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

Starting Point: The Facts

2007 Quality of Living Comparison

Source: Mercer Human Resource Consulting
MasterCard World Wide
Centres of Commerce
Survey 2007
### Starting Point: The Facts

| 1.   | Sydney          | 16.  | Vancouver       |
| 2.   | London          | 17.  | Berlin          |
| 5.   | New York        | 20.  | Copenhagen      |
| 7.   | San Francisco   | 22.  | Tokyo           |
| 12.  | Madrid          | 27.  | Chicago         |
| 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
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
Prosperity is everybody’s business

Comparison of City of Toronto Jobs and Population Growth

Source: City of Toronto Econometric Model ver. 5
Prosperity is everybody’s business

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

Source: Labour Force Survey and TTC
Prosperity *is everybody’s business*

<table>
<thead>
<tr>
<th>Annual Impact</th>
<th>Downtown</th>
<th>Suburban</th>
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<tbody>
<tr>
<td>Transit Trips</td>
<td>634,800</td>
<td>57,363</td>
</tr>
<tr>
<td>Auto Use (km)</td>
<td>3,259,300</td>
<td>11,153,700</td>
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<tr>
<td>Fuel Use (l.)</td>
<td>291,025</td>
<td>995,925</td>
</tr>
<tr>
<td>Emissions (kg.)</td>
<td>940,800</td>
<td>3,219,500</td>
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</tbody>
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Source: City of Toronto Economic Development
Prosperity is everybody’s business

Comparison of Carbon Footprint

Source: The Climate Group: ‘Low Carbon Leader: Cities’ Report
Prosperity *is everybody’s business*

City of Toronto Priority Neighbourhoods

*Source: City of Toronto*
Prosperity is everybody’s business

Ontario Trade Partners
by Percentage of Total Exports

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>United States</td>
<td>86.5%</td>
</tr>
<tr>
<td>UK</td>
<td>3.2%</td>
</tr>
<tr>
<td>Rest of EU</td>
<td>2.9%</td>
</tr>
<tr>
<td>China</td>
<td>0.82%</td>
</tr>
<tr>
<td>Brazil</td>
<td>0.16%</td>
</tr>
<tr>
<td>India</td>
<td>0.12%</td>
</tr>
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</table>

Source: Statistics Canada 2006
Prosperity is everybody’s business

• 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
Prosperity is everybody’s business

GDP by Province and Major Cities (1997 $Billion)

Source: Conference Board of Canada Metropolitan Outlook
Prosperity is everybody's business

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

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
Total Population of Census Metropolitan Areas, 2006