



Economic Development Action Plan

Presented by
Kyle Benham, Director, Economic Development Services

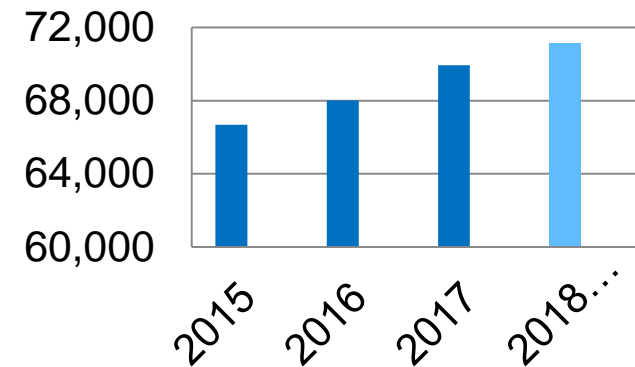
January 2019



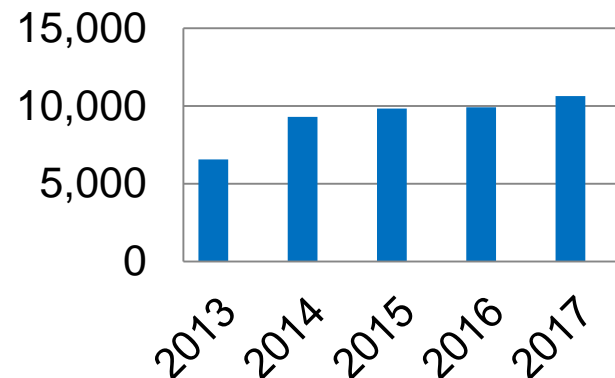
Oshawa's Economy Has Seen Steady Growth

- 69,900+ Jobs in Oshawa
 - Year Over Year Change: 2.8%
 - 5 Year Change: 10.3%
 - Historically Low Unemployment Rates
- Strongest GDP Growth in Canada
 - 2.6% Growth Projected for 2018
- Record Construction/Permit Levels
- 10,600+ Businesses
 - Year Over Year Change: 6.7%
 - 5 Year Change: 38.42%

Number of Jobs



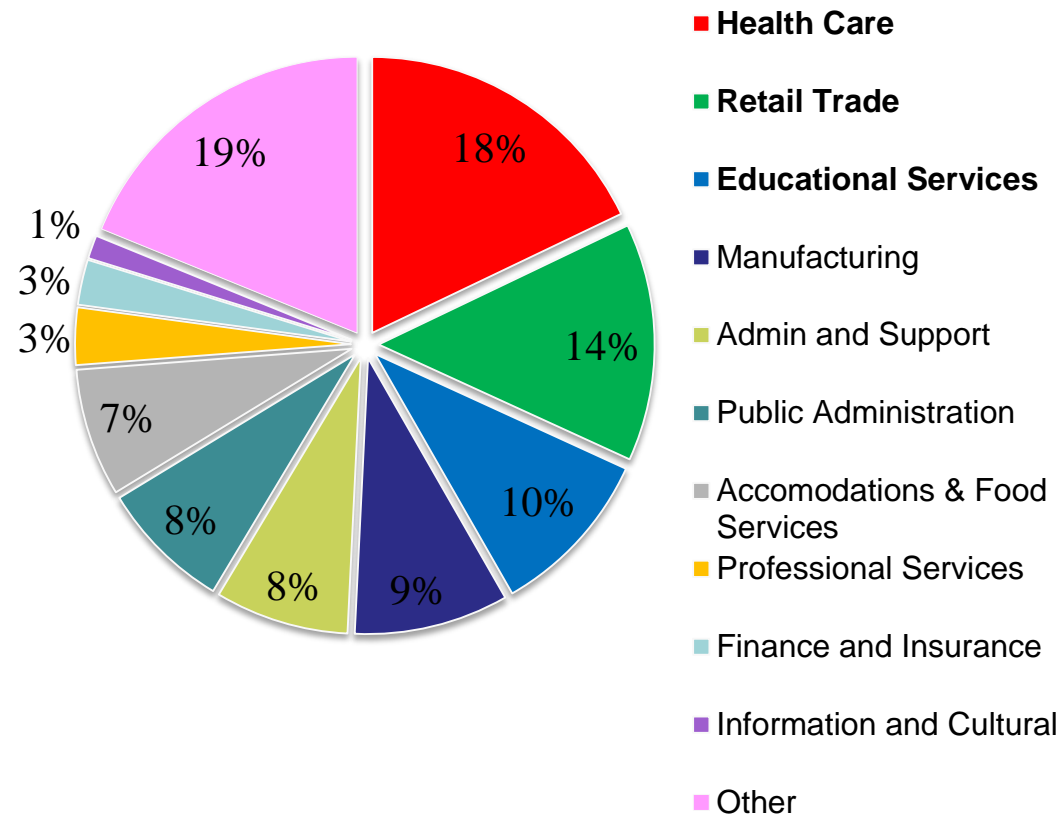
Number of Companies



Economic Transformation Accompanied Growth

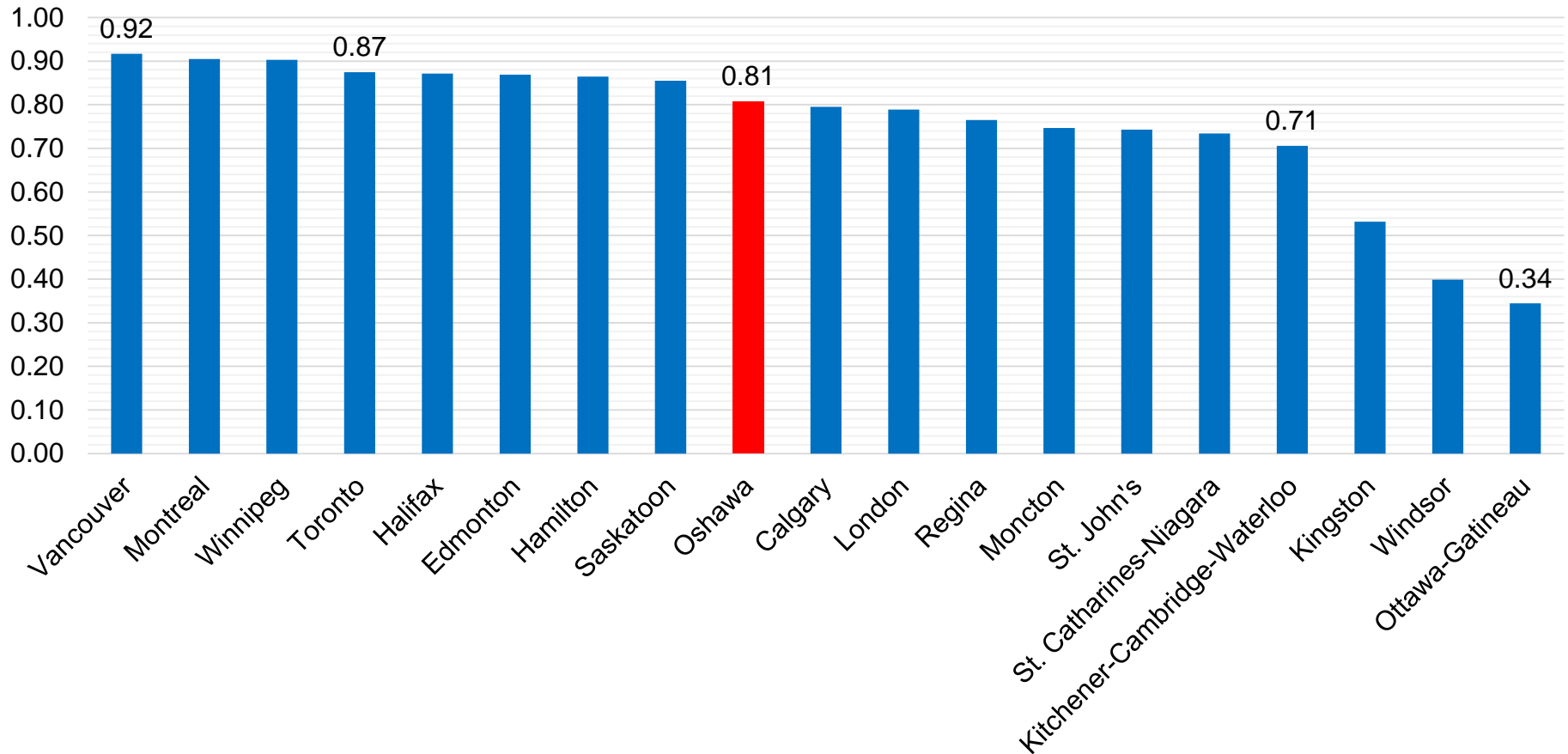
- Established a Balanced/Diverse Economic Base
- Transformation Was Driven by Healthcare, Education, and Professional Services
- Health Care is Now the Largest Sector
- Small Business Growth, Increasing Student Population and Downtown Revitalization Also Added Dynamic Dimensions to the Economy

Top Ten Industries in 2017



Result: Top Ten Most Diverse Economies in Canada

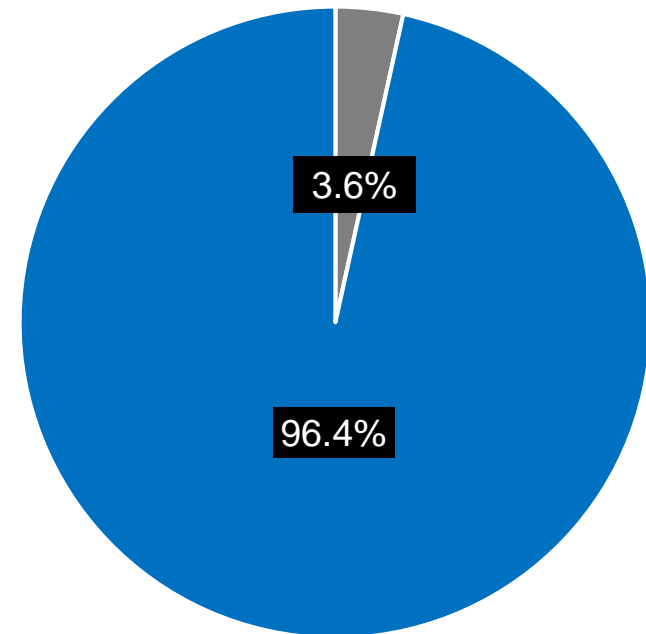
Conference Board of Canada: Economic Diversity Index - 2017



Challenges: General Motors

- General Motors Now Plays a Smaller Role in the City's Economy
- Over the Past 10 Years, GM Has Reduced Its Workforce (From 8,300 to 2,500).
- GM Jobs Account for 3.6% of Oshawa's 70,000 Jobs and 2.4% of Automotive Jobs in Ontario
- Oshawa is Not a Single Industry Economy

All Employment - City of Oshawa



- GM Manufacturing Jobs - Oshawa
- All Other Jobs - Oshawa



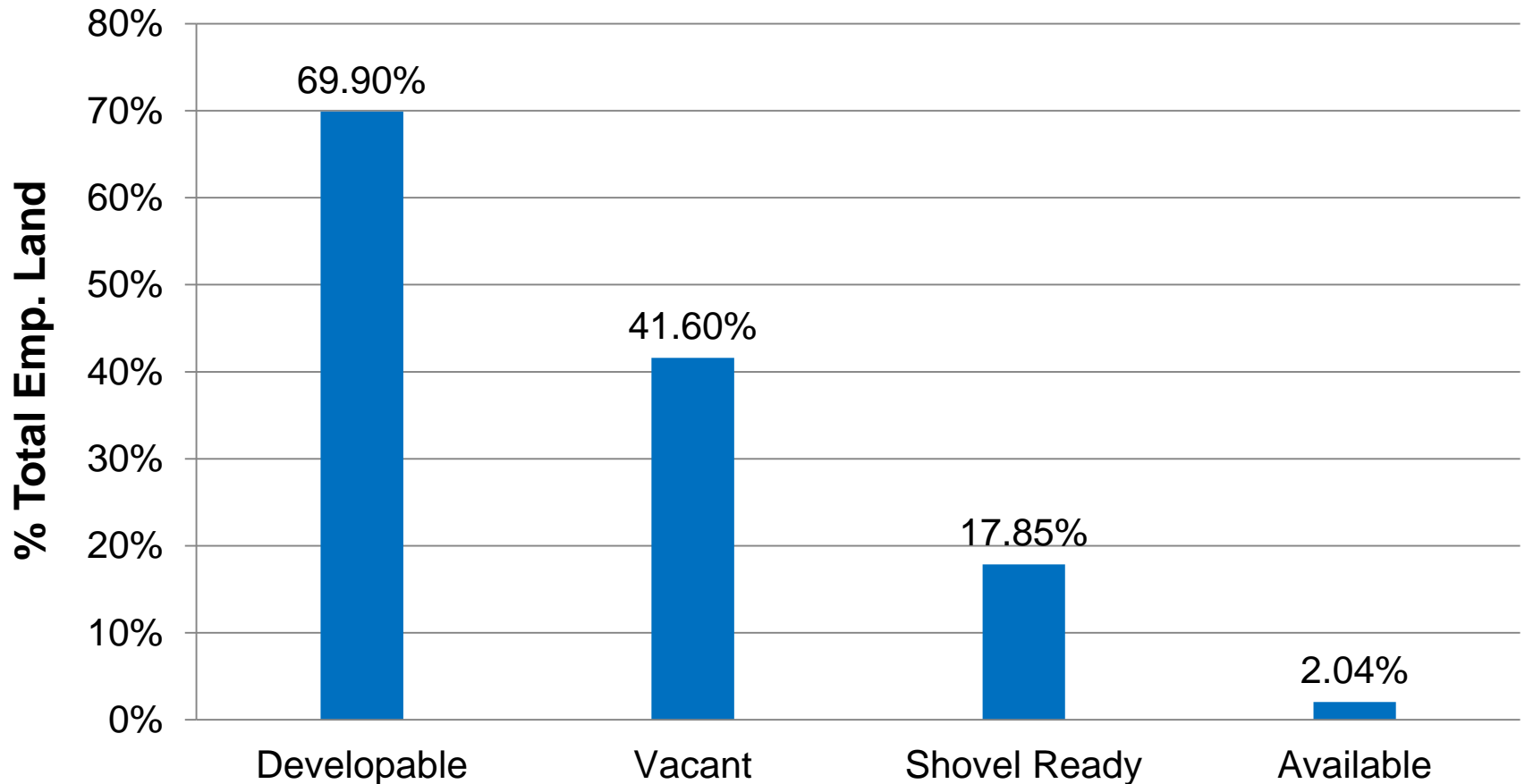
On-going Challenges

- Lack of Marketable Employment Land
 - Only 70 Acres Available for Immediate Development
 - No Large Sites
 - Little Industrial Space for Lease (1% vacancy)
- Flat ICI Assessment/Tax Growth
- Private Sector Growth Dominated by Lower-Value Service Jobs
- Imbalance Between Residents Skills and Type of Jobs
- High Downtown Vacancy Rates
 - Office (30%), Retail (11%)
- Old Image as a One Industry Town

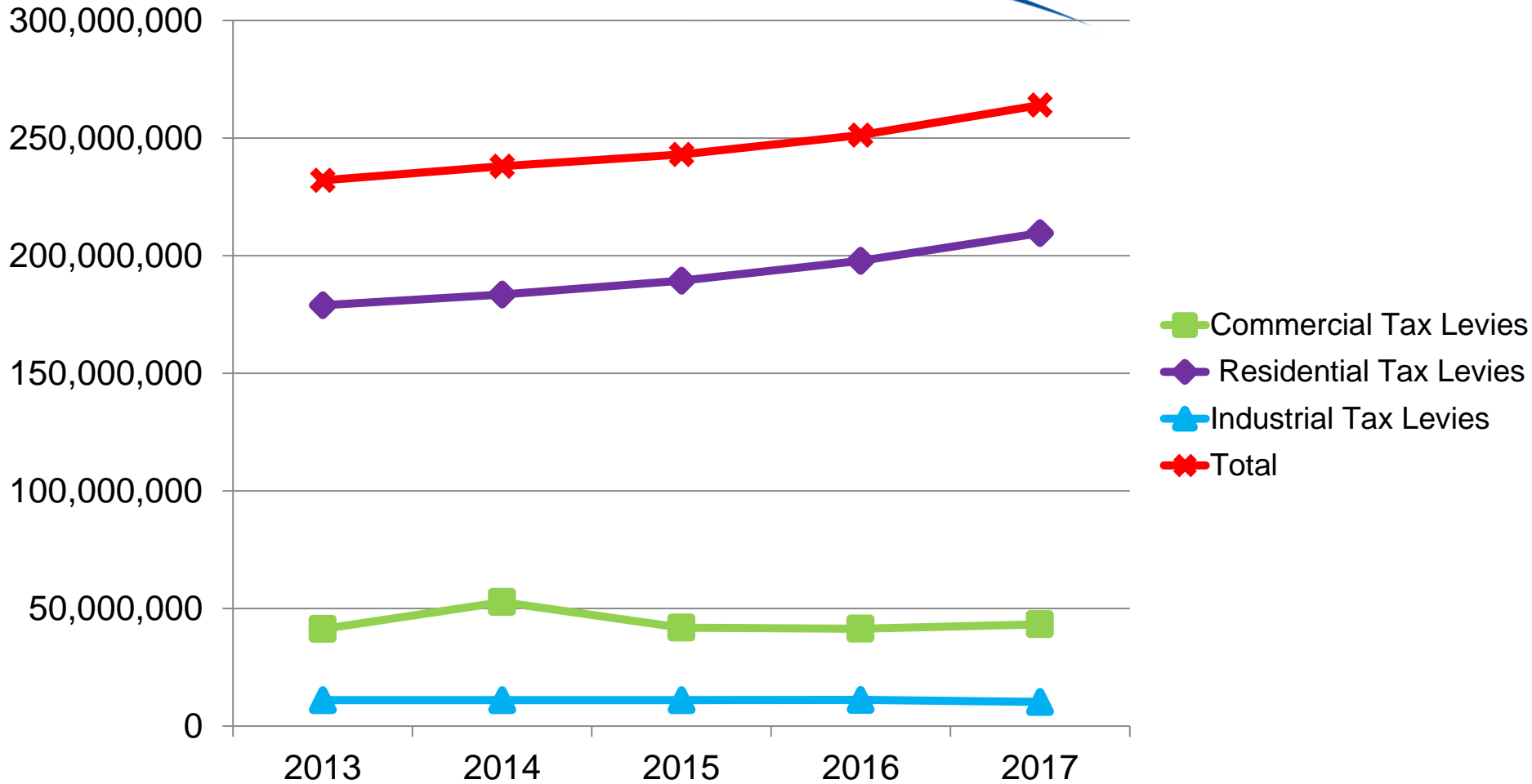


Available Land is Fraction of What's Needed

Oshawa's Employment Land Base - Percentage



ICI Tax Yield Has Been Flat



Fit Between Jobs and Labour Force

Local Jobs Vs. Residents Working in the Sector



■ Labour Force
■ Jobs



Two Economic Imperatives

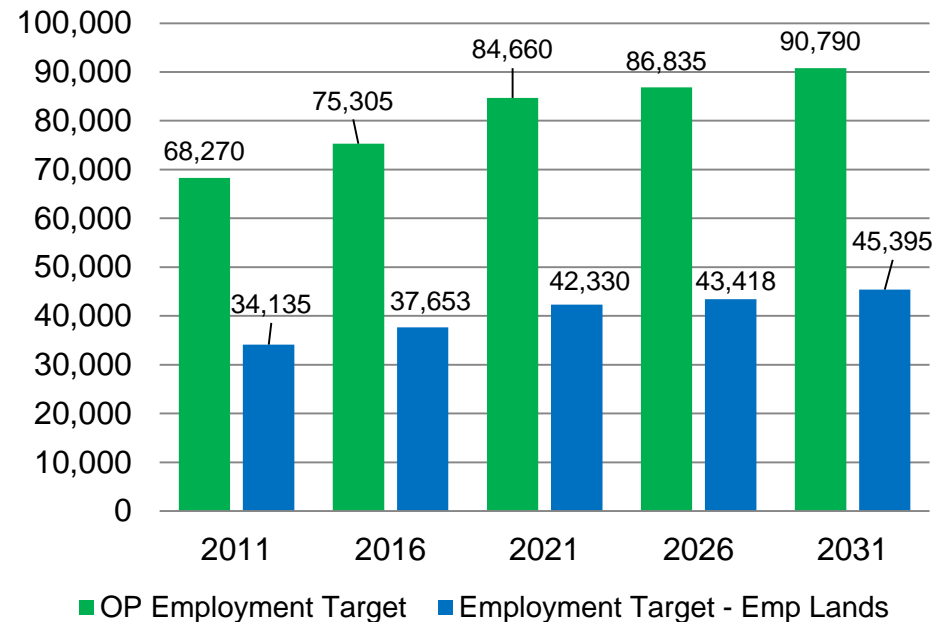
Economic Recovery

Strengthen Oshawa's Economic Fundamentals

- Increasing the Supply of Marketable Employment Land
- Supporting the Scale-up of Small-Medium Sized Enterprises
- Continuing Downtown Revitalization
- Growing/Attracting Higher-Value Jobs
- Improving Oshawa's Image

To Meet Official Plan Job Targets:

- 22,400 Total New Jobs
 - 1,600 per year
- 11,200 Emp. Land Jobs
 - 800 per year
 - 975 per year (post GM)



Economic Recovery

Preferred Solution - Save the Plant/Jobs

Ramp-up Economic Development Activities To:

Maintain the Confidence of Investors - Proceed with Existing and Proposed Projects

Support the Transition Reengagement of the Labour Force

Leverage the Attention we are Receiving to Drive Short and Longer Term Interest in Investing

Create Real and Immediate Employment Development Opportunities

Advance Initiatives to Support the On-going Growth and Diversification of the Economy



Strengthen The Economic Base

Economic Development Priorities

- Establish a Pipeline Of 500,000+ SF of New ICI Development Per Year
- Support Existing Businesses' Ability to Operate and Grow
- Improve the Balance Between the Labour Force Skills in the Community and Type of Available Jobs
- Establish Oshawa's as the East GTA's Growth Centre
- Move the Downtown to Its Renaissance Tipping Point
- Establish Innovation/Entrepreneurship as an Economic Engine



ICI Development Pipeline

Action Items

- Increase the Supply of Investment Ready Land
 - Complete Northwoods Zoning
 - Push for Regional Servicing
 - Extend Broadband Backbone
- Target and Engage Owners of Underutilized Sites
- Attract New ICI Developers to the Market

PANATTONI OSHAWA

1181 THORNTON ROAD SOUTH
OSHAWA, ONTARIO



Labour Force – Skills Balance

Action Items

- Target and Attract Companies in Sectors Better Aligned with the Local Talent Pool
 - Professional and Technical Services
 - Health Care
 - Autonomous/Connected Vehicles
 - Applied Artificial Intelligence
 - Lift Industry
- Deliver Business Retention and Expansion Activities to Help Existing Companies to “Grow-in-Place”
- Engage UOIT, Durham College, Trent to Align Their Programs with Oshawa’s Growth Objectives

3S Lighting International
One of Canada's Fastest Growing Companies



Reputation

Action Items

- Use Social Media and Direct Marketing to Reach Target Audiences Highlighting Oshawa as the East GTA's Growth/Innovation Centre
 - Tech and Prof. Services Companies
 - Family Owned Companies
 - Development Community
 - Niche Sectors
- Capture/Create a Steady Flow of Local Business Content for Use Across Multiple Channels
- Engage Community Partners to Co-Market and Increase Earned Media



TeachingCity



Downtown Renaissance

Action Items

- Improve the Physical Environment and Downtown Experience
 - Implement Multi-Year Streetscape Enhancement Program
 - Support a Widening Range of Events and Activities
 - Explore WiFi Opportunities
 - Engage Reticent Property Owners
 - Work with BIA/Others on Image/Safety Issues
- Directly Market our Vision to Companies that Would Benefit from the Location (IT, Prof. Services, Culinary, Entertainment, Specialty Retail)
- Continue to Support the Growth of the Population Base



Innovation/Entrepreneurship

Action Items

- Partner with Entrepreneurial Ecosystem Players to Promote and Strengthen Strategic Initiatives
 - Spark Program Expansion and Foreign Business Engagement
 - Lakeridge Innovation Centre
 - ACE Facility Expansion
 - Artificial Intelligence Hub
- Complete the Business Case and Assess Implementation Options for Proposed Downtown Innovation Hub
- Partner with BACD and the Region to Build the Capacity of Small Companies to Scale Their Operations.



The Economic Development Team

Sue Lupton - Downtown/Business Development

Workplan Examples:

- Company outreach & engagement
- Entrepreneurship partnerships
- Innovation hub business case
- Lift sector development initiative
- AVIN initiatives
- AI hub initiatives
- Broadband implementation
- Smart cities support

Brett Murphy – Marketing/Investment Attraction

Workplan Examples:

- Social media & advertising
- Marketing campaigns
 - lift industry
 - ai/innovation hub
 - professional services
- Web site enrichment
- Content/materials development
- Co-marketing partnerships (tech talks)

Mary Cousineau – Economic/Sector Development

Workplan Examples:

- Company outreach & engagement
- Entrepreneurship partnerships
- Innovation hub business case
- Lift sector development initiative
- AVIN initiatives
- AI hub initiatives
- Broadband implementation
- Smart cities support

Laraib Arshad – Business Intelligence

Workplan Examples:

- Investment support
- Economic base analysis
- Downtown vacancy survey
- Employment lands inventory
- Available properties system
- Film permitting
- Tour of growth and development
- Sector and economic policy research