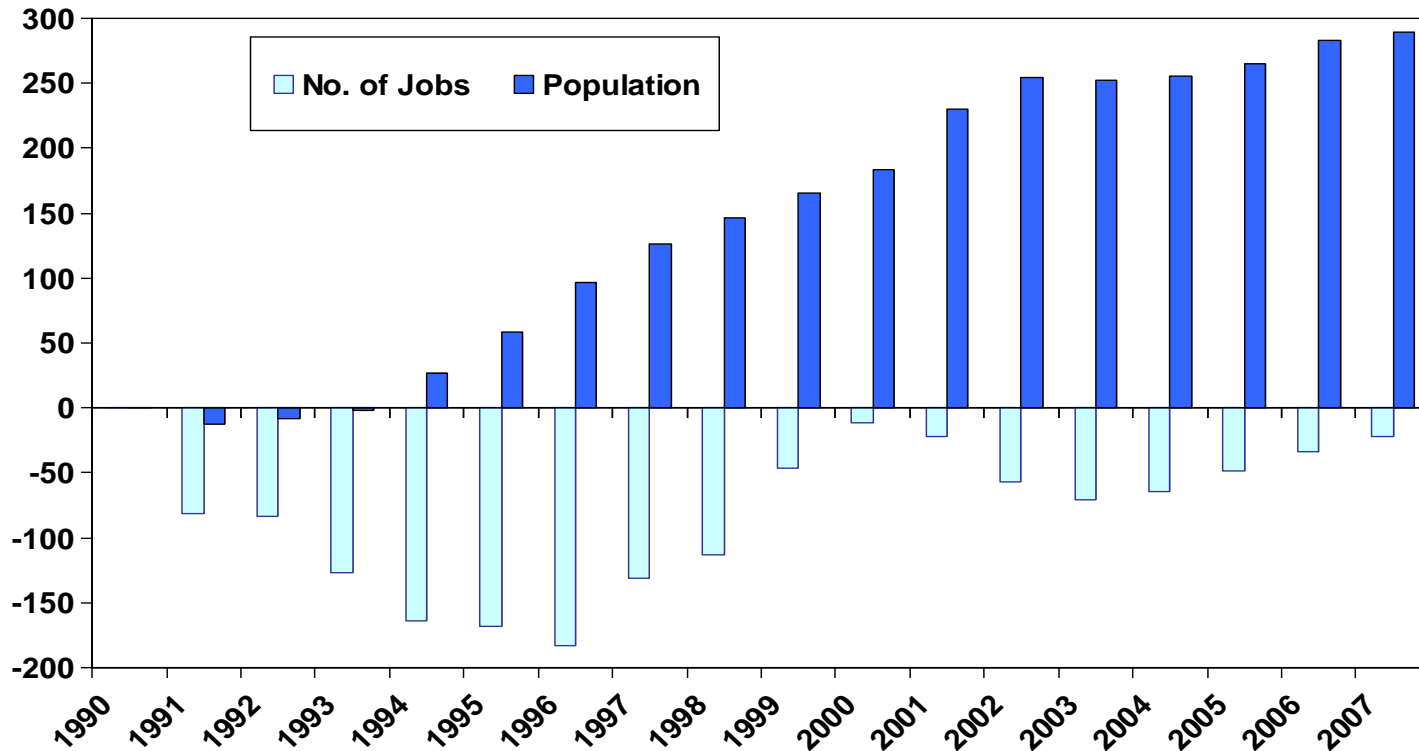


Comparison of Total Job Growth City of Toronto / "905" Region

Source: City of Toronto Econometric Model ver.5



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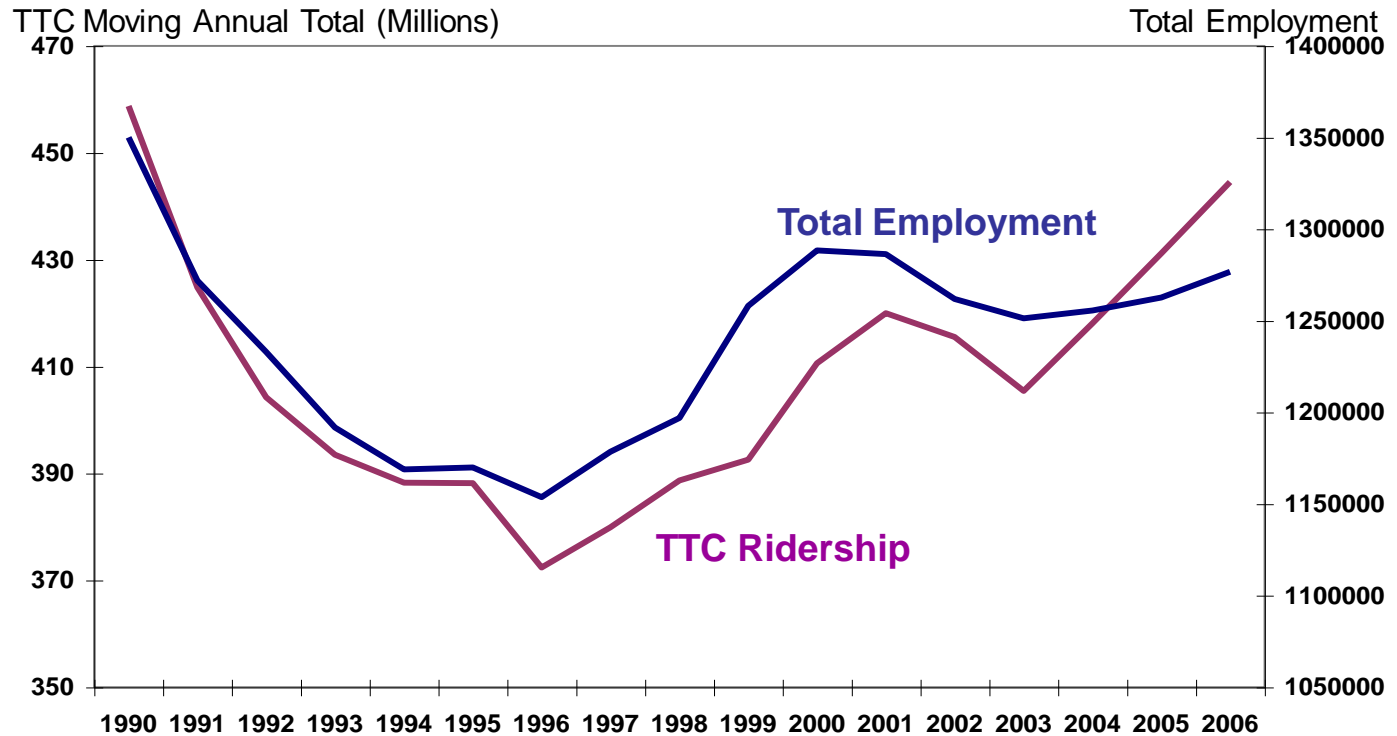


Comparison of City of Toronto Jobs and Population Growth

Source: City of Toronto Econometric Model ver. 5



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**Total Employment and TTC Ridership,
City of Toronto 1990-2006**

Source: Labour Force Survey and TTC



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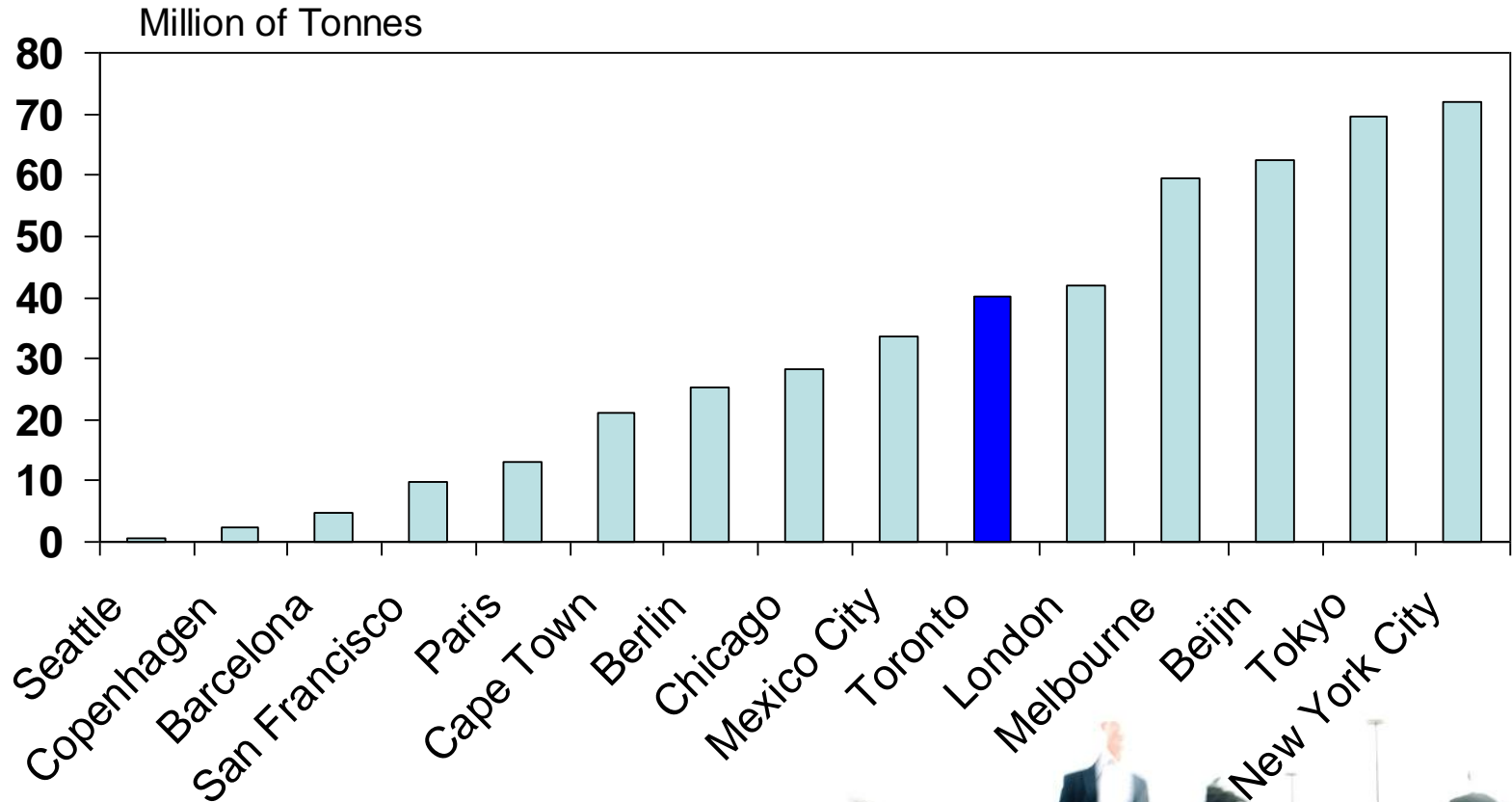
500,000 SF Office Building: Location Comparison

Annual Impact	Downtown	Suburban
Transit Trips	634,800	57,363
Auto Use (km)	3,259,300	11,153,700
Fuel Use (l.)	291,025	995,925
Emissions (kg.)	940,800	3,219,500

Source: City of Toronto Economic Development



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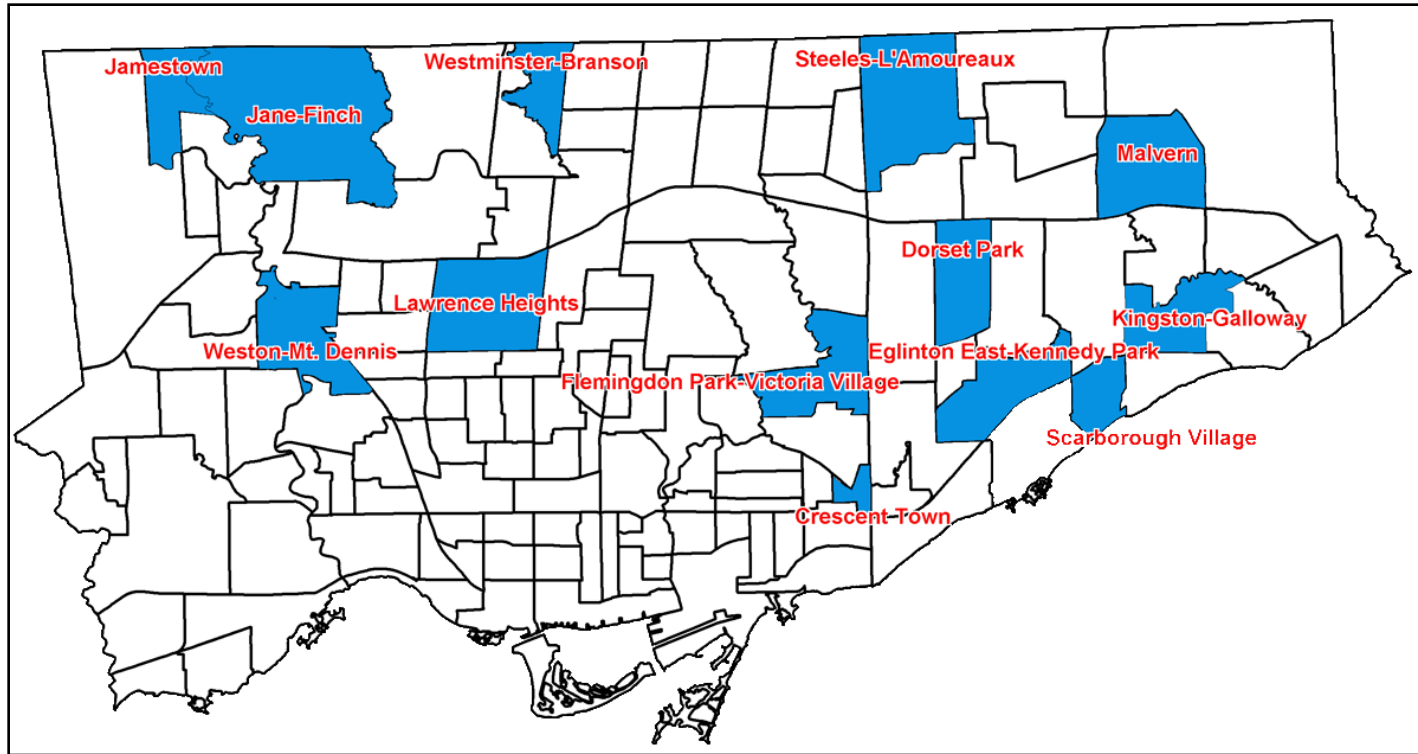


Comparison of Carbon Footprint

Source: The Climate Group: 'Low Carbon Leader: Cities' Report



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City of Toronto Priority Neighbourhoods

Source: City of Toronto



Prosperity *is everybody's business*

Ontario Trade Partners by Percentage of Total Exports

United States	86.5%
UK	3.2%
Rest of EU	2.9%
China	0.82%
Brazil	0.16%
India	0.12%

Source: Statistics Canada 2006

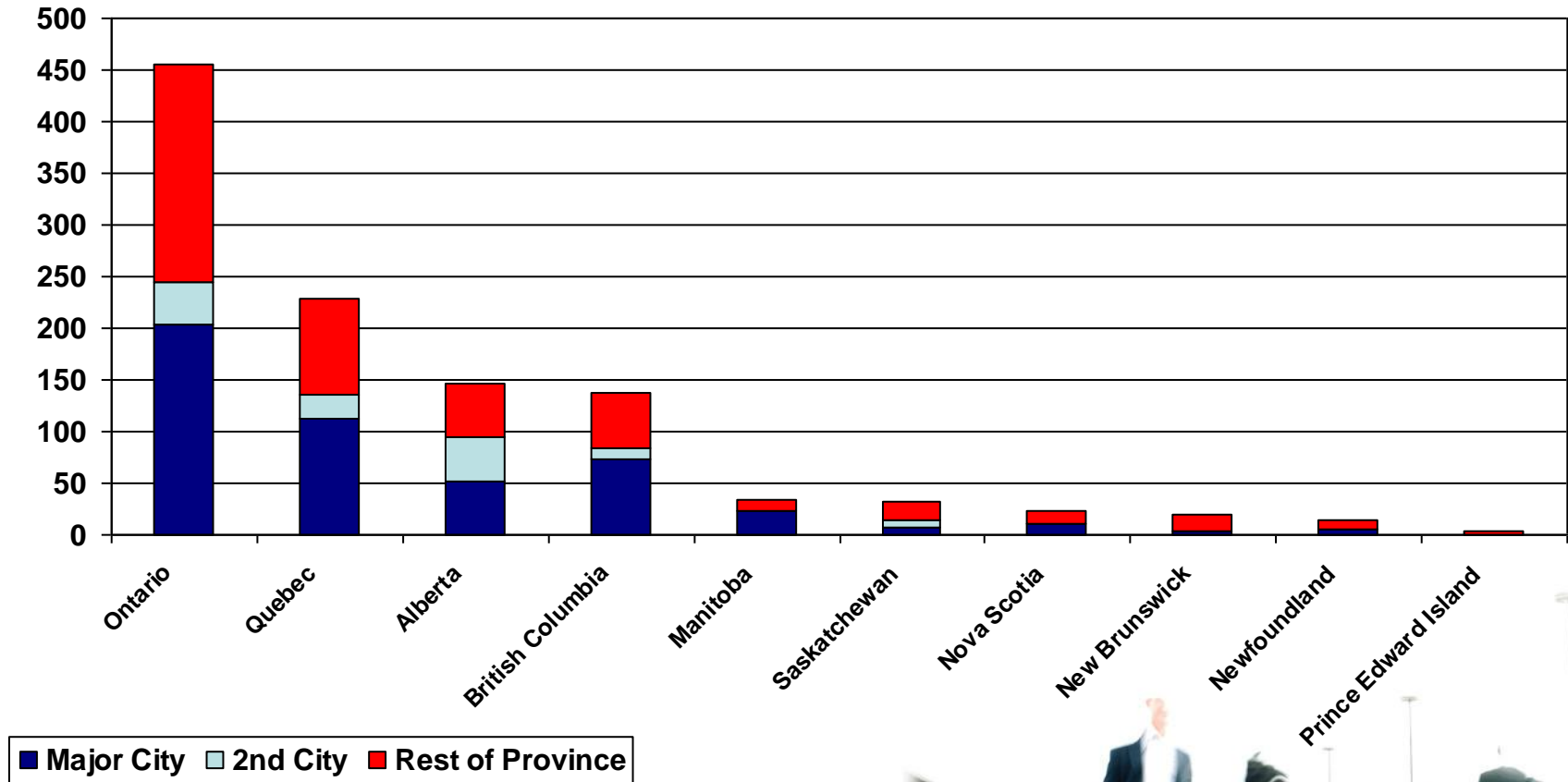


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- More than half of Canada's population lives in the country's 10 largest metropolitan areas.
- 2007, 10 largest metropolitan areas generated more than 50% of Canada's GDP
- Toronto alone accounts for ~ 10% of Canada's GDP; equivalent contribution to New York, Chicago, Boston & San Francisco combined to U.S. GDP



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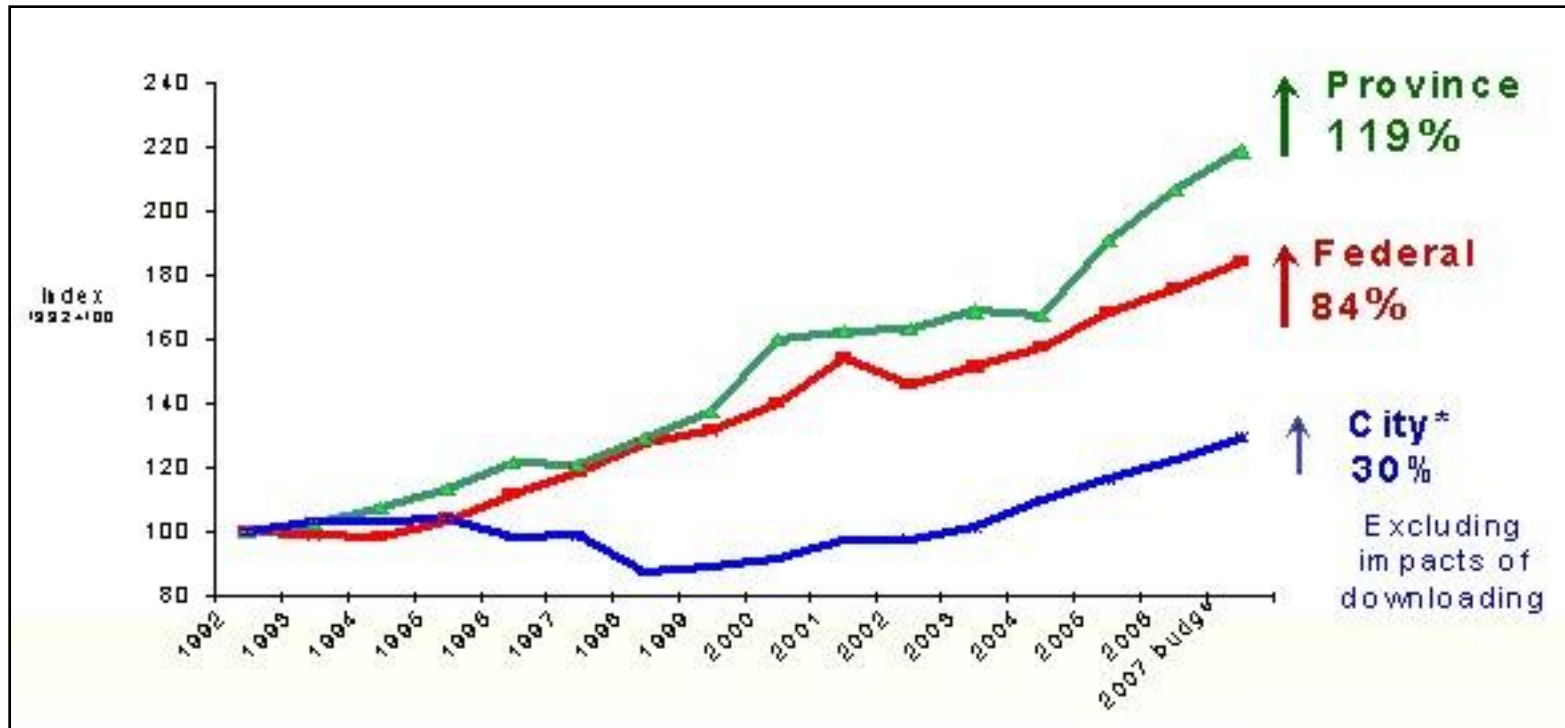


**GDP by Province and Major Cities
(1997 \$Billion)**

Source: Conference Board of Canada Metropolitan Outlook



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Change in Government Revenues Federal / Provincial / City

Source: City of Toronto, Government of Ontario, Government of Canada



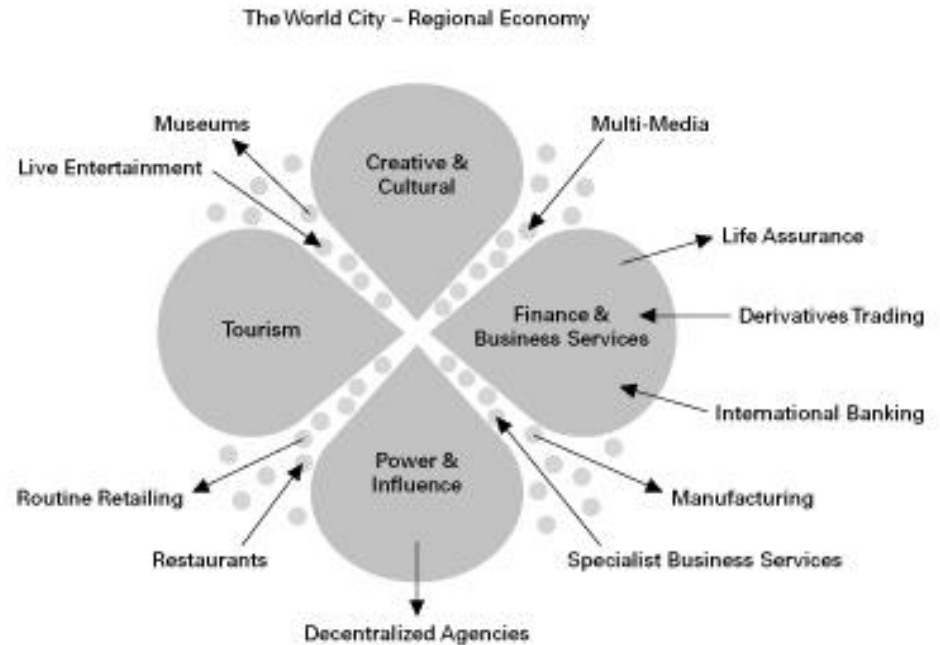
Implementing *the Agenda*

- Pillar 1: ***Proactive*** - Business Climate
 - Toronto Value Proposition: Customer Service & Cost
- Pillar 2: ***Global*** - Internationalization
 - Connections & Outreach
- Pillar 3: ***Creative*** - Productivity & Growth
 - Sectors + Creative, Green, Education
- Pillar 4: ***One Toronto*** - Opportunity & Inclusion
 - Labour force activation



Implementing *the Agenda* Strategic Directions

Facilitate
Grow
Green
Internationalize
Create value
Activate
Transport
Promote



Implementing *the Agenda*

Facilitate

Grow

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City –led:

- Leadership & Organization
- Investment in Economic Development
- Proactive Policy Development

Partner – led

- Cluster Development & Expansion
- Global Outreach & New Market Dev.
- Labour Force Development

Together

- Advocacy
- Marketing



Implementing *the Agenda*

Opportunities for Collaboration

- Team Toronto/Ontario/Canada
- Tax and land-use policy
- Sector development
- Creative capital
- Productive infrastructure
- OECD Metropolitan Review



Implementing *the Agenda* If We Get It Right

- Rising tax base with lower taxes
- Employment and income for citizens & choice of jobs
- Resources for social and environmental programs
- Managed growth and investment
- Increased global connectivity.
- Strong & ongoing collaboration



Investing *for Tomorrow*

Toronto has choices to make that will define its place in a globalized world

A “can do” attitude means being creative, accepting risks and a willingness to do things differently and to do different things

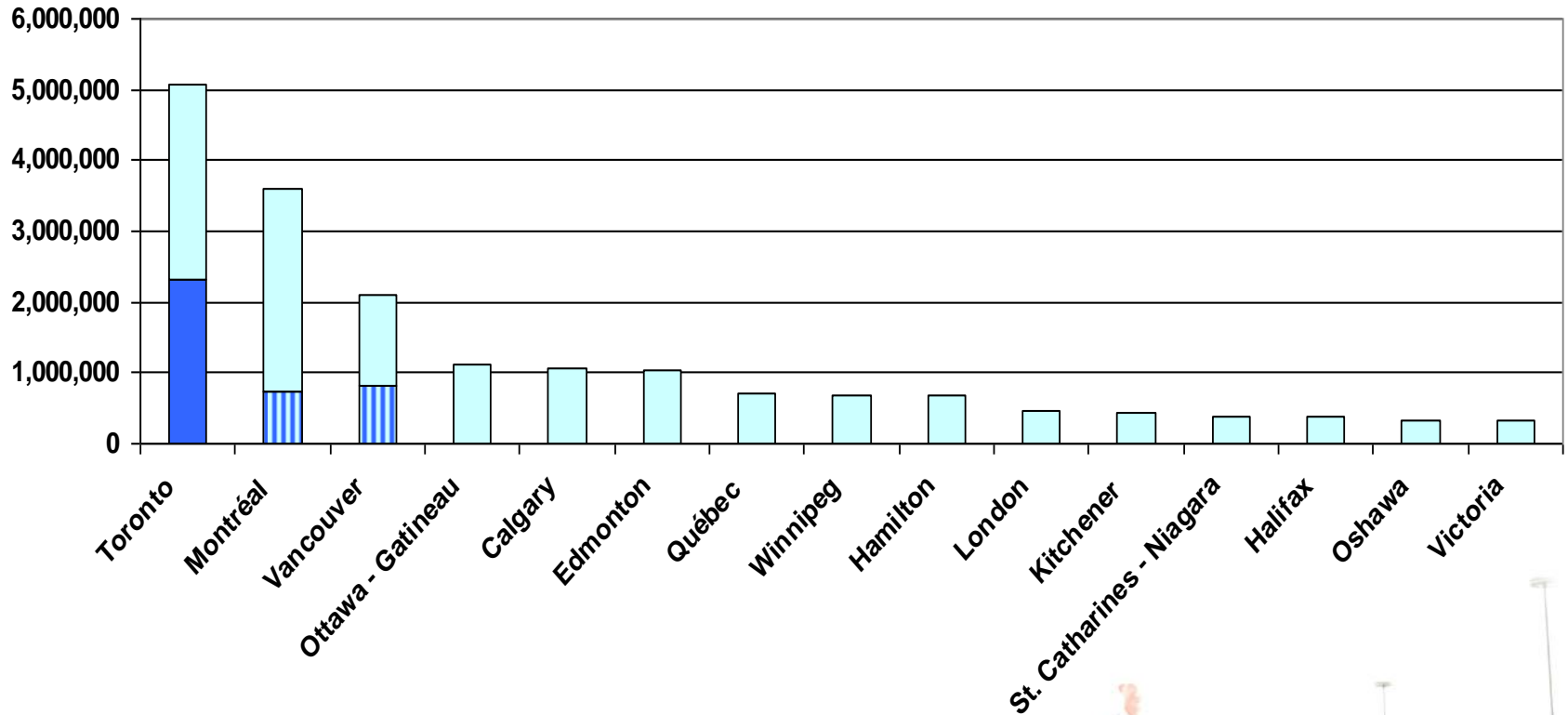
We can.



Agenda *for* Prosperity

A Prospectus for a Great City

Starting Point: *The Facts*



**Total Population of Census
Metropolitan Areas, 2006**

