



King Township
**Economic Development
Strategy Update**
2018-2022

KING

APPROVED BY
COUNCIL
MAY 2018



Cover Photo Caption: Onion field in the Holland Marsh, Canada's Soup & Salad Bowl

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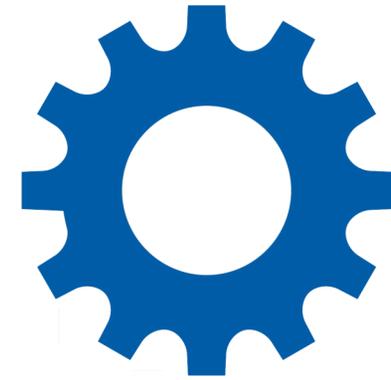
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King Township
**Hickstead
Memorial Park**
21 Summit Ridge Drive
*Department of Parks, Recreation
& Culture*



Introduction

In 2013, the Township of King approved its first Economic Development Strategy to provide direction for its economic and business development efforts. Intended as a five year strategy, it is being reviewed and updated to ensure that the goals, objectives and actions contained in the Strategy reflect the needs and aspirations of the community, as well as the changing economic environment within the region and the province. With a rapidly growing community, new regional and federal initiatives centred on promoting value-added agricultural activities, the expansion of the Seneca Campus, and an Official Plan review underway, it is considered timely to conduct a review of the strategy to ensure continued growth and expansion of the local economy.

The implementation of the 2013 Economic Development Strategy has had a positive impact on the community at large. The Strategy targeted support for and investment in the Township's agriculture and equine sectors, as well as the growth of its service sector. The Strategy also prescribed greater support for the local business community through its participation in York Region's Business Retention + Expansion Program and enhanced access to business support services through stronger connections with the York Region Small Business Centre and partnerships with the King Township Public Library. King has also developed promotional tools and financial incentives for business that include community marketing initiatives, the development of the ExperienceKing tourism brand, and a Community Improvement Plan (CIP) that has helped in stimulating the redevelopments, and reuse of existing building spaces in the commercial cores of King City, Nobleton, and Schomberg.

These successes are proof of the Township's commitment to support and expand its economic position within the broader region, even as new opportunities for cooperation and regional collaboration emerge. Presently, there are a number of regional initiatives that have the potential to further improve the economic fortunes of King including the completion of the expansion of Seneca King City Campus, the implementation of the York Region Agricultural and Agri-Food Sector Strategy, and the continued implementation of the York Region Economic Development Action Plan. York Region continues to see several high-value initiatives impacting the growth of its communities – such as the improvements to the 400-series highways, the expansion and planned improvements of public transportation including GO Transit, and the recently updated Greenbelt Plan and the Oak Ridges Moraine Conservation Plan.

Approach and Methodology

A critical component to the update of any economic development strategy regardless of the size of the community is a solid understanding of a community's performance against a range of local and regional socio-economic indicators combined with an analysis of current and emerging business and investment trends and its related impact.

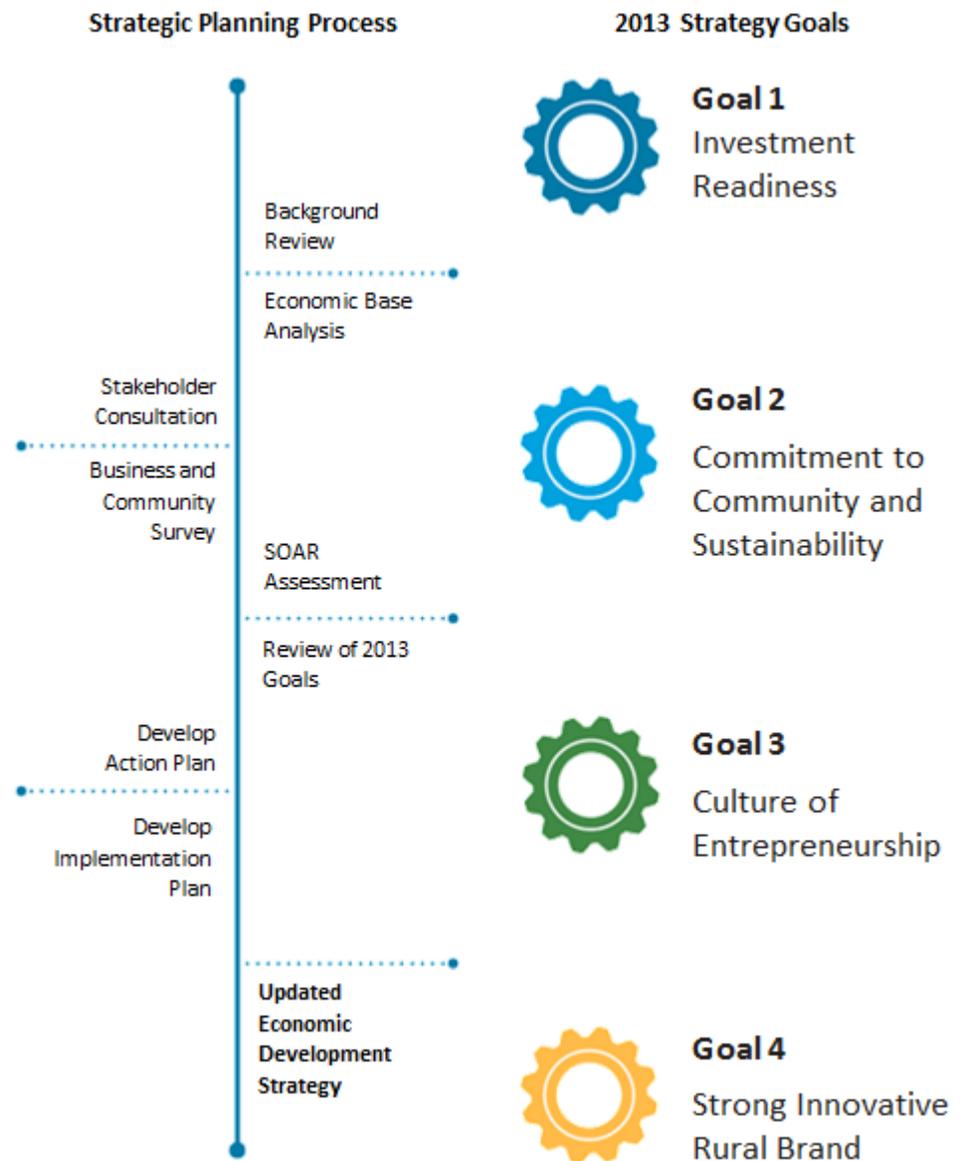
The update process began in the fall of 2017 with the creation of an Economic Task Force comprised of elected officials and community stakeholders. The Task Force provided both insight and direction to the updating of the Strategy.

The update process included a review of background documents to establish the current policy and planning context for the Economic Development Strategy and related Action Plan. This included a review of the Township’s draft Official Plan, the 2016 Economic Development Progress Report, the 2016 York Region Economic Action Plan, as well as other relevant municipal and regional plans, staff reports and economic development programming and initiatives underway in the region.

A comprehensive analysis of the local and broader regional economy was completed. Shifts in business and industry sector performance were reviewed together with relevant background studies and reports considered to have an impact on the Township’s economic development activities.

The results of this research were used to inform stakeholder consultation efforts in the form of one on one and group Interviews with business leaders, local community organizations, government agencies, elected officials and senior staff from the Township.

The Township also hosted a business and community survey to engage residents and business owners. Participants were asked to share their views regarding the current and future business environment including opportunities and threats for growth.





The survey was instrumental in identifying current business needs, the level and quality of business support programs and the changes envisioned by the community in the coming years.

In total over 200 business and community member voices were heard. Their input and opinions are summarized in a SOAR (Strengths, Opportunities, Aspirations, and Results) analysis.

It is important to note that the 2013 Economic Development Strategy is on track to achieve the goals set out in the plan. The update and related background work will be used to build a stronger understanding of the current context for growth and development of the community, the programming and initiatives that are required to support this growth, and the needs and aspirations of the community. This information is critical for ensuring a successful and sustainable economic future for the township.

Aligning with Other Plans

In addition to the direction provided by the Economic Development Strategy, King Township has an integrated community sustainability framework that promotes King Township as a sustainable and resilient community. The Integrated Community Sustainability Plan (ICSP) underscores the need for an integrated approach to development that accounts for the economic, environmental and socio-cultural priorities such as promoting King's cultural identity and natural heritage, strengthening local farming communities and increasing environmental stewardship.

The ICSP is forward thinking in preparing for global changes, identifying innovative solutions and incorporating sustainable design initiatives in land use planning, community development, transportation, and agriculture. Key outcomes of the ICSP informed the development of the 2013 Economic Development Strategy.

The draft Official Plan is a policy framework to guide growth, land use, and infrastructure development through 2031 for a population of 34,900 in King Township. The draft Official Plan builds on the vision of the ICSP and ensures conformity with provincial plans, the York Region Official Plan and provincial policy statements that deal with the treatment of employment lands. The draft Official Plan provides broad goals that embed sustainable development principles, as well as specific economic development goals. Key policy objectives include:

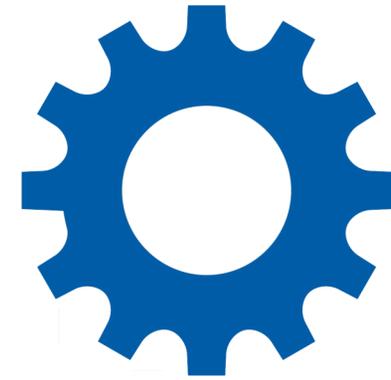
- Recognizing the role of villages and hamlets in providing locations for small and medium-sized businesses which in turn enhances the character of the Township
- Providing clear policy direction that protects and enhances the quality of life and quality of place in the Township
- Establishing new and innovative policies to support a strong rural economy

Regional plans also impact economic development efforts in King Township. The 2016 York Region Economic Action Plan informs economic development through four programs, namely, Research and Analysis, Business Advisory Service, Innovation and Entrepreneur Development and Marketing and Communications. The principal goals that inform economic development for King Township include:

- An enabling environment for office and commercial investment attraction.
- Workforce development and business support programs that complement local initiatives.
- Support for business and investment attraction in key sectors.
- Provision for delivery of objectives in the Broadband Strategy and the Connect to Innovate Program.
- Support for programs similar to VentureLAB, York University campus and Makerspace Network in York Region.
- Increased collaboration between local municipalities to allow for connectivity initiatives and pilot projects for Innovation and Entrepreneur Development.
- Marketing and communication efforts that promote local municipalities as a place to invest and innovate.

The Updated Economic Development Strategy is well aligned with these expectations and includes performance-based metrics for achieving these outcomes together with select economic indicators that will monitor changes in the local economy and results achieved by the Township over the remaining 5 years of the Strategy.





Current Context

King Township is home to 24,512 residents and over 7,000 jobs. According to the 2017 York Region Employment Survey, King has seen average annual employment growth of 2.8% and average annual business growth of 2.1% since 2007. These economic indicators are underpinned by a community that has seen exponential growth in population, growth in the service sector particularly in professional services, sustained growth in the goods-producing sectors, namely, construction and manufacturing and an increase in the number of small business including home-based business. As population and employment projections predict continued population growth for the next 30 years, the Township must be ready to accommodate this with more emphasis on its employment growth opportunities.

This following section examines in greater detail the recent economic performance of King Township and how this might impact the 2013 Strategy. The discussion provides insight into the opportunities and challenges that King Township must confront in advancing its economic agenda. A complete analysis of the economic performance is provided in Appendix A.

Population Growth Trends

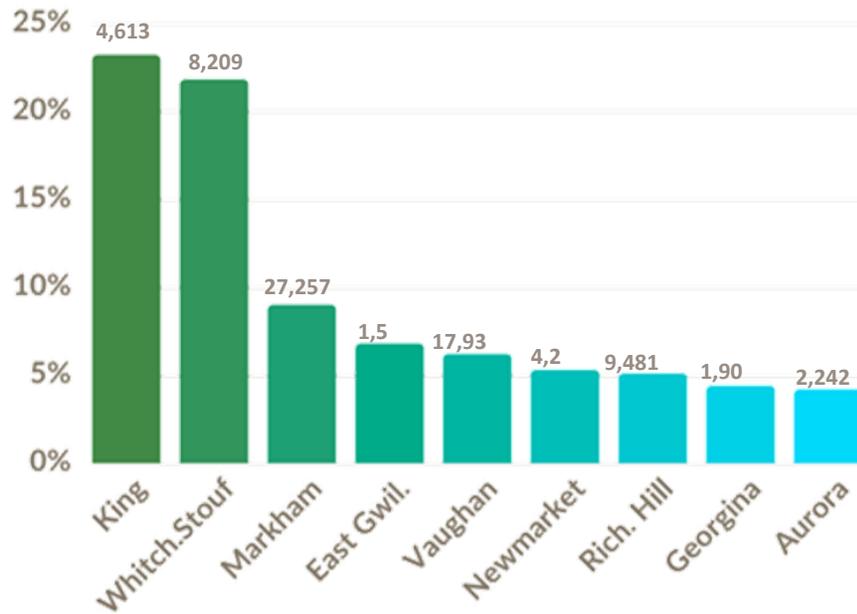
King Township continues to benefit from its position within the Greater Toronto Area (GTA). While still characterized as a rural-urban community, the Township has grown significantly over the last census period. Since 2011, King Township's population grew by 4,613 people (growth of 23%). By comparison, this rate of growth outpaced all other York Region municipalities and ranked 3rd highest in Ontario (behind Milton and Bradford-West Gwillimbury (Figure 1).

As expected with the high population growth, the Township has been adding to its existing housing stock; building permit activity indicates that over 21% of all private dwellings in King were built from 2011 to 2016. This rapid expansion in population and housing numbers can be attributed to the GTA's intensification efforts. As the suburban communities of the GTA (Vaughan, Markham, Richmond Hill and Mississauga) approach build out, demand is shifting to areas that can accommodate a variety of growth (Whitchurch-Stouffville, King, Bradford-West Gwillimbury).

The increased growth has not impacted King Township's population profile. Similar to 2013, the population in King continues to age and continues to increase its median household income. With a median age of 42.5 years in 2016, individuals aged 50 years and above represented 38% of the population while young adults between the ages of 25-39 years accounted for only 15% of the total population. Additionally, approximately half of King Township's population (42%) has an after-tax income greater than \$114,400, in comparison, 28% of York Region's total population falls into the same after-tax range.

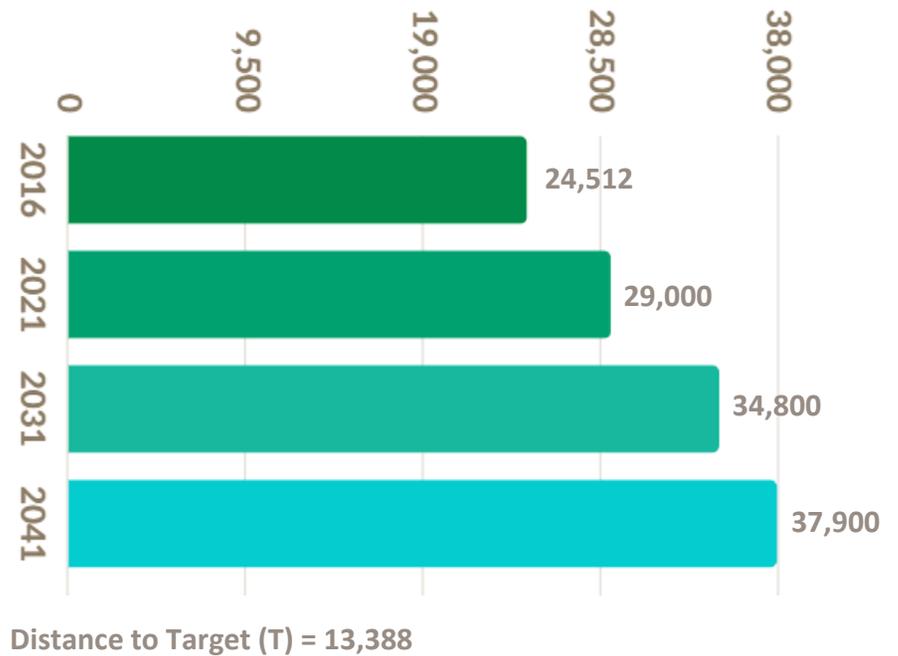
York Region’s Preferred Growth Scenario estimates that King will increase by a further 13,388 people by 2041 (55% increase from 2016 to 2041). These projections imply that King Township will need to add to its current housing stock with the bulk of this being accommodated by King City. The Township will also have to address the fact that population is aging, which also has implications for the type of housing stock that may be in demand. Also, young adults may be deterred from locating in King Township because of the lack of affordable housing stock (comparatively, housing in King Township is approximately \$200,000 higher than the average York Region home). While the Township has embraced its emergence as a high-income community, the lack of affordable housing does have implications for the growth of its businesses community, as local businesses will have to rely on workers that commute into the Township. Housing affordability also affects the retention of graduates from Seneca College and the attraction of younger workers that could otherwise support and sustain the development of an innovative and entrepreneurial business environment.

Figure 1: Population Growth Rate and Net Population Growth, King Township and surrounding municipalities, 2011-2016



Source: Statistics Canada, 2016 Census of Population

Figure 2: Existing Population vs. York Region’s 2041 Preferred Growth Scenario, 2016-2041





Employment Growth and Workforce Patterns

After experiencing a decline of 8.6% from 2006 to 2011, employment in King grew by approximately 32% from 10,375 in 2011 to 13,680 in 2016. The top employing industries in King Township is shown in Figure 3. In 2016, the goods-producing sector comprised 27% of the total labour force, while the service sector accounted for the remaining 73%, (largely Retail and Professional Scientific and Technical Services). Construction was the top employing sector in King, accounting for 2,160 jobs (16% of the total labour force) while manufacturing employed 1,070 people. Professional, scientific and technical services sector jobs which declined by 18% from 2006 to 2011 added 270 employees from 2011 to 2016. When consideration is given to the Township's performance on a regional level, King Township demonstrates a specialization in employment in the construction and arts, entertainment and recreation sectors¹.

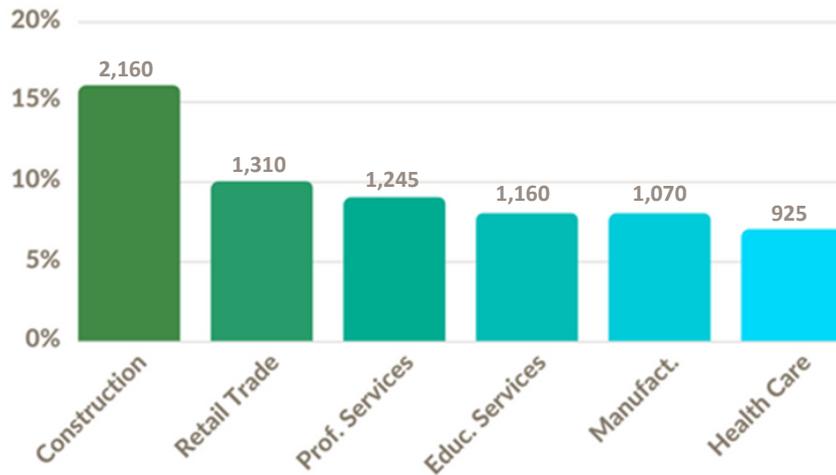
However, census figures reveal that the majority of local workers are imported from outside King Township (approximately 54% of the total local employment). In contrast, approximately 8,000 residents commute to work outside of King Township (85% of the total commuting workforce). This indicates that while King is an exporter of local talent, it is also reliant on residents from other communities to supply the workforce for local businesses.

Census figures further reveal that in 2016, the top occupations for residents were in management, business, finance, and administration occupations. Locally, the top occupations were in sales and services occupations and trades and transport occupations. These results suggest that the residential workforce continues to commute to work outside of King because job opportunities are not currently available to them locally, particularly in the finance and professional, scientific and technical services sectors. This is a challenge and an opportunity for King as the skills, talents and creativity of a labour force is the single most important determinate of a community's economic prosperity. The location choice of businesses both small and large rests on the availability and accessibility of skilled workers.

The challenge is further complicated by the fact that King Township needs to meet anticipated projections and growth demands in the Greater Toronto Area. The 2041 Preferred Growth Scenario sets an employment target of 16,000 by 2041. To meet this projection King Township needs to create 8,755 jobs (approximately a 120% increase by 2041). If recent trends are considered, King Township has only added approximately 3,580 jobs to its local employment base since 1998, suggesting that this may be a difficult target to achieve, particularly if the Township wishes to attract high-value jobs as opposed to increasing retail or service sector jobs.

¹This sector comprises establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons. These establishments produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; preserve and exhibit objects and sites of historical, cultural or educational interest; and operate facilities or provide services that enable patrons to participate in sports or recreational activities or pursue amusement, hobbies and leisure-time interests

Figure 3: Top Employing Industries, King Township, 2016



Source: Statistics Canada, 2016 Census.

Figure 4: Existing Employment vs York Region's 2041 Preferred Growth Scenario, 2017-2041

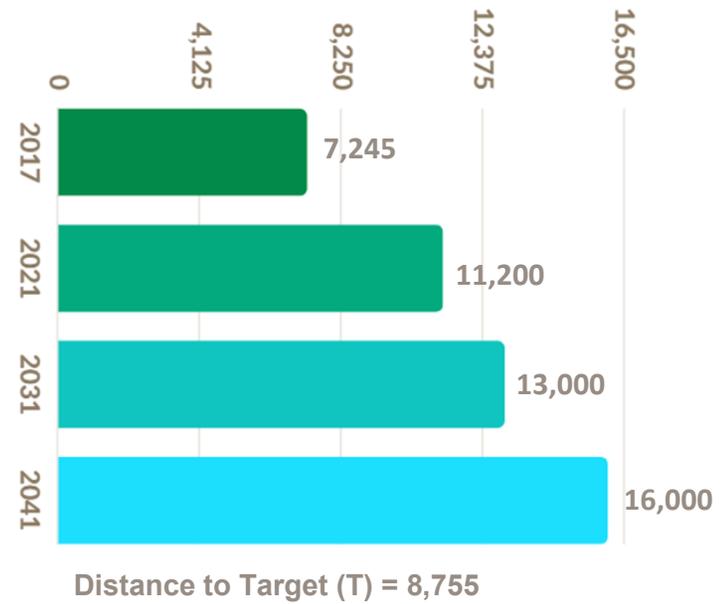
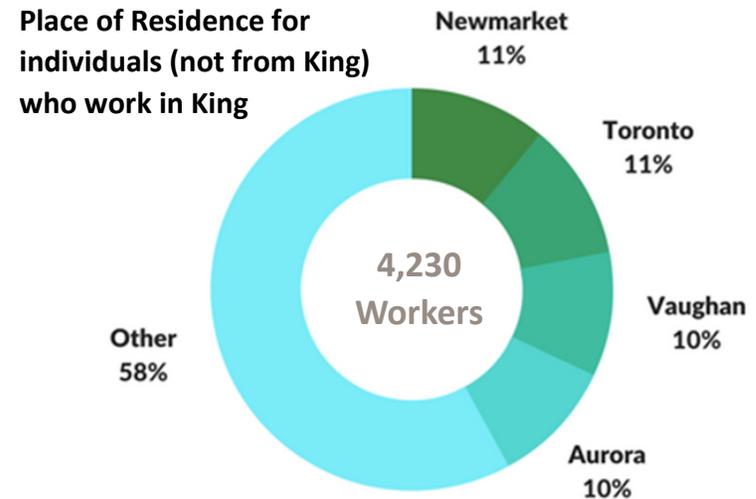
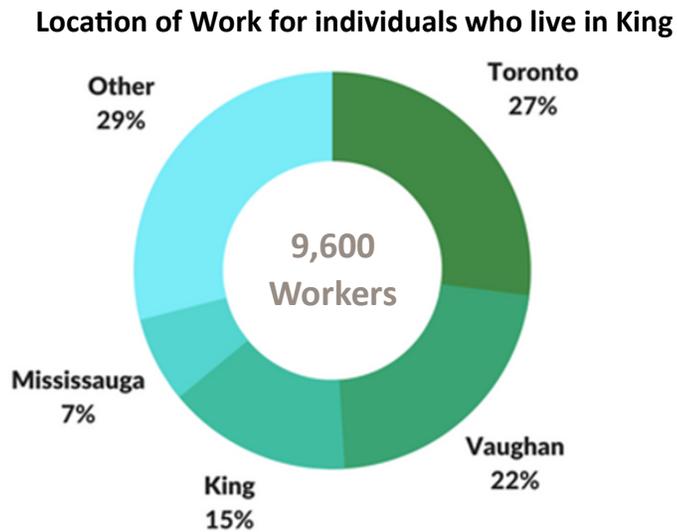


Figure 5: Labour Flow Percentage of King Residents vs King-based Workers, 2016



Source: Statistics Canada, 2016 Census of Population



Business Performance

A central premise of the current economic development strategy is the promotion of a culture of entrepreneurship, the expansion of existing businesses and the attraction of new business investment.

The 2017 Canadian Business Patterns (CBP) data, suggests that there were 4,157 businesses in King of which 2,923 were either home-based or self-employed businesses, 25% were focused on goods production², and 75% were focused on service related (Figure 6). Of the businesses with employees, the majority are small business employing between 1 to 19 people. Of this, 63% were micro-businesses employing between 1 to 4 people. King shows growth regarding business numbers suggesting new and increasing opportunities for business start-ups and business expansion. From 2014 to 2017, 676 new businesses started in King. 70% of this growth (475 new businesses) is attributed to either self-employed operations or home-based businesses. Similar to the CBP data, the 2017 York region survey identified that the majority of businesses in King were employing between 1 to 19 employees.

As detailed in the current economic development strategy, focusing on supporting the small and entrepreneurial firms is crucial for sustained economic growth in King Township. However, small businesses often require a higher level of collaboration and support services to assist with business growth. Many of the small businesses in King Township also operate in the Creative Economy. The top business sectors in this category were Real Estate, Finance, Information and Culture, and Professional, Scientific and Technical Services. The high proportion of home-based employment in professional services is reflective of the growing importance of the creative economy and the ‘work anywhere’ approach that many take to operating their business. While the traditional industries place more importance on fixed locations, proximity to markets and availability of transportation networks, the knowledge-based economy is driven by human knowledge and creative skills. Thus, King should focus on providing opportunities to support the growth of this skilled workforce.

Figure 6: Business Establishments By Goods and Service Producing Industries, Canadian Business Patterns, King, 2014-2017

Business Counts by Industry	2014	% of total businesses in 2014	2017	% of total businesses in 2017	Change from 2014 to 2017	
					Net change	% Change
Goods Producing Industries	890	26%	1068	25%	178	20%
Service Producing Industries	2590	74%	3089	75%	488	19%

Source: Canadian Business Patterns, 2014/2017

²In the industry accounts, goods-producing industries consist of agriculture, forestry, fishing, and hunting; mining; construction; and manufacturing. Services-producing industries consist of utilities; wholesale trade; retail trade; transportation and warehousing; information; finance, insurance, real estate, rental, and leasing; professional and business services; educational services, health care, and social assistance; arts and entertainment, accommodation, and food services; and other services. Neither the goods-producing industry nor the services-producing industry aggregates include estimates for the government sector.

Commercial and Industrial Lands

Based on the York Region’s growth and employment projections, King Township will need to continue to provide for an adequate supply of future employment land. This growth will be centered along the major corridors and is intended to occur primarily within the employment areas of King City, Schomberg, and Nobleton. The draft Official Plan acknowledges that there is a finite supply of employment land to accommodate growth to 2031 given the constraints of the Oak Ridges Moraine and the Greenbelt Plan but suggests there is sufficient inventory to accommodate the projected growth.

As of 2017, the tax ratio in King is at an 83.9% residential assessment (includes multi-residential) and 10.8% commercial, agricultural, and industrial assessment (includes commercial and shopping centres [3.1%], small and large industrial [1%], and farms [6.6%]) split. Although, commercial, agricultural, and industrial assessment is growing in King (grew by 20.9% since 2012), the burden on the residential tax base continues to be a challenge.

Figure 7: Assessment Base Distribution by Property Class, Township of King, 2012-2017

Property Class	2012 % of Total Assessment	2017 % of Total Assessment	Change from 2012-2017
Residential and Multi-Residential	85.4%	83.9%	- 1.5%
Commercial (Shopping Centre, New Construction)	2.8%	3.1%	+ 0.3%
Industrial (Large Industrial, New Construction)	0.8%	1%	+ 0.2%
Farm	6%	6.6%	+ 0.6%
Exempt	4.2%	4.3%	+ 0.1%
Other (Pipeline, Managed Forests, PILs)	0.8%	1.1%	+ 0.3%

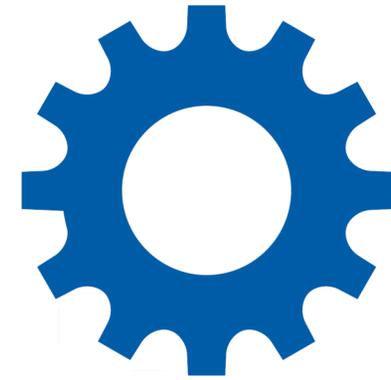
Source: King Township

Although King Township has developed financial incentives to attract eligible businesses to its commercial cores, the lack of suitable employment lands to accommodate employment based growth remains a concern. Employment across the region continues to evolve away from a historic manufacturing base to more of a service-based economy. This has implications for the current inventory of employment land, particularly those lands that are not highly accessible, lack superior broadband service, or do not readily connect to transit or ride shares. While warehousing and distribution facilities are the primary drivers of industrial growth across the region, they require large parcels of land and yield low employment densities. King Township’s current inventory of employment land is not well positioned to attract this form of investment.





As with many GTA communities, employment land inventory in King Township is in private ownership, putting it under pressure for conversion to other uses. (i.e. residential development). The Township has been proactive in protecting the current inventory of employment lands and in enabling the timely development or redevelopment of these lands. However, it would be appropriate in light of the York Region employment projections to be more deliberate about the current and future employment land needs of the municipality and consider alternatives to traditional greenfield development for industrial uses for its employment areas. These results should be reflected in the draft Official Plan. Such a review would aim to protect the long-term sustainability of its employment lands taking into consideration a wider variety of employment growth opportunities for the Township.



Determining the Priorities

Drawing on the research findings and results of the consultation process, a number of key considerations have emerged that have a direct bearing on the Township’s economic development agenda over the remaining five years of the Strategy.

The following section reports on the success of the implementation of the 2013 Strategy, as well as the input provided by community and business stakeholders. The results of this feedback have informed the recommendations for the updated action plan.

Building on the 2013 Strategy

The 2013 Economic Development Strategy identified four goals together with relevant strategic objectives and action plans. Each goal promoted economic development across the community with the intent of demonstrating leadership in rural economic development, supporting the growth of a viable local economy, and positioning the township as a model rural community that strives to balance economic growth with environmental responsibility.

<i>Investment Readiness</i>	<i>A Strong Innovative Rural Brand</i>
<p>Objective 1: Enhance the opportunities to attract new business investment and entrepreneurs and the expansion of existing businesses in King Township.</p> <p>Objective 2: Pursue collaborative partnerships that demonstrate leadership in rural economic development.</p>	<p>Objective 1: Build Awareness of the Township’s economic development potential.</p> <p>Objective 2: Promote and Enhance the Township’s cultural, heritage and recreational resources.</p>
<i>A Culture of Entrepreneurship</i>	<i>A Commitment to Community and Sustainability</i>
<p>Objective 1: Leverage local talent and expertise to generate new investment and initiatives.</p> <p>Objective 2: Link regional post-secondary institutions and research activities to the local economy.</p> <p>Objective 3: Support the growth and development of small and medium-size businesses.</p>	<p>Objective 1: Support the growth of a viable local economy by enhancing the quality of place of our villages.</p> <p>Objective 2: Position King Township as a model rural community that strives to balance economic growth with environmental responsibility.</p> <p>Objective 3: Broaden and build the local business base by investing in business development and support programs and services.</p>

Major Successes

The implementation of the 2013 Economic Development Strategy has had a positive impact on the community at large. The Strategy focused on support for and investment in the Township's agriculture and equine sectors as well as growth of the service sector. King has been able to support its local business community with business support services through stronger connections with the York Region Small Business Centre and partnerships with the King Township Public Library. King has also developed marketing tools and financial incentives for businesses that include community marketing initiatives, the ExperienceKing tourism brand, and a Community Improvement Plan (CIP) that has helped in stimulating developments, redevelopments, and the reuse of existing building spaces in the commercial cores of King City, Nobleton, and Schomberg. The Community Improvement Plan Financial Incentives program has seen a tremendous uptake since its inception in 2015. The Community Improvement Program has provided over \$150,000 in grants to King Township businesses in core areas over the last four years since the program was initiated. Grants are available for business in the core areas interested in sprucing up their frontage with; new signage, facade improvements, landscaping improvements, building accessibility improvements, parking improvements. It has been calculated through information captured from all applicants to date: that for every King Township (public) \$1.00 invested in the Grant program, the private sector (property owners and businesses) have invested \$18.50 to improve and revitalize their properties.

A major weakness identified in the 2013 Strategy was the lack of adequate internet capabilities to complement both residential and business growth. The township had limited or poor broadband connectivity, particularly in its more rural areas. The strategy suggested that the Township support and promote York Region's efforts to improve and leverage broadband connectivity in the region. Working in collaboration with IT Department, the King's Economic Development team conducted a King Connects broadband/fibre gap analysis. The results were included in York Region's/York Telecom Network's Connect to Innovate funding application submission that proposes to build a 36 km dark fibre loop through King. The proposed dark fibre loop will enable open access to telecoms and internet service providers for serving residents and businesses.

The 2013 Strategy highlighted a need to improve King's support of marketing and promotional activities for tourism and business development. From a tourism perspective, the development of a Tourism Plan in 2014 and the creation of the ExperienceKing tourism brand has elevated King's tourism offerings. Through improved performance metrics (tracking attendance at festivals/events, and quarterly reports on website and social media activity) and improved marketing collateral and social media presence, King has been able to raise its tourism profile. Building on the third year of the ExperienceKing tourism brand and digital marketing campaign, King has also administered and actively promoted its Tourism and Agri-Business wayfinding signage program that has improved visibility for the Township's business and tourism operators. King has also continued to foster and build on its relationships with tourism stakeholders such as the King Heritage & Culture Centre, the York Region Arts Council, the York Region Festival Alliance (YRFA), the King Chamber of Commerce, and Arts Society King.

Dedicated workshops supporting tourism based businesses and collaborations with local and regional tourism organizations has also seen the growth of tourism products and initiatives in the area. Examples include the participation in a three year partnership with Headwaters Horse Country in support of pursuing the self-defined region of becoming Canada's Equine Centre of Excellence and the improved Doors Open King (heritage and cultural event) and the ShopKing Festive promotion which has supported local commercial businesses.

From a business development perspective, the refresh of economicking.ca has now provided a centralized location for all investor related information. From profiling available land to available incentives and business resources, the digital platform is now a central part of King's response to investment readiness. Part of the refresh includes the development of digital profiles for each village along with a community investment profile. The platform is also host to the now third year Spotlight on Business honouree program, which includes a series of video profiles on local businesses. The Spotlight program has produced over 27 business video vignettes over the past seven years. Additionally, King has partnered with the King Chamber of Commerce and London Publishing to produce and distribute 10,000 copies of the sixth annual 2017/18 Business and Community Directory, and developed and launched a new Getting Down to Business Interactive Guide to assist businesses and entrepreneurs to navigate the process to start or expand their business.

A central goal of the 2013 strategy was the need to leverage and develop the local workforce to compete in the region's creative economy. This included working with Seneca College and York Region to expedite the Seneca King Campus Expansion project. The expansion is currently underway and is expected to conclude in the fall of 2018. Once complete, Seneca's King Campus will provide opportunities for more than 5,000 full-time students (including the introduction of student residency in King) along with connections to Seneca's innovation and acceleration start up incubator HELIX. This will provide King based businesses with a local incubator and a direct pipeline for young talent.

Other major outcomes of the strategy include ongoing collaboration with the York Small Business Enterprise Centre to support start-ups and small businesses, leveraging the King Township Public Library as a community gathering space, and the ongoing support and partnership with community groups such as the Holland Marsh Growers Association, York Region Agricultural Advisory Liaison Group, Schomberg Village Association, King City Business & Community Association, Headwaters Tourism Association and other groups that share common economic and community development values, goals and objectives.

Additional information can be found in Appendix B under Economic Development Officer Progress Reports.

Current Economic Development Needs

While the implementation of the 2013 Strategy has largely been successful, there are a number of opportunities or issues that still need to be addressed.

King Township has made slow progress on addressing the investment readiness of its employment lands. The Township is still without an inventory of available serviced, un-serviced commercial and industrial lands or existing building stock or property sheets that profile available lands and buildings. Given the limited availability of lands (as reported by the draft Official Plan), King Township needs to be proactive and develop innovative solutions in planning for and protecting its employment areas. This includes targeting industrial, as well as commercial investment (other than retail).



A further consideration is the continued lack of affordable housing. While the draft Official Plan promotes certain densities within village cores, King Township has not promoted opportunities associated with the development of lifestyle housing that allow for residents to 'age in place' rather than leave the community, or more affordable condominium style development in the village cores that may attract younger residents or provide options for empty nesters.

Further investment in the township's agricultural sector is also needed. The economic performance of the sector positions it atop York Region and the status of the township as an Equine Centre of Excellence has drawn attention to the needs of the agriculture community. With the completion of a regional agricultural strategy that underscores opportunities for value-added business growth, new opportunities are emerging that will require consideration by the Township, including an agri-business centre focused on innovation in food production.

To date the Township has made minimal effort to connect its cultural assets to economic growth. The 2013 Economic Development Strategy suggested that the Township map and promote cultural assets and creative businesses as essential contributors to making a local economy more vibrant and liveable. In doing so, these assets and industries attract new residents, as well as like-minded businesses into King Township further improving the creative potential of the community.

The lack of investment or progress around some of these opportunities is not a reflection of the Township's commitment but a function of the resources available to support the current economic development program and the demands on economic development staff. Additional resources are required to support the implementation of the Township's economic development program and assist with capacity issues. A business case for an additional staff member will be considered by Council during the 2019 Operating Budget process. Should Council approve this position, its prime responsibility will be to assist in leading the implementation of the updated Economic Development Strategy and the development of related economic development programs and services.

Business and Community Consultation

To gain community input and secure continued support for the Township's economic development agenda, a consultation program with local residents, community stakeholders, and the business community was conducted.

One on one interviews and small group discussions were conducted through the fall of 2017. This included business leaders, key community and regional stakeholders, economic development partners and elected officials and senior staff from King Township. An Economic Development Task Force also provided key insight into the future direction of the strategy and reflected on the input of the broader community.

A community wide survey was distributed, providing residents with an opportunity to share their opinions and aspirations for the Township. A business survey was also completed that solicited input from local businesses on the Township's business climate and opportunities for economic growth.

In total more than 200 businesses and community members provided input through the consultation process.



Considerations that emerged from the consultation process include:

- The need to understand the availability of serviced and un-serviced commercial and industrial lands and the implications these lands have for future employment opportunities. As part of this effort, the Township must continue to renew its commitment to reviewing and updating an inventory on a timely basis to remain supportive and responsive to new business investment opportunities.
- The need to leverage the Township's cultural assets as a driver of economic growth. This includes pursuit of creative industry growth as a priority to support future employment growth and the development of additional recreation, leisure, and cultural facilities for both residents and visitors to the township.
- The continued promotion and expansion of the existing Community Improvement Plan. This includes investment in the public realm, an expanded range of business incentives, and opportunities for the rural areas of the Township.
- The encouragement of a broader range of diverse uses in rural/greenbelt and moraine lands to complement business growth in urban cores. This includes support for more diverse on-farm uses and agricultural sector growth.
- The leveraging of regional infrastructure investment to support local employment growth. This includes providing business grade high-speed internet infrastructure and improvements to public transit.
- Further improvements to the Township's marketing and promotion efforts (ExperienceKing tourism brand) to create a stronger narrative for business attraction, investment readiness, and tourism opportunities. This includes updated community and sector profiles with an increase in core content that can be updated and managed internally, and marketing and promotion collateral that, where applicable, dovetails with the marketing functions of York Region and Central Counties Tourism.
- The need to advocate for and support the development of a range of housing options that caters to the needs of all residents. This includes additional higher density housing in the village cores, as well as lifestyle housing.
- The need for extended programming to support business development and expansion efforts including more programming geared to small businesses and home-based entrepreneurs. This includes the promotion of training and workforce development opportunities as well as co-working office spaces and incubator facilities.



Results of the business and community consultation can be viewed in more detail in Appendix C. Included is an assessment of the Township's strengths, opportunities, aspirations and results towards economic growth and the results of the business and community surveys.

Key Priorities

Based on stakeholder input and the research conducted to inform the update, a number of priorities have emerged that have a direct bearing on the Township's economic development agenda.

Promote Higher Density Employment Lands

A key consideration for sustaining King Township's growth over the long term will be the quality and quantity of the employment land supply. With the inventory in private hands the Township cannot control the pricing or timing to market of these properties. Nor can it ensure the readiness of the lands for investment – e.g. servicing, utilities, lot size or access. For this reason the Township needs to articulate a clear plan for providing a long term employment land supply that addresses the community's potential for office, commercial and industrial development. This should include the development of lands at King Road and Jane Street, around existing and future transit hubs, as well as other designated areas near Highway 11/Bathurst, in Schomberg and in Nobleton.

This issue is particularly relevant as it relates to the Township's expected employment demand. The York Region Forecasted Scenario for 2041 anticipates a 120% increase in local employment in King Township. The draft Official Plan has identified that the supply of land for employment growth is adequate to 2031. However, the type of uses anticipated for the township's employment lands does not reflecting the changing nature of employment in the Greater Toronto and Hamilton Area (GTHA). The cost of employment land in King Township may also be a deterrent to some investors.

To accommodate future employment demand, King Township will need to attract higher density and higher order development opportunities (office-commercial over more traditional greenfield industrial uses, alternative commercial uses, such as seniors living facilities, co-working spaces, or flexible office space for professional service firms). Considerations should be made to locate these higher density uses near natural gateway locations (Highway 400/King Road and Highway 11), along major corridors and in proximity to transit or rideshare locations. The development of these locations are critical for the Township's economic development efforts over the long term and if marketed appropriately, these lands may provide opportunities to attract employment based employment that appeals to the local workforce rather than having them continue to commute.

Specific consideration should also be given to creating a business park designation in the King City Official Plan and applying this to the lands fronting onto King Road east of Jane Street. Permitted uses should exclude contractor establishments, outdoor storage, transportation depots or terminals. This will protect the lands for higher-order industrial/office development and provide a higher development standard.

Continue to Improve Quality of Life

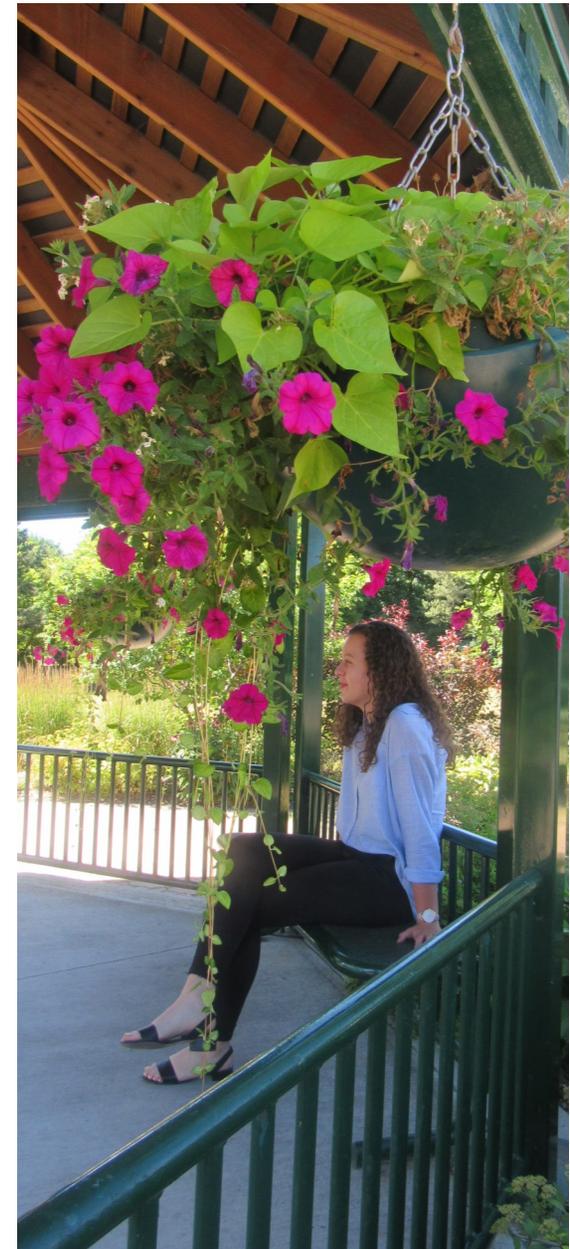
The 2013 Economic Development Strategy highlighted that Ontario's economy was moving away from traditional forms of industry and being replaced by a serviced economy that valued proximity to intellectual capital rather than greenfield development opportunities. The Strategy highlighted that quality of place is increasingly being recognized as an important factor in the economic performance of metropolitan regions as well as smaller communities.

In King, there is a diverse range of elements that contribute to its quality of place, particularly, when natural heritage features (parks, rivers, lakes, open green spaces, trails) and cultural amenities (historic buildings, festivals, events, libraries, religious centres, entertainment) are being considered. Recreation amenities also play a significant role in defining a community's quality of place experience.

Current research into economic development practices suggest that if a place is vibrant and diverse, it will attract a concentration of highly skilled individuals, who in turn have the ability to generate new employment and wealth through entrepreneurial ventures or the attraction of businesses that can use their talents. It is clear that King Township is attracting new residents and a significant number of those individuals are well educated and engaged in highly-skilled occupations, but even with small business support programs, not all of these individuals will be creating their own jobs or starting a business. As such it is important that the Township continues to improve its quality of place, vibrancy and aesthetic appeal in a way that attracts residents and businesses to the community.

The completion of a Cultural Master Plan will assist in exploring the role that cultural amenities play in supporting quality of place. A Cultural Master Plan assists in the advancement of quality of place by examining established cultural institutions (for-profit) and community-based cultural institutions (non-profit) as they contribute to both creative ventures (event programming) and community revitalization (public art, beautification). These groups have the potential to introduce needed creative community spaces such as multifunctional spaces that blend art galleries, performance spaces, incubators and community activities.

The continuation of community revitalization efforts (i.e. streetscape design, signage, walkable paths) across main streets in King City, Schomberg and Nobleton will also support the improvement of the quality of place in these locations. The value of investment being made to these revitalization efforts should continue to be a high priority for King.





Advancing Innovation and the Creative Economy

A strong innovation ecosystem is essential to the growth of the creative economy. Since 2013, Economic Development has made considerable strides in improving its innovation ecosystem through its partnerships with Seneca College and the King Township Library system.

The Seneca Campus expansion is well underway. When complete it will introduce new academic and extracurricular facilities that will allow Seneca to increase the range of programs offered and provide space for an additional 1,450 students in King Township. In total, Seneca's King Campus will provide opportunities for more than 5,000 full-time students along with virtual connections to Seneca's innovation and acceleration start up incubator HELIX. The HELIX program is dedicated to developing local entrepreneurs by providing knowledge, mentorships, workspace, and networking opportunities. The virtual program will provide King based entrepreneurs both students and non-students resources on business planning, product lifecycles, and introduction to seed funding, and experiential activities such as Startup Contests.

Through partnerships with the King Township Public Library, the Chamber of Commerce, and the York Region Small Business Centre, the public libraries in King Township have become locations for entrepreneurs and small business start-ups. Aside from offering business programs associated with the York Region Small Business Centre and the Chamber of Commerce, the King Township Public Library has created a Business Centre Service in each of its libraries. These Business Centre Services offers businesses of any size access to flexible meeting spaces, along with video conferencing capabilities, technology support (rental tablets, computer programs), databases of forms containing templates for contracts and other legal documents, and access to over 3 million rights-free images.

However, these two initiatives are not enough to continuously advance innovation and the growth of the creative economy. Considerations should be given to further leveraging the innovation network present across York Region. King Township should continue to look for partnership opportunities with post-secondary institutions beyond Seneca College. Partnerships with ventureLAB and York University's Innovation Community-University Engagement Hub should be focussed on deriving a broader network of support for technology-based industries across the Township. Additionally, King Township should leverage its partnership with the York Region Small Business Enterprise Centres, ventureLAB, and York Region to not only support home-based businesses but nurture a culture of entrepreneurship including the advocacy for the creation of makerspaces and incubators across the Township. Regional supported examples include the IBM Innovation Space, the Village Hive, and TechConnex facilities in Markham and Vaughan, and the NewMarket space in Newmarket. Several neighbouring municipalities are also promoting their private sector based co-working spaces (Barrie, Markham, Vaughan, Richmond Hill, Newmarket, Georgina, and Aurora). These co-working spaces are designed to support the scale-up and innovation for small businesses. Leveraging their knowledge and connections could support King Township's ability to attract co-working spaces in the community.



Seneca King Campus Expansion

Raise the Community Profile

While a focus on business attraction programming and advancing the innovation agenda is essential, King must continue to capitalize on the strength of its 'rural' character, the uniqueness of its agricultural community, and its commitment to sustainability.

A place-based approach to marketing that builds on King's unique identity, linking the cultural, social, economic and environmental priorities has excellent potential for success. King needs to highlight its cultural spaces and places, its village cores and its natural and built heritage assets, as well as its recreation and cultural facilities and events. A cultural asset inventory and a Cultural Master Plan will guide the development of arts and culture in King and position them as drivers of the economy; creating jobs and enhancing opportunities for cultural production and consumption.

King's strength in agriculture has dual benefits, namely, in the development of value-added business and as a factor in the Township's cultural identity. Exploring the possibility for value-added businesses will promote local farms and create businesses for the local community. The demand for value-added agricultural products such as artisan food, craft brewery and wineries, organic produce and other organic products is growing. However, niche markets such as these face challenges that include the lack of funding, policy regulations and food safety guidelines and support programs that enable farmers to develop and market products. Many farmers do not have a business plan and lack the skill to develop them. Capitalizing on the support of York Region and the York Region Agriculture and Agri-Food Strategy, King should provide support programs for its small producers and farmers to enable business growth. It can capitalise on existing partnerships with York Region, Seneca College, Muck Crop Research Station, and farmers to develop a food-hub for farmers interested in starting a value-added business.



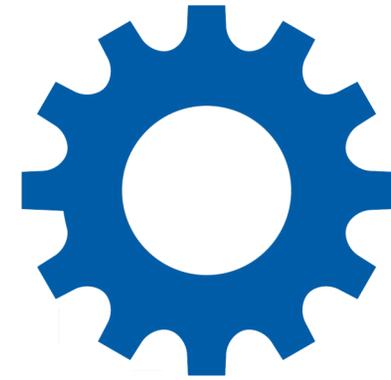
King should promote itself as a cultural tourism destination with a focus on its unique rural brand. King's residents have an attachment to place as seen in the retention of the historic character of the community and in the community pride in the ruralness of the Township. Thus, it is essential that tourism and marketing efforts be authentic and promotes the Township's unique community assets. As part of this tourism plan, King should capitalize on the agricultural heritage practices, the equine industry and promote agricultural experiences such as the Pine Farms Orchard & Winery, and Round the Bend Farm, or the unique recreational experiences of places like Spray Lake. Alternative accommodations such as farms stays, bed & breakfasts, glamping or cycle pods can also advance King's Brand and should be explored and promoted as part of the Township's tourism efforts.

Focus on Business Support Activities

To sustain the health of the community, King should develop practical strategies and initiatives that focus on business retention and expansion (BR+E). BR+E programs encourage existing business to stay and grow in the community by strengthening partnerships between business owners and providing opportunities for better collaboration with local stakeholders. Along with assisting local businesses, a business retention program identifies at-risk businesses in the community and establishes mitigation strategies for the same. King has a high proportion of small businesses and should be more actively involved in promoting the range of programs and support that is available throughout the region.

King should focus on delivering a BR+E program that identifies local capacities and opportunities to build strong relationships and develop solutions to address identified challenges. The role of the Township Council, King Chamber of Commerce, local stakeholders, and businesses representatives is crucial in this regard.

Additionally, the Township should consider the expansion of its Community Improvement Plan. CIPs are an important part of community development as they focus public attention on local priorities (improving streetscapes, beautification efforts, and business retention), target areas in transition and stimulate private sector investment through the deployment of incentives. The success of the CIP to date illustrates a demand for these incentives among King Township businesses. Over time, consideration should be given to expanding the boundaries of the CIP to include other areas of the community.



Updated Economic Development Strategy

Vision Statement

King Township, through the development of its Sustainability Plan, established an overarching vision of the ideal future for the community based on the common values, priorities and aspirations of residents.

“King Township is an idyllic countryside community of communities, proud of its rural, cultural and agricultural heritage. We are respected for treasuring nature, encouraging a responsible local economy, and celebrating our vibrant quality of life.”

The Township must continue to work towards this vision of sustainable economic growth by effectively leveraging its strengths, promoting a highly skilled and educated population, providing corporate support for economic development, ensuring a strong growth trajectory, and placing an emphasis on quality of place for residents, visitors and business investment.

Goals, Objectives and Actions

The current Economic Development Strategy is underpinned by four high level goals, intended to anchor and qualify all ensuing actions on the part of the Township. These goals support the Township’s overarching vision as stated in the Integrated Community Sustainability Plan and remain relevant in the context of the local economy and input from key stakeholders. For the purpose of the Strategy Update the goals have been adapted slightly to reflect the outcomes of the review process. The timing for the associated actions that serve to implement the strategy are categorized as short term (completed within one to two years), medium term (completed within two to three years) and long term (completed within five years).

The four goals and objectives for King Township's Economic Development Strategy Update are:

Goal 1: Investment Readiness

The strategic objectives are to:

- Enhance the opportunities to attract new business investment and entrepreneurs and the expansion of existing businesses in King Township
- Pursue collaborative partnerships that demonstrate leadership in economic development

Goal 2: A Commitment to Community and Sustainability

The strategic objectives are to:

- Support the growth of a viable local economy by enhancing the quality of place of our villages and hamlets
- Position King Township as a model rural/urban community that strives to balance economic growth with environmental responsibility and agricultural development

Goal 3: A Culture of Entrepreneurship

The strategic objectives are to:

- Leverage an emerging creative economy to generate new investment and innovation in our economy

Goal 4: A Strong Innovative Rural Brand

The strategic objectives are to:

- Build awareness of the Township's economic potential



Performance Measurements

The effective implementation of the recommended actions for the King Township's economic development office must be accompanied by effective performance measurement and monitoring. Performance measures are a tool to evaluate the effectiveness of an organization's activities. By tracking and reporting on its efforts, the economic development office will be:

- Responsive to the expectations of its stakeholders;
- Demonstrate the return on investment into the function and the programs it supports;
- Improve its performance by learning from prior efforts, and;
- Secure additional support (in the form of staff, funding and other resources) to pursue its mandate.

To that end, this strategy provides a series of potential performance measurements associated with each goal statement. These performance measures are preliminary suggestions to inform a more detailed accounting and evaluation of the office's activities



Goal 1: Investment Readiness

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
<i>Objective 1: Enhance the opportunities to attract new business investment and entrepreneurs and the expansion of existing businesses in King Township</i>				
1. Maintain an inventory of available serviced and un-serviced commercial and industrial land, as well as commercial and industrial buildings in the Township and make the information available on the Township's economic development microsite.	Economic Development	Planning; Land Owners; Realtors; York Region	Short Term	Current listing of available properties
2. Undertake an Employment Lands Needs Study ³ in order to provide an analysis of office/commercial/industrial employment land needs of the Township of King to the 2041 planning horizon.	Economic Development	Planning; Land Owners; Realtors	Short Term	Availability of investment ready lands Increased employment

³The Study should provide the Township with the determination as to whether or not the existing supply of employment lands is appropriate and meets the needs of the Township's growing population and employment base. The Study must identify if additional employment lands are required within the Town to the 2041 planning horizon, and if so, the rationale behind the identification of any additional lands. The Study must take into account the need to address population growth assumptions and scenarios for employment forecasting determinations. The Study must also review the Town's current employment land areas and policies to determine whether or not amendments are required to ensure continued effectiveness in managing employment growth and change within the Town. preliminary suggestions to inform a more detailed accounting and evaluation of the office's activities

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
3. Create a business park designation in King City on the lands fronting onto King Road east of Jane Street. Permitted uses should exclude contractor establishments, outdoor storage, transportation depots or terminals. This will protect the lands for higher-order industrial/office development and provide a higher development standard.	Planning	Economic Development	Short Term	Increased non-residential tax assessment
4. Review the Community Improvement Program and determine whether, based on the current uptake, the existing incentive zones need to be expanded to other areas of the community and resourced adequately.	Economic Development	Finance Planning	Medium Term	Expansion of Community Improvement Plan into Hamlets and Villages
5. Conduct a development feasibility study on Greenbelt protected lands at the interchanges of King Road/400 (east of 400), Highway 9/400 (west of 400) and Lloydtown Road/400 (east of 400) to determine the amount of potential net developable land that is available, with respect to the principles of the Greenbelt Plan and the Oak Ridges Moraine Plan.	Planning	Economic Development; York Region	Medium Term	Development of new employment lands
<i>Objective 2: Pursue collaborative partnerships that demonstrate leadership in economic development</i>				
6. Continue to support and promote York Region's efforts to improve and leverage broadband connectivity in the region as a means for local businesses to remain competitive and grow.	Economic Development	Bell Canada YT Network Vianet	Ongoing	Increased upload/download speeds of residents and businesses

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
7. Continue to promote and expand the King Township Library system as a designated centre for business support, programming and networking.	Economic Development	Public Library	Ongoing	Increased use of the Library's Business Centre
8. Continue to promote the services of the York Small Business Enterprise Centre and encourage opportunities to host small business events in King Township.	Economic Development / YSBEC	Public Library/ Chamber of Commerce	Ongoing	Increased uptake of the YSBEC's programs by King based businesses
9. Explore co-working space opportunities for businesses as a tool to support local entrepreneurs who require occasional or shared work space.	Economic Development	Businesses/ Public Library/ Chamber of Commerce Parks, Recreation and Culture	Medium Term	Creation of co-working spaces
10. Give consideration to creating economic development working groups comprised of key members of the business community and regional economic development organizations to support specific economic development and tourism development projects.	Economic Development	York Region, Business Community Leaders	Ongoing	



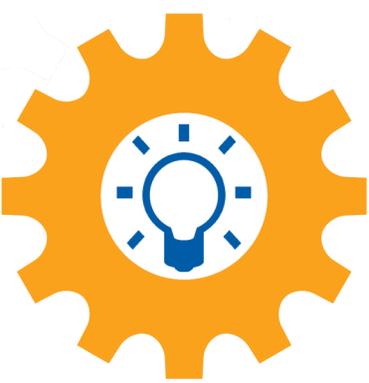
Goal 2: A Commitment to Community and Sustainability

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
<i>Objective 1: Support the growth of a viable local economy by enhancing the quality of place of our villages and hamlets</i>				
11. Continue to support the Public Art Policy in the Township's village cores that illustrate the social, natural, physical or historical context of the location.	Economic Development	Planning; Land Owners; Realtors; York Region	Short Term	Current listing of available properties
12. Hire an additional economic development staff person to support the development and implementation of the Township's economic and tourism development agenda.	Economic Development	Planning; Land Owners; Realtors	Short Term	Availability of investment ready lands Increased employment
13. Undertake a cultural asset mapping ⁴ exercise to identify cultural, tourism and heritage assets in the Township. Use the inventory to enhance the quality of place narrative and as a tool to attract new business investment.	Economic Development Parks, Recreation and Culture	Arts Society King	Short Term	Number of cultural resources

⁴Cultural asset mapping involves a process of collecting, recording, analysing and synthesizing information in order to describe the cultural resources, networks, links, and patterns of usage of a given community or group. At its most basic level, cultural asset mapping provides an inventory of key cultural resources that can be utilized in a development effort. A more comprehensive cultural asset mapping initiative can provide a deep understanding of the key networks and cultural attitudes that shape the community and indicate gaps that require further investment.

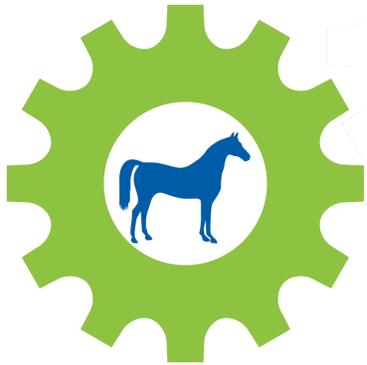
Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
14. Prepare a Cultural Master Plan that supports the development of the Township’s cultural assets and creative industries.	Parks and Recreation	Economic Development	Short to Medium Term	
15. Consider the completion of a Heritage Conservation Strategy to more effectively align conservation goals with economic goals. The Strategy should reflect on the need to maintain and enhance the heritage character of the built environment in a way that contributes to the Township’s high quality of place of experience, in particular the historic buildings and streetscapes located throughout the Township.	Planning	Economic Development	Medium to Long Term	Number of heritage assets preserved
16. Explore opportunities for senior housing or lifestyle age in place facilities in the village cores. a. As necessary, complete a Seniors Needs Analysis Study to determine demand for housing, support services etc.	Economic Development/ Planning	Land Owners	Medium to Long Term	Number and growth of age in place households
<i>Objective 2: Position King Township as a model rural/urban community that strives to balance economic growth with environmental responsibility and agricultural development</i>				
17. Conduct a statistically valid community satisfaction survey to gather comprehensive insight into how residents feel about local policies, programs, services and amenities to create an inventory of citizen priorities based on the level of satisfaction uncovered.	CAO & Communications	Economic Development	Short Term	Level of citizen satisfaction

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
18. Conduct a statistically valid community survey to inform municipal budgeting process. The survey should examine the level of tax sensitivity community members have to certain services or select programs, particularly as it relates to expanding business or community outreach activities.	CAO / Economic Development	Communications Finance	Short Term	Level of tax sensitivity
19. Working with the Region, undertake an equine industry study to identify barriers and opportunities for growing the equine industry including research on successes in other regions.	York Region	Economic Development	Medium Term	Increase in equine sector activity
20. Working with the Region, establish an agri-entrepreneur mentor program in conjunction with the Small Business Enterprise Centre to support existing and potential agricultural based entrepreneurs with mentoring and business guidance.	York Region	Economic Development	Medium Term	Number of agri-entrepreneurs
21. Working with the Region, investigate and identify opportunities to develop a regional food hub to support value-adding opportunities.	York Region	Economic Development Holland Marsh Growers Association	Long Term	Number of participants



Goal 3: A Culture of Entrepreneurship

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
<i>Objective 1: Leverage an emerging creative economy to generate new investment and innovation in our economy</i>				
22. Introduce a new BR+E program that uses statistically valid survey tools to measure the health of businesses and determine which businesses are actively in need of assistance based on priorities.	Economic Development	Chamber of Commerce	Ongoing	Level of satisfaction from businesses
23. Develop a stronger partnership with ventureLAB In Markham to encourage and support entrepreneurship, innovation, commercialization and investment in King Township's industry, especially agriculture.	Economic Development	ventureLAB	Short Term	Number of businesses supported through ventureLAB
24. Introduce appropriate policies in the Township's forthcoming Official Plan to support future agri-tourism or agri-entertainment opportunities	Economic Development /Planning		Short Term	
25. Work with Seneca College and its HELIX incubator program to connect local entrepreneurs, King Campus students and regional innovators to encourage collaboration and the sharing of research.	Economic Development	Seneca College / York University	Short Term / Medium Term	



Goal 4: A Strong Innovative Rural Brand

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
<i>Objective 1: Build awareness of the Township's economic potential</i>				
26. Continue to identify opportunities to leverage the Municipal Streetscape Partnership Program that can support the Township's revitalization activities.	Parks, Recreation and Culture	York Region	Ongoing	
27. Continue to support local tourism stakeholders by hosting workshops designed to introduce value-added opportunities to their business.	Economic Development	Chamber of Commerce / Central Counties Tourism	Ongoing	
28. Prepare an updated investment and community profile that illustrates the characteristics of the Township as it relates to key socio economic indicators, community sustainability initiatives, planned investment and key economic sectors. The profile should reflect promotion messages as it relates to the Township's current business advantages and broader economic development initiatives.	Economic Development	Communications	Short Term	

Required Actions	Township Lead	Potential Partners	Timing	Performance Measures
29. Administer and actively promote the Tourism and Agri-business wayfinding signage program that was approved by Council in July 2015, to eligible business and tourism operators.	Economic Development	Parks, Recreation and Culture	Short Term	
30. Build on existing efforts to celebrate and showcase local innovators/champions using existing communication efforts.	Economic Development	Communications	Short Term	Number of local innovation stories
31. Enhance marketing efforts to showcase King as a cultural tourism destination with a focus on its unique rural brand. .	Economic Development	Parks, Recreation and Culture / Communications	Short Term	
32. As part of the Tourism Plan update, consider reviewing King as an alternative accommodations destination through unique experiences such as farm stays, bed and breakfasts, glamping or cycle pods.	Economic Development		Short Term	
33. Prepare a marketing strategy for the targeted attraction of retail/commercial development that supports the character/nature of the local economy	Economic Development	York Region	Medium Term	



IMPLEMENTATION

The updated King Township Economic Development Strategy continues to expand the role of the Township in determining its economic growth trajectory. It also reflects an understanding of the opportunities that will provide the greatest return and reward to the municipality in achieving the goals of the plan. Based on stakeholder input, as well as an appreciation for the accomplishments and evolution of the Economic Development Office minor changes have been made to the objectives of the strategy. As with the 2013 Strategy, the action plan incorporates short term priorities and those longer term efforts that will be required to achieve the goals set out in the plan.

Economic development services will continue to be delivered by an economic development officer who reports to the Chief Administrative Officer. However, it is apparent that further resources will be required to ensure the effective implementation of the strategy. While this is likely to result in additional staffing, the Township may also wish to establish an economic development working group that builds on the input and interest of the advisory group that provided input to the Strategy's update.



Appendix A: Recent Economic Performance

Township of King Economic Development Strategy Update
2018-2022

May 2018



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1. Introduction

Studying key performance measures that include population trends, migration patterns, birth and mortality rates, industry growth, unemployment, education levels and, skills training are central to long-term planning for growth and development. The following economic performance report provides an in-depth analysis of King Township's economic base focussing on critical sectors such as Agriculture. The outcomes of the economic analysis will provide the basis for recommendations that guide future developments in King Township. The data for the base analysis is gleaned from the following sources:

- Statistics Canada, 2006, 2011 and 2016 Census of Population
- Statistics Canada, 2011 National Household Survey
- Statistics Canada, 2011 and 2016 Census of Agriculture
- Canadian Business Patterns, December 2016 and December 2017
- 2041 Preferred Growth Scenario Population and Employment Forecasts report



2. Demographic Profile

2.1 Population and Age

In 2016, King Township had a population of 24,512 persons (Table 1). As per the York Region, 2041 Preferred Growth Scenario Population and Employment Forecasts report, the township is projected for a growth of 13,388 persons, centred in the communities of King City and Nobleton by 2041¹. Employment is also projected to increase to 16,000 jobs in King City, Nobleton and Schomberg.

Table 1: Population Growth of King and comparator communities, 2006 to 2016

Region	Population			% Change	
	2006	2011	2016	2006-2011	2011-2016
King	19,487	19,899	24,512	2.1%	23.2%
Aurora	47,629	53,203	55,445	11.7%	4.2%
Bradford West Gwillimbury	24,039	28,077	35,325	16.8%	25.8%
Caledon	57,050	59,460	66,502	4.2%	11.8%
New Tecumseth	27,701	30,234	34,242	9.1%	13.3%
York Region	892,712	1,032,524	1,109,909	15.7%	7.5%
Ontario	12,160,282	12,851,821	13,448,494	5.7%	4.6%

Source: Statistics Canada, Census of Canada 2006, 2011 and 2016.

In 2016, King accounted for 2% of York region's total population. The township saw a minimal growth of 2% from 2006 to 2011. Since 2011, the exponential growth of 23% was since in the township, higher than York Region and the Province which saw growths of 7.5% and 4.6% respectively (Table 1). Bradford West Gwillimbury is the only community in York Region with comparable growth to King.

The median age of communities helps identify the ageing rate of its population. In 2016, King had a higher median age of 42.5 years compared to 41.1 years in York Region and 41.3 years in Ontario, suggesting that the township has a more significant ageing population than its comparator communities. Figure 1 shows the population of King Township by Broad age groups in 2011 and 2016.

In 2016, the majority of the population were between the ages of 50 to 54 years, accounting for approximately 8.9% of the total population. 25% of the total population was between 45 to 59 years of age while 36% of the population was between 0 to 29 years. Although the population 85 years and above represent only 1.4% of the total population, this group saw the highest growth of 51.8% from 2011 to 2016. The second highest growth of 49.7% was seen for the age group between 30 to 34 years, while 42% growth was seen between 0 to 4 years of age, indicating a potential for growth and development. King Township has a higher proportion of youth and senior populations compared to the working age population between 25 years to 39 years. The Township

¹ <http://www.york.ca/wps/wcm/connect/yorkpublic/77c5e970-8020-4b89-a3d0ff62c60403f1/nov+5+preferred+att+2.pdf?MOD=AJPERES>



is thus prone to experience slower economic growth than other regions which have a robust proportion of the working-age population.

Figure 1: Population of King by Age groups, 2011 and 2016

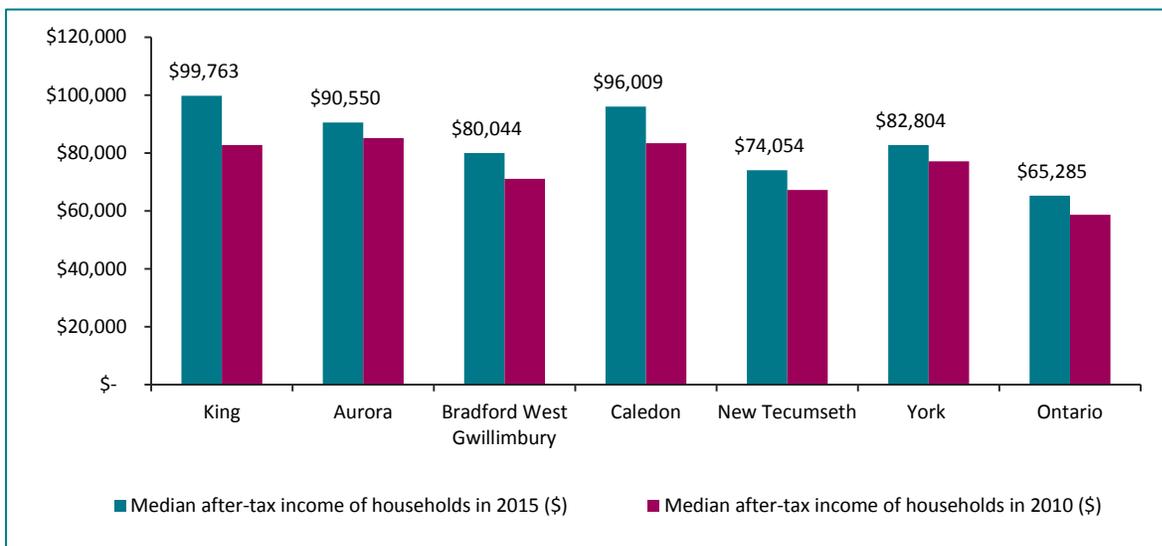


Source: Statistics Canada, 2016 Census of Population.

2.2 Household Income

The median household income in King rose by 21% from \$82,758 in 2010 to \$99,763 in 2015. In 2015, the township had a higher median after-tax income of households in 2015 (\$) compared to other regions. The above average income indicates that King Township has a higher disposable income, representing an economic opportunity for both local and external businesses.

Figure 2: Median after-tax income of households in 2010 and 2015

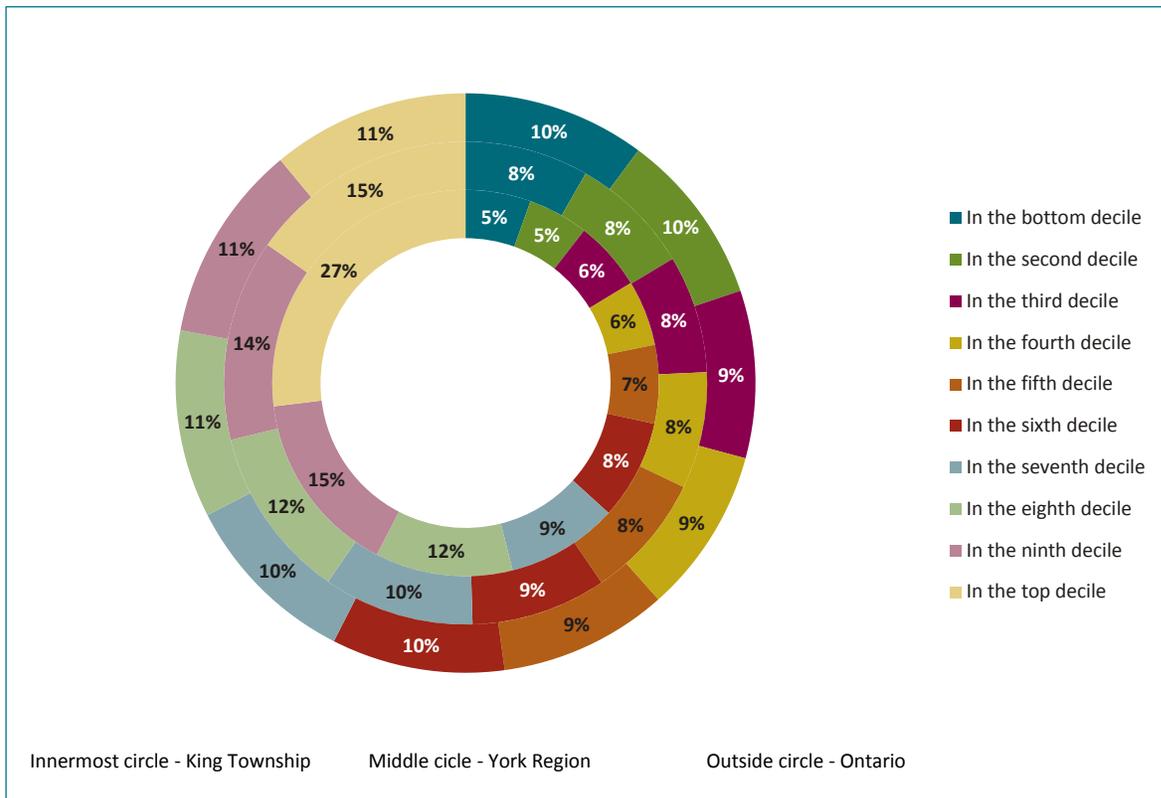


Source: Statistics Canada, 2016 Census of Population. Statistics Canada, 2011 National Household Survey.



The economic family income decile group provides a ranking of the economic situation of a person based on the adjusted after-tax income of economic families for all persons in private households. Using data from the 2016 Census of Population, the population in private households is sorted according to its adjusted after-tax family income and then divided into 10 equal groups each containing 10% of the population. In 2015, only 5% of King Township’s population was in the bottom decile of the population compared to 8% in York region and 10% in Ontario. Conversely, 27% of the township’s population was in the top decile compared to only 15% in York and 11% in Ontario.

Figure 3: Economic family income decile group for the population in private households, 2015



Source: Statistics Canada, 2016 Census of Population.

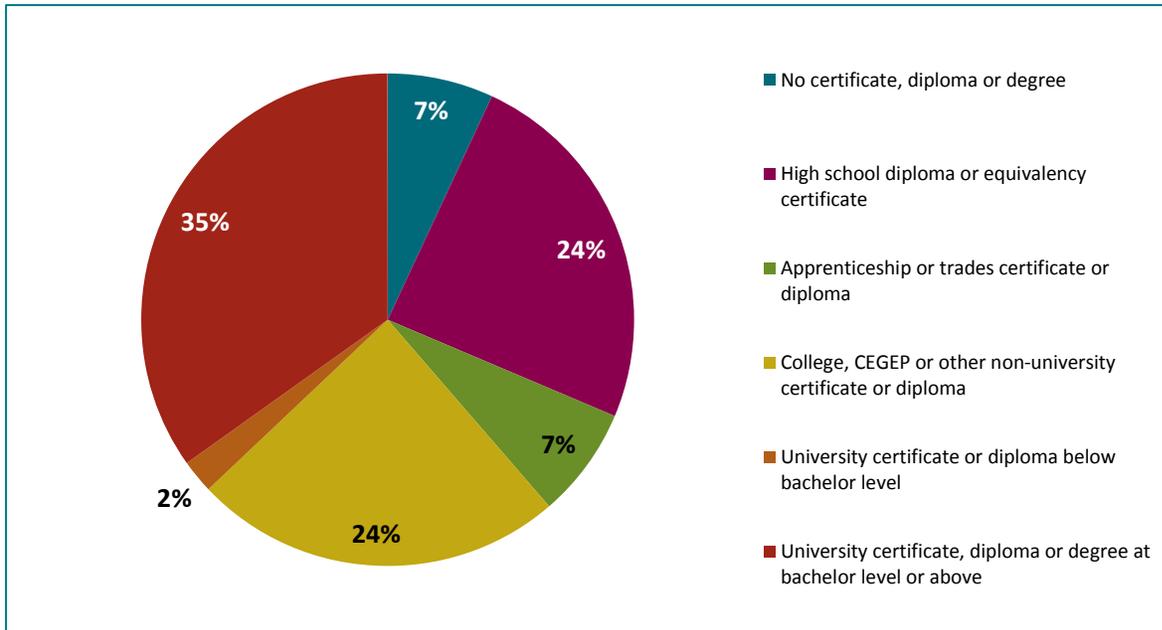
2.3 Educational Attainment

Educational attainment is an important socio-economic indicator for determining a community’s labour market growth potential. Post-Secondary education is an increasing requirement in the workforce, as it increases a community’s competitive potential in the knowledge-based economy. The educational attainment in King Township of the 25 to 64-year population is shown in Figure 4.

King Township has a high proportion of the population with some level of education. 7% of the population have no certificate, diploma or degree while 24% have a high school diploma or equivalency certificate and 35% have a university certificate, diploma or degree at bachelor level or above.



Figure 4: Percentage of population by educational attainment (25-64 years), 2016



Source: Statistics Canada, 2016 Census of Population.

The top fields of study for the population 25 to 64 years in King are shown in Table 2. Business, management, marketing and related support services are the top field of study in the region, accounting for 15% of all fields of study. Health professions and related programs, Education, Social sciences and Engineering are other significant fields of study.

Table 2: Top fields of study for the population aged 25 to 64 years in King Township, 2016

Top fields of study	King Township	York Region	Ontario
Business, management, marketing and related support services	15.4%	17.4%	13.0%
Health professions and related programs	6.1%	6.3%	8.1%
Education	4.1%	3.7%	3.4%
Social sciences	3.9%	4.0%	3.4%
Engineering	3.7%	6.5%	3.7%
Construction trades	3.2%	1.6%	2.0%
Visual and performing arts	2.7%	2.3%	2.3%
Mechanic and repair technologies/technicians	2.4%	1.6%	2.3%
Engineering technologies and engineering-related fields	2.2%	2.1%	2.5%
Computer and information sciences and support services	2.1%	4.3%	2.7%
Legal professions and studies	2.1%	1.6%	1.5%
Personal and culinary services	2.0%	1.6%	1.9%

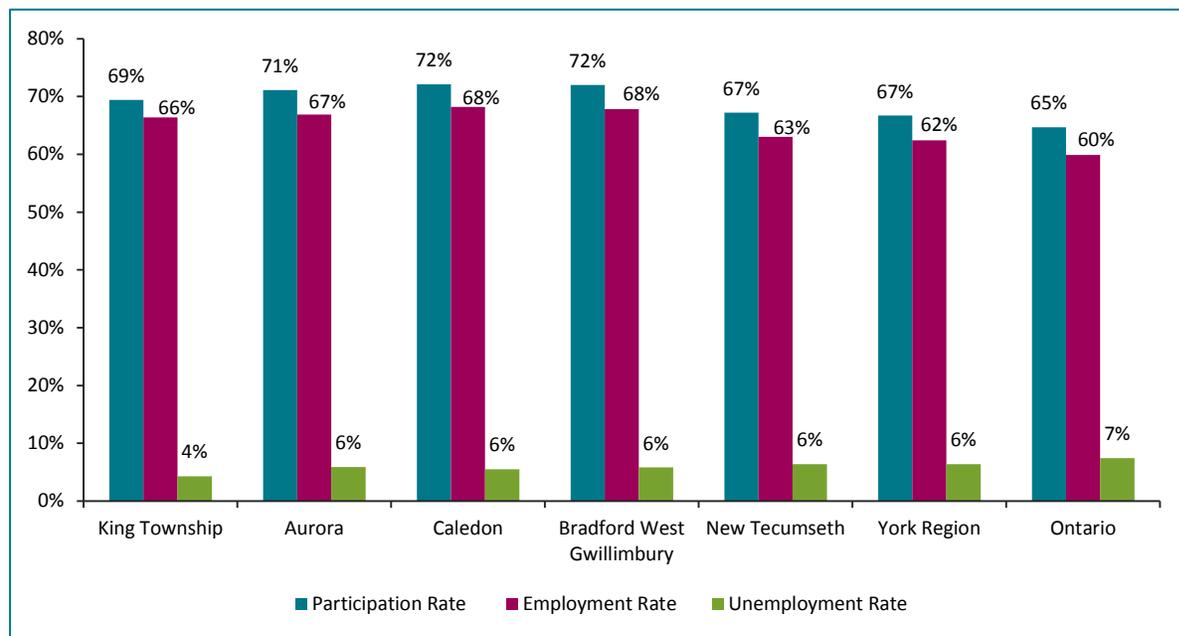
Source: Statistics Canada, 2016 Census of Population.



3. Labour Force and Employment Characteristics

In 2016, King Township had a 69.4% participation rate, higher than the participation rate of York region and Ontario. Of the 69% population participating in the labour force, 66% are employed. Furthermore, the unemployment rate is lower at 4.3% compared to 6% in York region and 7% in Ontario. The high levels of participation and low unemployment levels indicate that the township has a healthy labour market and is well positioned to compete in the local economy.

Figure 5: Labour force Characteristics, 2016



Source: Statistics Canada, 2016 Census of Population.

3.1 Employment by Industry

After facing a decline of 8.6% in employment from 2006 to 2011, employment in King Township has grown by approximately 32% from 2011 to 2016. From 2006 to 2016, employment increased by 2,320 people. 81% of this labour force was employed in the following industries:

- 23 Construction – (805 people)
- 61 Educational services (460 people)
- 44-45 Retail trade (360 people)
- 52 Finance and insurance (250 people)

Similar to the past decade, Construction accounted for the majority of employment in 2016, accounting for 15.8% of the total employed labour force. Retail trade and Professional, scientific and technical services represent 9.6% and 9% of total employment, respectively. From 2006 to 2011, Professional, scientific and technical services saw a net loss of 220 employees and has since



grown by 270 employees, indicating that the Township is seen a potential growth in design, computer systems, management, scientific, consulting and related services. From 2006 to 2016, Educational services, which accounts for 8.5% of the total labour force saw stable and growing employment, a growth of 65.7%. From 2006 to 2016, the highest decline in net jobs was seen for the Manufacturing Industry which saw a net loss of 300 employees followed by Agriculture, forestry, fishing and hunting with a net loss of 120 employees. While Agriculture, forestry, fishing and hunting account for 2.8% of the total employed labour force, manufacturing accounts for 7.8%.

Table 3: Labour force by Industry in King, 2011 and 2016

Employment by Industry (NAICS)	2006	2011	2016	2006-2016	
				Net change	% Change
	11,360	10,375	13,680	2320	20.4%
11 Agriculture, forestry, fishing and hunting	505	605	385	-120	-23.8%
21 Mining, quarrying, and oil and gas extraction	25	-	10	-15	-60.0%
22 Utilities	45	50	80	35	77.8%
23 Construction	1,355	1,540	2,160	805	59.4%
31-33 Manufacturing	1,370	900	1,070	-300	-21.9%
41 Wholesale trade	680	660	735	55	8.1%
44-45 Retail trade	950	1,135	1,310	360	37.9%
48-49 Transportation and warehousing	485	410	470	-15	-3.1%
51 Information and cultural industries	205	175	280	75	36.6%
52 Finance and insurance	485	370	735	250	51.5%
53 Real estate and rental and leasing	370	280	515	145	39.2%
54 Professional, scientific and technical services	1,195	975	1,245	50	4.2%
55 Management of companies and enterprises	80	30	35	-45	-56.3%
56 Administrative and support, waste management and remediation services	545	505	610	65	11.9%
61 Educational services	700	810	1,160	460	65.7%
62 Health care and social assistance	750	620	925	175	23.3%
71 Arts, entertainment and recreation	360	240	325	-35	-9.7%
72 Accommodation and food services	405	255	580	175	43.2%
81 Other services (except public administration)	500	445	545	45	9.0%
91 Public administration	345	370	505	160	46.4%

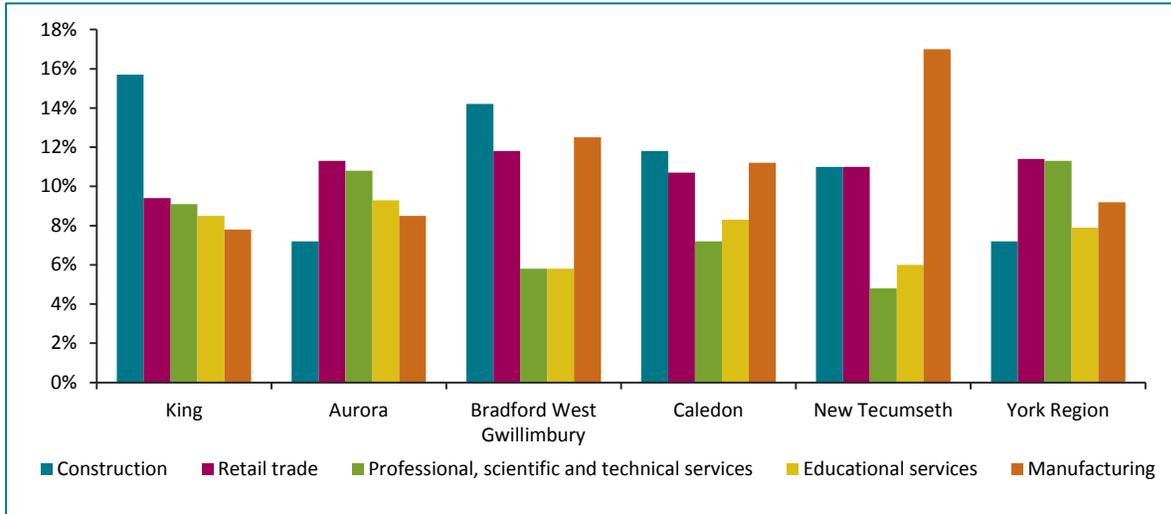
Source: Statistics Canada, 2016 Census of Population. Statistics Canada, 2011 National Household Survey.

Figure 6 shows the percentages of the top five employment industries and their percentages in comparator communities. Employment in Construction is highest in King at 16% compared to 7% in Aurora, 12% in Caledon and 7% in York Region. Employment in Retail Trade is comparable to comparator communities. King has a fairly high proportion of employment in Professional,



scientific and technical services compared to Caledon, Bradford West Gwillimbury and New Tecumseth although it lags behind Aurora and York Region. Manufacturing is a declining sector in King Township and accounts only for 8% of employment while New Tecumseth accounts for 17% of total employment.

Figure 6: Employment in the top five industry sectors in King relative to comparator communities



Source: Statistics Canada, 2016 Census of Population.

Although King Township only accounts for 2.3% of York region municipality’s total employment, 17% of this employment is centred in King Township in Agriculture; forestry; fishing and hunting. This is evidenced by the high LQ for employment in this industry. Construction is also a highly specialized industry in the township with an LQ of 2.17 with respect to York region and 2.31 with respect to Ontario. Arts; entertainment and recreation are a specialized industry King with an LQ of 1.25 as a factor of York region’s total employment. Real estate and rental and leasing (LQ 1.82), Management of companies and enterprises (LQ 1.44) and Wholesale trade (LQ 1.38) are specialized in the township as a factor of Ontario’s total employment. Management of companies and enterprises often include in-house establishments which might account for the high LQ’s.

Table 4: Location Quotients for Employment by Industry in King Township in 2016

Employment by Industry (NAICS)	2016 LQ	
	As a factor of York region	As a factor of Ontario
11 Agriculture; forestry; fishing and hunting	7.32	1.92
21 Mining; quarrying; and oil and gas extraction	0.55	0.16
22 Utilities	1.04	0.80
23 Construction	2.17	2.31
31-33 Manufacturing	0.85	0.80
41 Wholesale trade	1.02	1.38
44-45 Retail trade	0.83	0.85
48-49 Transportation and warehousing	0.96	0.73



Employment by Industry (NAICS)	2016 LQ	
	As a factor of York region	As a factor of Ontario
51 Information and cultural industries	0.72	0.81
52 Finance and insurance	0.64	0.98
53 Real estate and rental and leasing	1.21	1.82
54 Professional; scientific and technical services	0.81	1.12
55 Management of companies and enterprises	1.03	1.44
56 Administrative and support; waste management and remediation services	1.10	0.92
61 Educational services	1.07	1.12
62 Health care and social assistance	0.79	0.62
71 Arts; entertainment and recreation	1.25	1.12
72 Accommodation and food services	0.75	0.62
81 Other services (except public administration)	0.94	0.94
91 Public administration	0.95	0.62

Source: Statistics Canada, 2016 Census of Population. Statistics Canada, 2011 National Household Survey.

3.2 Employment by Occupation

In 2016, the top employing occupations were:

- Management occupations 20% of total employment
- Business; finance and administration occupations 18.8%
- Sales and service occupations 18.8%
- Trades; transport and equipment operators and related occupations 13.5%

As seen for industry employment, Natural resources; agriculture and related production occupations are highly specialized in the region with an LQ of 2.64 as a factor of York region occupation and 1.62 as a factor of Ontario.

Table 5: Employment and Location Quotients by Occupation for King Township in 2016

Employment by Occupation (NOC)	% of total occupations	2016 LQ	
		As a factor of York region	As a factor of Ontario
0 Management occupations	20.2%	1.45	1.78
1 Business; finance and administration occupations	18.8%	0.98	1.16
2 Natural and applied sciences and related occupations	5.7%	0.56	0.77
3 Health occupations	4.7%	0.89	0.73
4 Occupations in education; law and social; community and government services	11.2%	1.03	0.94
5 Occupations in art; culture; recreation and sport	2.6%	0.80	0.79
6 Sales and service occupations	18.8%	0.83	0.80
7 Trades; transport and equipment operators and related occupations	13.5%	1.33	1.02
8 Natural resources; agriculture and related production occupations	2.6%	2.64	1.62
9 Occupations in manufacturing and utilities	2.0%	0.53	0.38

Source: Statistics Canada, 2016 Census of Population. Statistics Canada, 2011 National Household Survey.



3.3 Labour flow Characteristics

Studying the labour force characteristics is essential to understand the movement of labour in and out of a community. The place of work status classifies the labour force by place of work, namely, worked at home, worked outside Canada, had no fixed workplace address or worked at a specific address (usual place of work). In 2016, 73% of King's labour force worked at a specific address while 13% worked at home and 14% had no fixed workplace address. The proportion of the labour force working at home is low compared to York region (79%) and Ontario (81%).

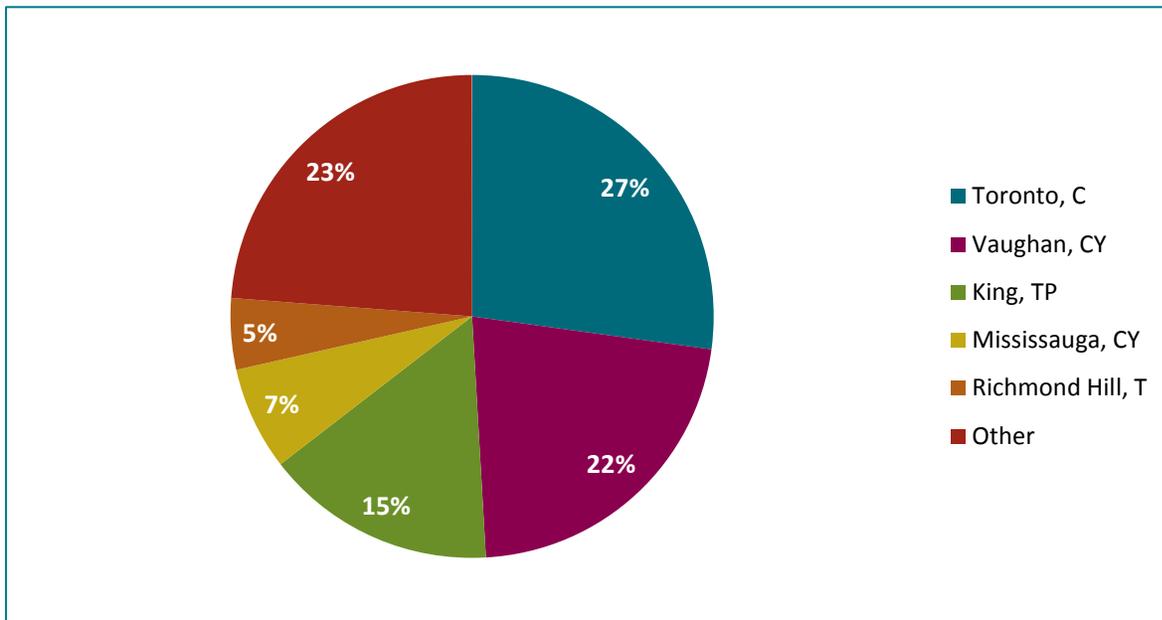
If the number of King's residents who work outside King is higher than the number of residents who are employed by King, the township might be losing a proportion of its economic base. The commuting patterns for King can be studied by two statistics²:

- Location of Work of Individuals who live in King
- Place of Residence of Individuals (not from King) who work in King

Location of Work of Individuals who live in King

Of the 9,600 residents of King that commute to work only 1,455 (15%) worked in King while the others commuted to other cities and towns. Of the residents that commuted outside the Township, the majority work in Toronto (27%) followed by Vaughan (22%) and 7% in Mississauga.

Figure 7: Location of Work of Individuals who live in King, 2016



Source: Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016325.

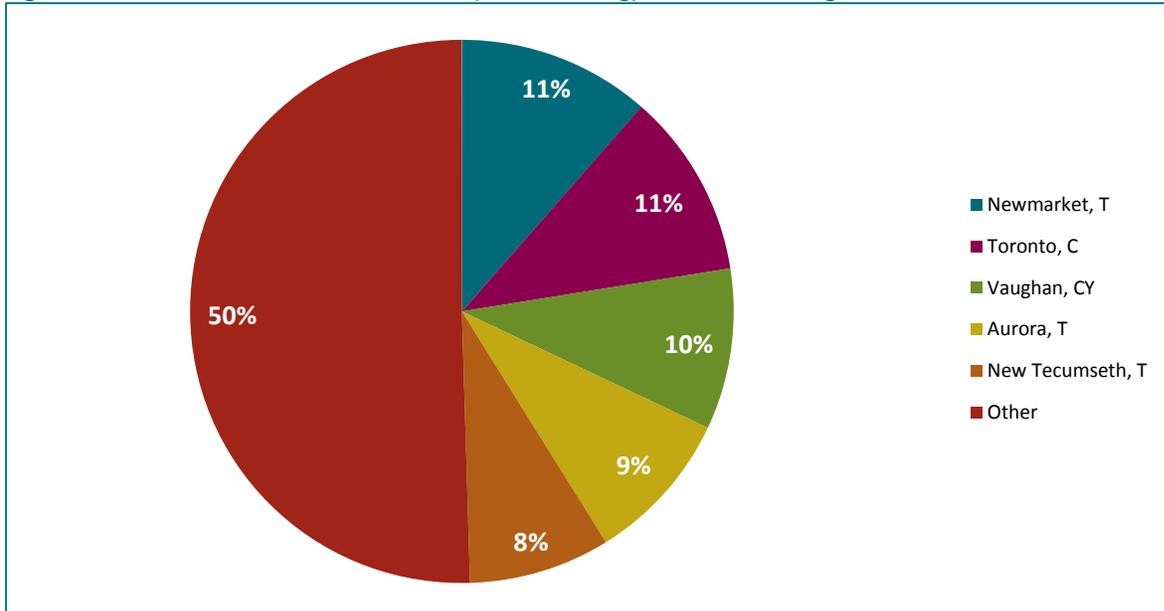
Place of Residence of Individuals (not from King) who work in King

In 2016, King attracted approximately 4,230 workers from outside to work in King; this includes 11% of Newmarket town residents, 11% of Toronto residents and 10% of Vaughan City residents.

² The data is studied for Flows Greater than or Equal to 20



Figure 8: Place of Residence of Individuals (not from King) who work in King



Source: Statistics Canada, 2011 National Household Survey, Statistics Canada Catalogue no. 99-012-X2011032.

Although King is able to attract 4,320 workers from other communities, it sees approximately 7,965 of its residential workforce commute to other communities to work.



4. Business Patterns Characteristics

The Canadian Business Patterns Data provides information on the number and type of business establishments in a region regarding worker status, business size and industry type. The Canadian Business Patterns Data records business counts by “Total”, “Without Employees” and “With Employees” categories. The establishments in the Without Employees category include the self-employed (i.e. those who do not maintain an employee payroll but may have a workforce consisting of contracted workers, family members or business owners). The business data collected includes all businesses that meet at least one of the three criteria:

- Have an employee workforce for which they submit payroll remittances to the CRA; or
- Have a minimum of \$30,000 in annual sales revenue; or
- Are incorporated under a federal or provincial act and have filed a federal tax return.

The 2017 Canadian business count for King Township is shown in Table 6. There were a total of 4,157 businesses in King Township of which 73% do not have employees. Of the businesses with employees, the majority were small establishments, employing between 1 to 4 employees (64%) while 27% of businesses employed between 5 to 19 employees. One business employed more than 500 people and 6 businesses employed from 200 to 499 employees.

Table 6: Business establishments by industry sector and size, 2017

Business Counts by Industry (NAICS)	Total	No Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
Sub-total, classified	4,157	2,923	1234	776	210	138	65	24	15	6	0
11 - Agriculture, forestry, fishing and hunting	226	157	69	34	17	11	5	2	0	0	0
21 - Mining and oil and gas extraction	2	1	1	0	1	0	0	0	0	0	0
22 - Utilities	13	12	1	1	0	0	0	0	0	0	0
23 - Construction	692	410	282	176	58	25	15	5	2	1	0
31-33 - Manufacturing	135	72	63	29	11	10	9	1	2	1	0
41 - Wholesale trade	116	69	47	30	8	7	1	1	0	0	0
44-45 - Retail trade	184	102	82	37	23	12	5	3	2	0	0
48-49 - Transportation and warehousing	130	83	47	33	4	8	0	1	1	0	0



Business Counts by Industry (NAICS)	Total	No Employees	With Employees	1-4	5-9	10-19	20-49	50-99	100-199	200-499	500 +
51 - Information and cultural industries	58	47	11	8	1	1	0	1	0	0	0
52 - Finance and insurance	719	640	79	61	7	10	0	0	0	1	0
53 - Real estate and rental and leasing	458	397	61	48	6	3	3	0	0	1	0
54 - Professional, scientific and technical services	689	510	179	150	19	9	0	1	0	0	0
55 - Management of companies and enterprises	12	10	2	2	0	0	0	0	0	0	0
56 - Administrative and support, waste management and remediation services	183	101	82	41	14	13	8	3	2	1	0
61 - Educational services	123	71	52	34	7	10	1	0	0	0	0
62 - Health care and social assistance	87	58	29	16	1	9	3	0	0	0	0
71 - Arts, entertainment and recreation	51	33	18	7	3	0	2	3	2	1	0
72 - Accommodation and food services	55	26	29	9	2	8	4	3	3	0	0
81 - Other services (except public administration)	213	121	92	54	27	2	9	0	0	0	0
91 - Public administration	11	3	8	6	1	0	0	0	1	0	0

Source: Canadian Business Patterns, December 2017



In 2017, the majority of businesses were in Finance and insurance (17.3%) followed by Construction and Professional, scientific and technical services with 16.6% of businesses respectively. From 2014 to 2017, 676 new businesses started in King. The majority of this growth is attributed to businesses without employees (475 new businesses). The most significant growth in business counts was in Finance and insurance, accounting for 459 businesses followed by Professional, scientific and technical services with 199 new businesses, Educational services with 93 new businesses and Construction with 82 new businesses.

Table 7: Business Counts 2014 & 2017 and business growth 2014-2017

Business Counts by Industry (NAICS)	2014	% of total businesses in 2014	2017	% of total businesses in 2017	Change from 2014 to 2017	
					Net change	% Change
Sub-total, classified	3,481		4,157		676	19%
11 - Agriculture, forestry, fishing and hunting	183	5%	226	5%	43	23%
21 - Mining and oil and gas extraction	3	0%	2	0%	-1	-33%
22 - Utilities	6	0%	13	0%	7	117%
23 - Construction	610	18%	692	17%	82	13%
31-33 - Manufacturing	88	3%	135	3%	47	53%
41 - Wholesale trade	111	3%	116	3%	5	5%
44-45 - Retail trade	165	5%	184	4%	19	12%
48-49 - Transportation and warehousing	97	3%	130	3%	33	34%
51 - Information and cultural industries	51	1%	58	1%	7	14%
52 - Finance and insurance	260	7%	719	17%	459	177%
53 - Real estate and rental and leasing	553	16%	458	11%	-95	-17%
54 - Professional, scientific and technical services	490	14%	689	17%	199	41%
55 - Management of companies and enterprises	185	5%	12	0%	-173	-94%
56 - Administrative and support, waste management and remediation services	213	6%	183	4%	-30	-14%
61 - Educational services	30	1%	123	3%	93	310%
62 - Health care and social assistance	134	4%	87	2%	-47	-35%
71 - Arts, entertainment and recreation	63	2%	51	1%	-12	-19%



Business Counts by Industry (NAICS)	2014	% of total businesses in 2014	2017	% of total businesses in 2017	Change from 2014 to 2017	
					Net change	% Change
72 - Accommodation and food services	73	2%	55	1%	-18	-25%
81 - Other services (except public administration)	165	5%	213	5%	48	29%
91 - Public administration	1	0%	11	0%	10	1000%

Source: Canadian Business Patterns, December 2014 & 2017



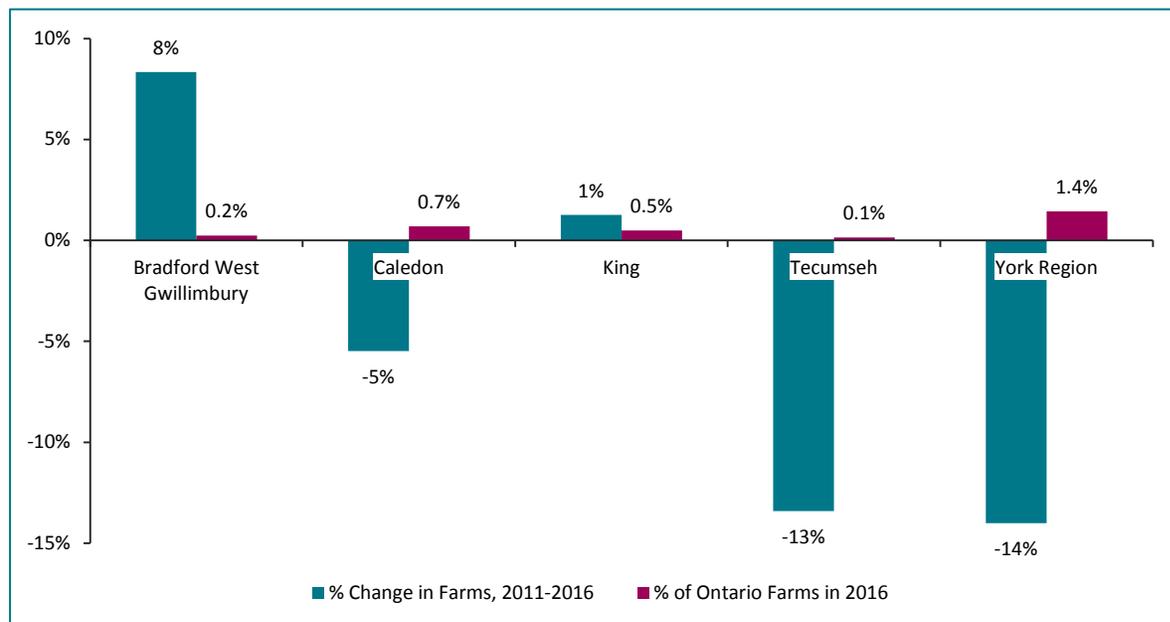
5. Agricultural Profile

The agricultural profile examines King Township's farming operations using data from the 2016 Agricultural Census of Canada. Figure 9 shows the changes in the number of farms from 2011 to 2016. Farm number decreased across Canada, and the province of Ontario decreased by 6% and 5%, respectively. This might be due to smaller farms consolidating to become bigger farms. Among the comparator communities, only Bradford West Gwillimbury and King Township saw an increase in farm number by 8% and 1%. This indicates that the number of new farms in these communities exceeds the merging of farms. Consolidation results in less competitive markets for farmers and results in distribution power to rest with select powers.

In 2016, there were a total of 242 farms in King Township, which saw a growth of 1.3% from 2011. Farms in King Township accounted for 34% of all farms in York region. The five dominant farms in King Township were:

- Horse and other equine production – 57 farms
- Other vegetable (except potato) and melon farming– 48 farms
- Hay farming– 22 farms
- Nursery and tree production– 21 farms
- Beef cattle ranching and farming, including feedlots– 13 farms

Figure 9: Percentage Change in Number of Farms, 2011 to 2016 and Percentage of Ontario Farms in 2016



Source: Statistics Canada. *Table 004-0200 - Census of Agriculture, farms classified by the North American Industry Classification System (NAICS), every 5 years (number)*, CANSIM (database). (Accessed: October 17th 2017)

Horse and other equine production grew by 12% from 2011 to 2016 (a total of 6 farms). While 6% of all farms in Ontario are Horse and other equine production farms, 2% of these are located in King Township. Furthermore, Horse and other equine production in King Township accounted for 50% of all York region farms. King Township's comparator regions of East Gwillimbury and



Whitchurch-Stouffville account for 19% and 14% of all are Horse and other equine production farms in York region.

Of the 3.4% other vegetable (except potato) and melon farms in Ontario, 2.8% are in King Township. King accounted for 52% of all other vegetable (except potato) and melon farms in York region while 12% are located in Whitchurch-Stouffville. These farms saw a decline of 8% (a net loss of 4 farms) from 2011 to 2016. Hay farming, Soybean farming and Wheat farming grew by 6, 5 and 4 farms, respectively from 2011 to 2016. In 2016, 67% of all Maple syrup and products production, 42% of Wheat farming and 39% of other grain farming in York region were located in King Township.

Table 8: Total Number of Farms in King Township, 2011 and 2016

Farms (NAICS)	King Township		% of York Farms	% of King Total Farms	2011-2016	
	2011	2016	2016	2016	Net Change	% Change
Total number of farms	239	242	34%		3	1.3%
Horse and other equine production [112920]	51	57	50%	23.6%	6	11.8%
Other vegetable (except potato) and melon farming [111219]	52	48	51.6%	19.8%	-4	-7.7%
Hay farming [111940]	16	22	34.9%	9.1%	6	37.5%
Nursery and tree production [111421]	20	21	29.6%	8.7%	1	5%
Beef cattle ranching and farming, including feedlots [112110]	15	13	22.4%	5.4%	-2	-13.3%
Other grain farming [111190]	18	13	39.4%	5.4%	-5	-27.8%
Soybean farming [111110]	5	10	31.3%	4.1%	5	100%
Animal combination farming [112991]	10	9	31%	3.7%	-1	-10%
Dairy cattle and milk production [112120]	8	8	32%	3.3%	0	0%
All other miscellaneous crop farming [111999]	8	7	21.2%	2.9%	-1	-12.5%
Floriculture production [111422]	7	6	30%	2.5%	-1	-14.3%
Wheat farming [111140]	1	5	41.7%	2.1%	4	400%
Apiculture [112910]	5	3	20%	1.2%	-2	-40%
Mushroom production [111411]	1	3	23.1%	1.2%	2	200%
Other food crops grown under cover [111419]	8	3	42.9%	1.2%	-5	-62.5%
Chicken egg production [112310]	1	2	25%	0.8%	1	100%
Sheep farming [112410]	2	2	18.2%	0.8%	0	0%
Corn farming [111150]	3	2	6.9%	0.8%	-1	-33.3%

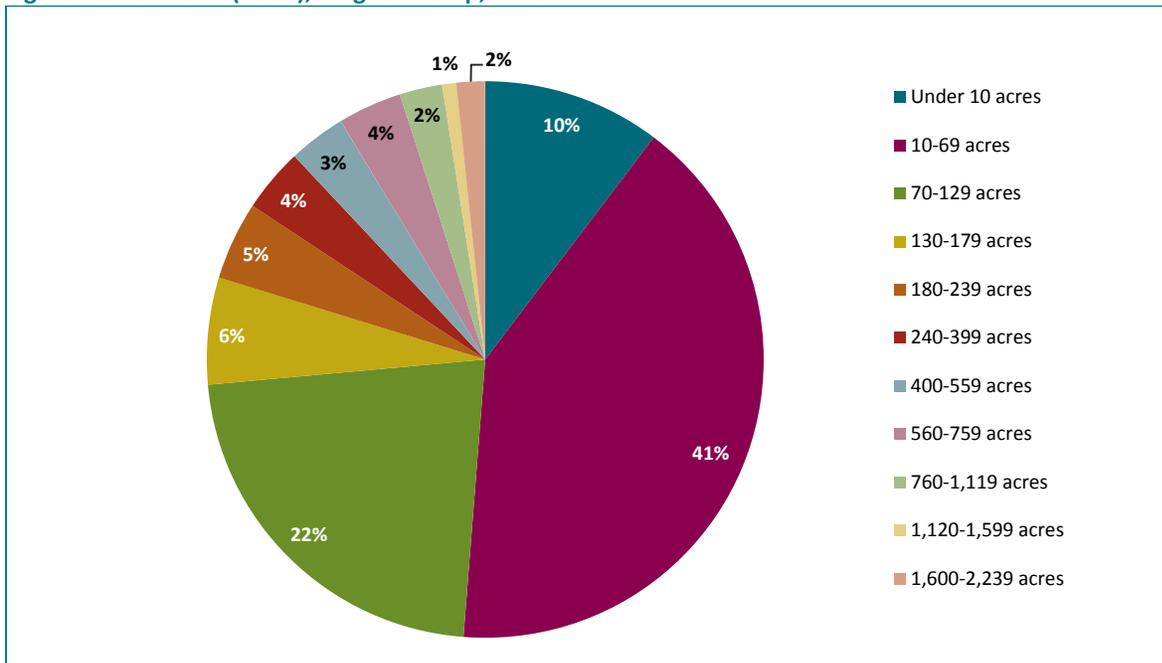


Farms (NAICS)	King Township		% of York Farms	% of King Total Farms	2011-2016	
	2011	2016	2016	2016	Net Change	% Change
Maple syrup and products production [111994]	0	2	66.7%	0.8%	2	
Broiler and other meat-type chicken production [112320]	1	1	14.3%	0.4%	0	0%

Source: Statistics Canada. Table 004-0200 - Census of Agriculture, farms classified by the North American Industry Classification System (NAICS), every 5 years (number), CANSIM (database). (Accessed: October 17th 2017)

Of the 242 farms in King Township, 41% (99 farms) are between 10 to 69 acres in size while 22% (54 farms) are between 70 to 129 acres. While 1.3% of all farms in York Region are between 2,240-3,520 acres, there are no farms above 2,239 acres in King. Similar to the provincial trends, the average farm size farms in King Township increased from 2011 to 2016 due to mergers.

Figure 10: Farm Size (acres), King Township, 2016



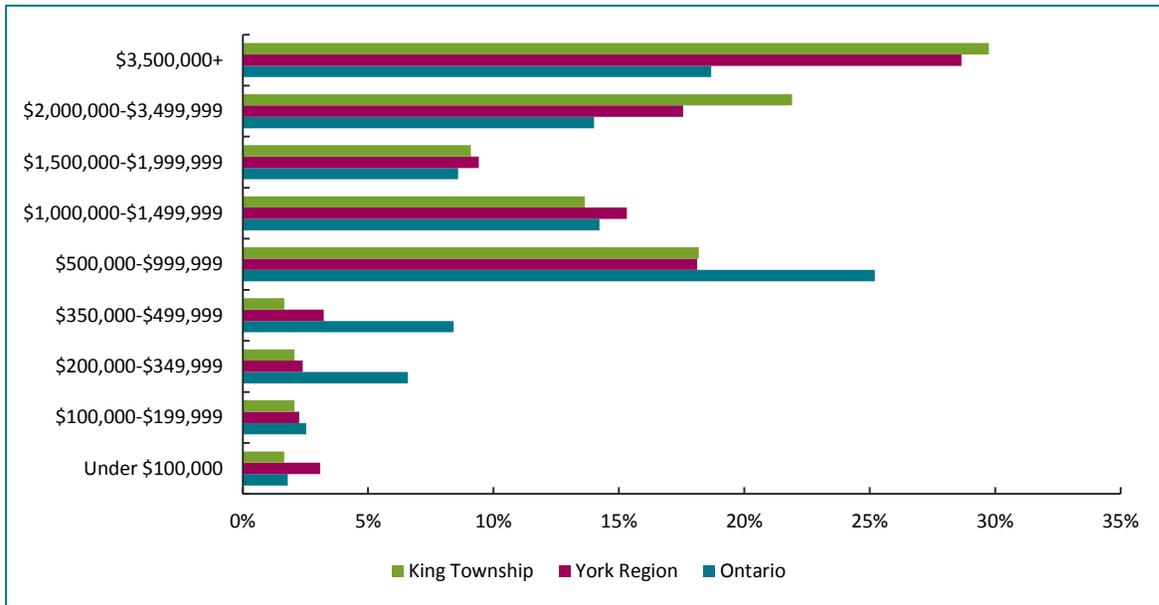
Source: Statistics Canada. Table 004-0201 - Census of Agriculture, farms classified by total farm area, every 5 years (number), CANSIM (database). (Accessed: October 17th 2017)

Farm capital represents the value of either an owned or leased farm and includes the land, buildings, livestock and machinery (Figure 11). In 2016, 180 farms in King reported a farm capital of at least \$1,000,000 of which 72 farms had a farm capital of \$3,500,000 and over. These farms saw the highest growth by 21 farms from 2011 to 2016 while farms with a capital of \$1,000,000 to \$1,499,999 increasing by 38% (9 farms). Furthermore, 22% of all farms in King Township operated with a capital budget between \$2,000,000 to \$3,499,999, compared to 18% in York Region and 14% in the province. On the other hand, only 2% Farms in King reported capital of under



\$100,000.

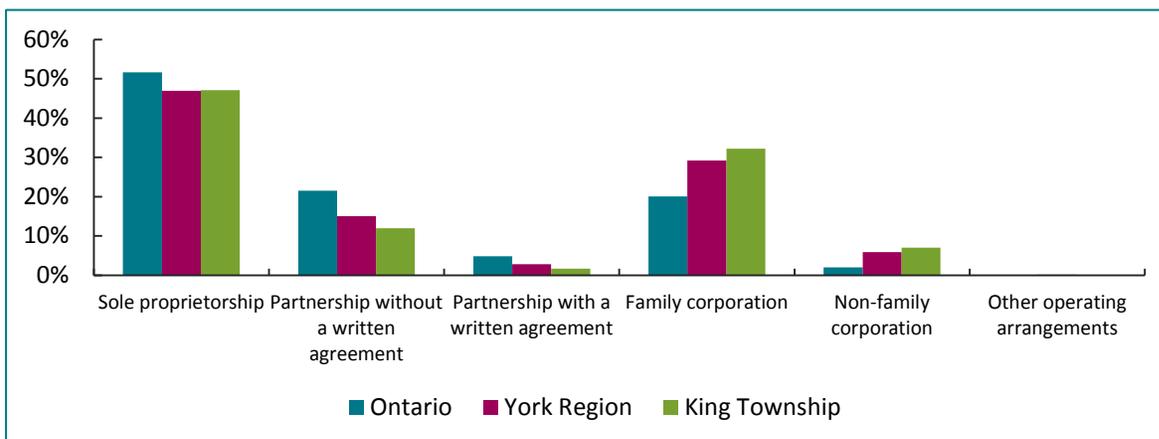
Figure 11: Farms classified by total farm capital, 2016



Source: Statistics Canada. Table 004-0232 - Census of Agriculture, farms classified by total farm capital, every 5 years (number), CANSIM

Operating expenses across Ontario, York Region and King Township increased from 2011 to 2016. Total operating expenses in King rose 17%, to \$72.5 billion in 2016 from \$61.9 billion in 2011. Total gross farm receipts in King saw an increase from \$71.4 billion in 2011 to \$83.8 billion in 2016. Farms reporting \$2,000,000 and over and \$250,000 to \$999,999 increased by 5 and 4 numbers, respectively. Although the million dollar farms in King is increasing, small farms are also on the rise. From 2011 to 2016, farms with at least \$10,000 to \$49,999 revenue increased by 21 numbers.

Figure 12: Farms classified by operating arrangements, 2016



Source: Statistics Canada. Table 004-0230 - Census of Agriculture, farms classified by operating arrangements, every 5 years (number), CANSIM



47% of all farms in King are sole proprietorships, which are non-incorporated business owned by one person (Figure 12). 32% of farms are family corporations compared to 29% in York and 20% in Ontario. 7% of farm in King are non-family corporations. As per 2016, 13% farms in King sold agricultural products directly to consumers compared to 20% in York region and 15% in Ontario. Access to the high-speed broadband Internet is of importance for rural communities. Farmers utilize Internet primarily for accessing weather reports, e-mail, market reports, and agricultural news. Broadband is needed to keep up with market conditions and to quickly and easily communicate with suppliers, customers, and food processors. The ability of rural communities to benefit from innovation and efficiency are stifled by their lack of access to high-speed broadband. In 2011, 58% of all farms in King Township used computers for the farm business of which 55% farms used the internet and 47% used high-speed internet access³. In 2016, 8.7% of all farms in King reported having renewable energy producing systems. 90% of these farms used Solar panels.

³ Due to changes in content in the 2016 Census of Agriculture questionnaire the data in this table are no longer being updated. Computer use may include the use of mobile devices. Total number of farms with "High-speed Internet access" is based on Internet speed as reported by respondents and may vary due to different understandings of "high-speed".



Appendix B: Key Findings Report

Township of King Economic Development Strategy
Update 2018-2022

May 2018



ABOUT THIS REPORT

The Township of King launched its current Economic Development Strategy in November 2013. Anchored by four high-level goals, the Strategy provided a roadmap to achieve the Township's long-term vision of economic success. The Strategy guided sustainable economic development opportunities over the term and supported growth and investment in the community through the attraction of new business and the efforts of nurturing the growth of existing businesses and entrepreneurs.

With four years of implementation complete, the Township is updating the Strategy to reflect the priorities and expectations of business, government, and the community.

The Key Findings Summary Report supports the development of this strategy update by providing a current examination of the existing economic, social, and demographic context, the existing planning context, and opinions of community stakeholders and business of King Township.



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01



ECONOMIC PROFILE



DATA SOURCES

The following section examines the current socio-economic, labour force, and business conditions for King Township with consideration given to the changes that have occurred since the approval of the economic development strategy in 2013. For comparison purposes, performance indicators have been compared to neighbouring municipalities, York Region, and the Province of Ontario.

The following data sources were reviewed:

- Statistics Canada, 2006, 2011 and 2016 Census of Population.
- Statistics Canada, 2011 National Household Survey.
- Statistics Canada, 2011 and 2016 Census of Agriculture.
- Canadian Business Patterns, December 2016 and December 2014.
- 2041 Preferred Growth Scenario Population and Employment Forecasts report.



SECTION HIGHLIGHTS

- Since 2011, the Township's population grew by 23%.
- 25% of the total population was between 45 to 59 years of age and 36% of the population was between 0 to 29 years. Individuals aged 30-34 were the fastest growing cohort - grew by 49.7%.
- 66.3% of the population aged 25 to 64 had post-secondary or specialized education.
- After facing a decline of 8.6% in employment from 2006 to 2011, employment in King Township has grown by approximately 32% from 2011 to 2016.
- King largely specializes in agricultural industries, construction industries, and at a more regional level, specializes as an arts, entertainment and recreation destination.
- King is a net exporter of labour, with most individuals commuting out of King to work. King's local employment attracts 54% of its labour base from outside the region, and sees approximately 7,965 of its residential workforce commute to other communities to work.
- From 2014-2016, King's total number of businesses saw an approximate growth of 10% (or 446 businesses several of which include home-based operations), with Finance, Real Estate, Construction, and Professional Service type businesses leading the growth.
 - To meet the population forecast in 2021, King's population would need to increase by 18%. From 2011-2016, King's population grew by 23%.
 - To meet the employment forecast in 2021, King would need to increase its employment offerings by 53%. From 2011-2016, employment offerings grew by 18%.



DEMOGRAPHIC PROFILE

Figure 1: Population Growth of King and Neighbouring Municipalities, 2006-2016

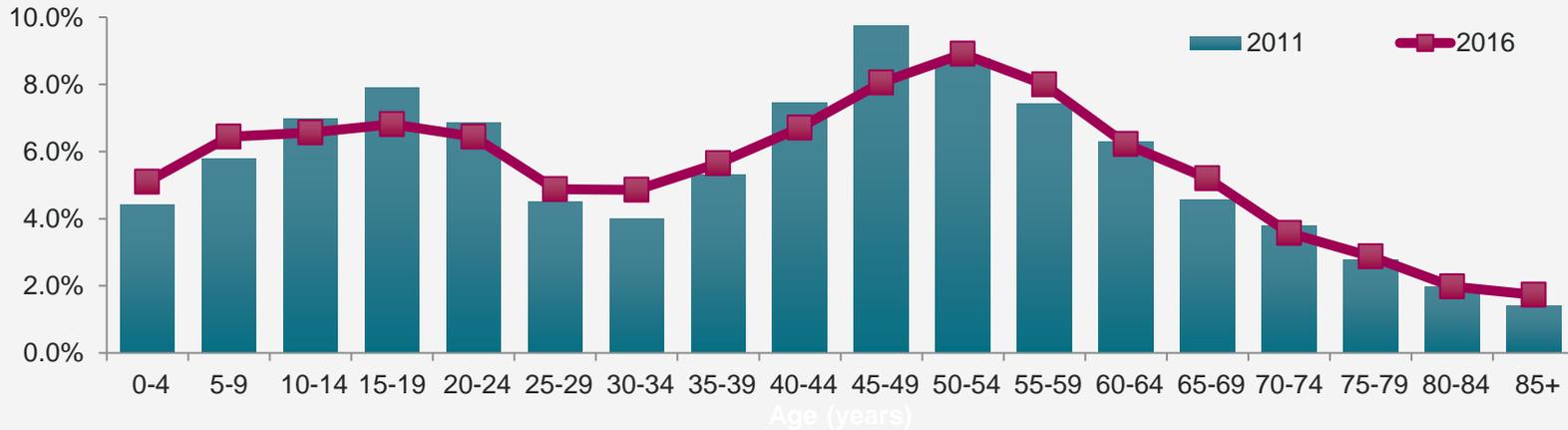
Region	Population			% Change	
	2006	2011	2016	2006-2011	2011-2016
King	19,487	19,899	24,512	2.1%	23.2%
Aurora	47,629	53,203	55,445	11.7%	4.2%
Bradford West Gwillimbury	24,039	28,077	35,325	16.8%	25.8%
Caledon	57,050	59,460	66,502	4.2%	11.8%
York Region	892,712	1,032,524	1,109,909	15.7%	7.5%
Ontario	12,160,282	12,851,821	13,448,494	5.7%	4.6%

- In 2016, King accounted for 2% of York Region's total population. Since 2011, the Township's population grew by 23%. This growth rate was higher than the York Region average and the Province of Ontario average which saw growths of 7.5% and 4.6% respectively.



DEMOGRAPHIC PROFILE

Figure 2: Population of King by Age Groups, 2011 and 2016

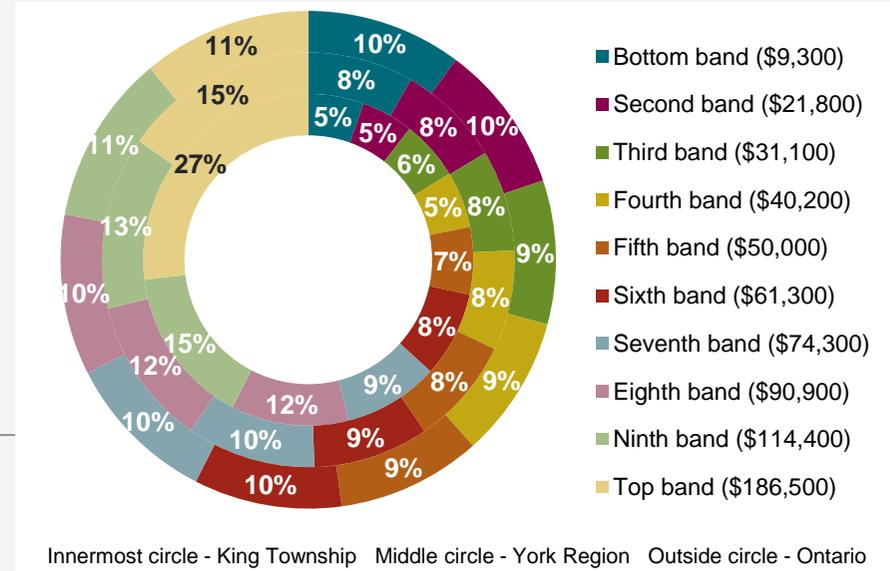
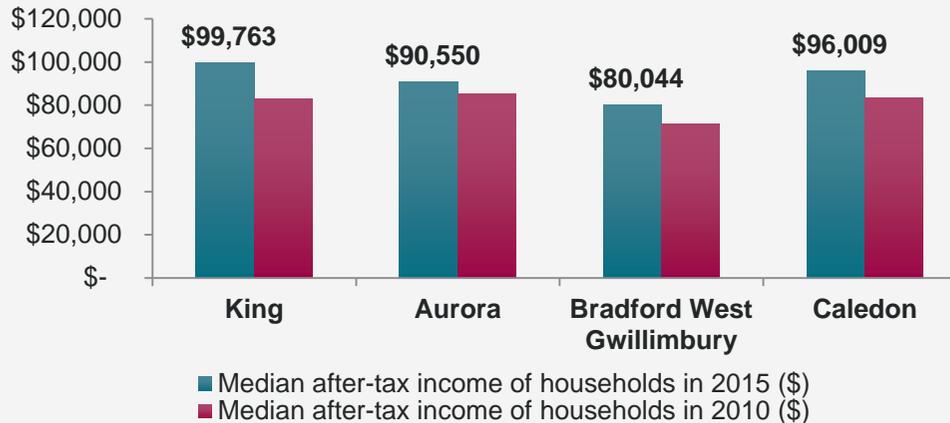


- In 2016, King had a higher median age of 42.5 years compared to 41.1 years in York Region and 41.3 years in Ontario.
- In 2016, 25% of the total population was between 45 to 59 years of age and 36% of the population was between 0 to 29 years. Since 2011, individuals aged 30-34 grew by 49.7%.



DEMOGRAPHIC PROFILE

Figure 3: Median After-Tax Income of Households, 2010 and 2015

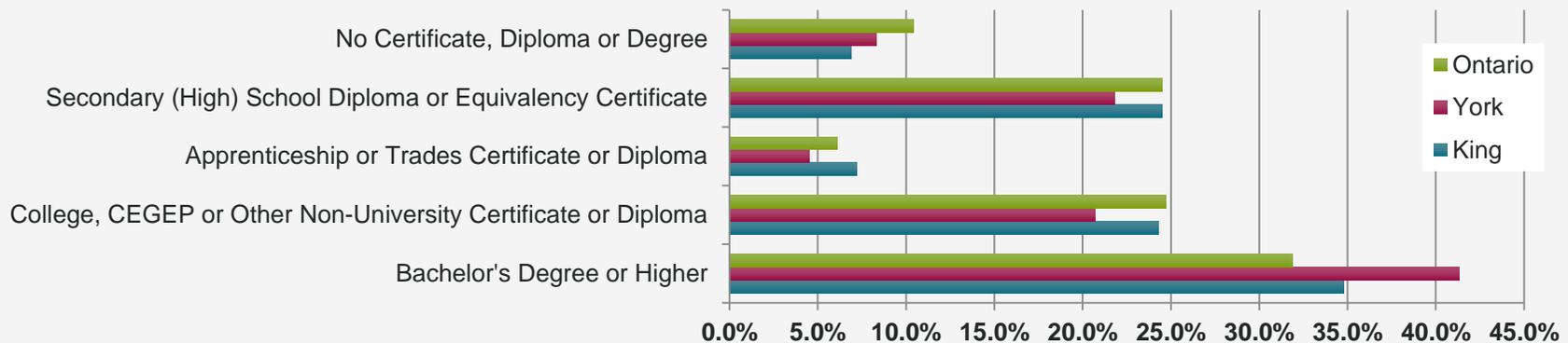


- The median household income in King rose by 21% from \$82,758 in 2010 to \$99,763 in 2015.
- The family income band provides a ranking of the economic situation of a person based on the adjusted after-tax income of families for all persons in private households. In 2015, only 5% of King’s population was in the bottom of the income band compared to 8% in York and 10% in Ontario. Conversely, 27% of the King’s population was in the top income band compared to only 15% in York and 11% in Ontario.



DEMOGRAPHIC PROFILE

Figure 4: Percentage of the Population Aged 25 to 64 with Selected Highest Levels of Educational Attainment, 2016



- In King, 34.8% of people aged 25 to 64 had a bachelor's degree or higher in 2016, while 24.3% had a college, CEGEP or other non-university certificate or diploma as their highest level of education, and 7.2% had an apprenticeship or trades certificate as their highest.
- In King, 30.6% of men aged 25 to 64 with a bachelor's degree or higher studied STEM (science, technology, engineering and mathematics), compared with 17.4% of women.



LABOUR FORCE PROFILE

Figure 5: Labour Force by Industry, 2006-2016

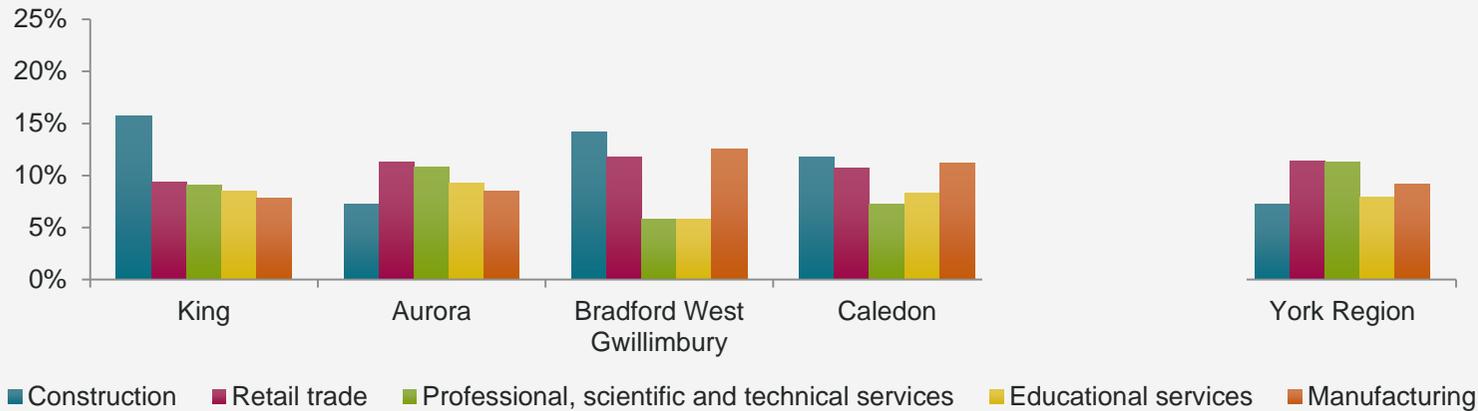
Employment by Industry (NAICS)	2006	2011	2016	Net change	% Change
	11,360	10,375	13,680	2320	20.4%
11 Agriculture, forestry, fishing and hunting	505	605	385	-120	-23.8%
21 Mining, quarrying, and oil and gas extraction	25	-	10	-15	-60.0%
22 Utilities	45	50	80	35	77.8%
23 Construction	1,355	1,540	2,160	805	59.4%
31-33 Manufacturing	1,370	900	1,070	-300	-21.9%
41 Wholesale trade	680	660	735	55	8.1%
44-45 Retail trade	950	1,135	1,310	360	37.9%
48-49 Transportation and warehousing	485	410	470	-15	-3.1%
51 Information and cultural industries	205	175	280	75	36.6%
52 Finance and insurance	485	370	735	250	51.5%
53 Real estate and rental and leasing	370	280	515	145	39.2%
54 Professional, scientific and technical services	1,195	975	1,245	50	4.2%
56 Administrative and support, waste management and remediation services	545	505	610	65	11.9%
61 Educational services	700	810	1,160	460	65.7%
62 Health care and social assistance	750	620	925	175	23.3%
71 Arts, entertainment and recreation	360	240	325	-35	-9.7%
72 Accommodation and food services	405	255	580	175	43.2%
81 Other services (except public administration)	500	445	545	45	9.0%

- After facing a decline of 8.6% in employment from 2006 to 2011, employment in King Township has grown by approximately 32% from 2011 to 2016. From 2006 to 2016, employment increased by 2,320 people. 81% of the labour force was employed in the following industries: Construction (805 people), Educational services (460 people), Retail trade (360 people), Finance and insurance (250 people).



LABOUR FORCE PROFILE

Figure 6: Employment in the Top Five Industry Sectors in King Relative To Neighbouring Communities, 2016



- Employment in Construction is highest in King at 16% compared to 7% in Aurora, 12% in Caledon and 7% in York Region.
- King has a fairly high proportion of employment in Professional, scientific and technical services compared to Caledon and Bradford West Gwillimbury although it lags behind Aurora and York Region.



LABOUR FORCE PROFILE

Figure 7: Specialized Concentration of Industry by Labour Force, Location Quotients Against York and Ontario, 2016



- A location quotient analysis highlights four industry sectors that King's economy specializes in. King is noted to be a largely specialized agricultural economic base when compared to other York Region municipalities. King's agricultural sector is also larger than most Ontario municipalities. The construction sector, is also a largely specialized sector that emerges from King. At a more regional level, arts, entertainment and recreation are characteristic of King's economy when compared to other regional municipalities.



LABOUR FORCE PROFILE

Figure 8: Labour Force by Occupation, 2016

Employment by Occupation (NOC)	% of total occupations	2016 LQ	
		Against York region	Against Ontario
0 Management occupations	20.2%	1.45	1.78
1 Business; finance and administration occupations	18.8%	0.98	1.16
2 Natural and applied sciences and related occupations	5.7%	0.56	0.77
3 Health occupations	4.7%	0.89	0.73
4 Occupations in education; law and social; community and government services	11.2%	1.03	0.94
5 Occupations in art; culture; recreation and sport	2.6%	0.80	0.79
6 Sales and service occupations	18.8%	0.83	0.80
7 Trades; transport and equipment operators and related occupations	13.5%	1.33	1.02
8 Natural resources; agriculture and related production occupations	2.6%	2.64	1.62
9 Occupations in manufacturing and utilities	2.0%	0.53	0.38

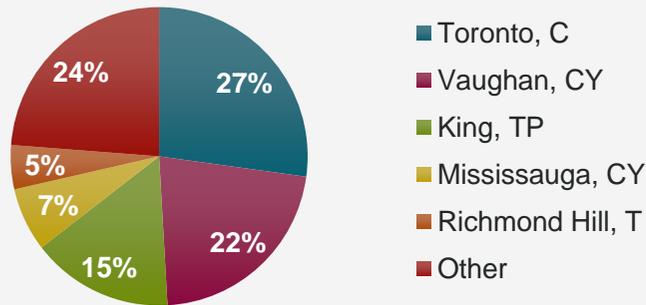
- In 2016, the top employing occupations were management occupations, business, finance and administration occupations, sales and services occupations, and trades, transport, and equipment operators.
- Comparatively, King has a larger share of agriculture and related production and management occupations than other York municipalities and the overall province.



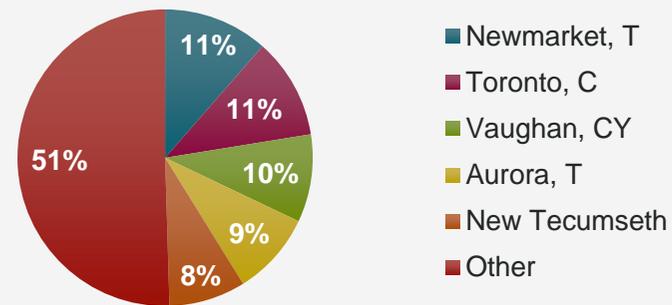
LABOUR FORCE PROFILE

Figure 9: Labour Flow Percentage of King Residents vs King-based Workers, 2016

Location of Work of Individuals who live in King



Place of Residence of Individuals (not from King) who work in King



- Of the 9,420 residents that commute to work, 15% workers worked in King, while 27% (2,560 residents) worked in Toronto, 22% (2,065 residents) worked in Vaughan, and 7% (650 residents) worked in Mississauga.
- King attracts 54% of its employment base from outside the region, and sees approximately 7,965 of its residential workforce commute to other communities to work.



BUSINESS PATTERNS

Figure 10: Business Establishments By Industry Sector And Size, 2016

Industry (NAICS)	Total	Without Employees	With Employees	Employee Size			
				0-4	5-19	20-99	100+
Total	3809	2665	1144	729	305	89	21
11 - Agriculture, forestry, fishing and hunting	178	132	46	24	17	5	0
21 - Mining and oil and gas extraction	5	3	2	1	1	0	0
22 - Utilities	5	4	1	1	0	0	0
23 - Construction	674	386	288	180	85	19	4
31-33 - Manufacturing	97	58	39	16	10	10	3
41 - Wholesale trade	113	70	43	28	13	2	0
44-45 - Retail trade	185	107	78	41	30	6	1
48-49 - Transportation and warehousing	109	69	40	30	7	2	1
51 - Information and cultural industries	63	52	11	7	3	1	0
52 - Finance and insurance	373	321	52	34	13	4	1
53 - Real estate and rental and leasing	656	597	59	49	8	2	0
54 - Professional, scientific and technical services	558	399	159	133	23	3	0
55 - Management of companies and enterprises	67	57	10	6	3	0	1
56 - Administrative and support, waste management and remediation services	225	145	80	42	27	8	3
61 - Educational services	40	24	16	6	4	5	1
62 - Health care and social assistance	161	87	74	49	21	4	0
71 - Arts, entertainment and recreation	56	39	17	8	1	4	4
72 - Accommodation and food services	74	25	49	11	23	14	1
81 - Other services (except public administration)	169	90	79	63	16	0	0
91 - Public administration	1	0	1	0	0	0	1



BUSINESS PATTERNS

Figure 11: Growth In Business Establishments By Industry Sector and Cause, 2014 – 2016 (without Public Admin. And Management of Companies)

Industry (NAICS)	2014	2016	Growth Cause			Total Net Growth
			Net Growth Due To National Trends	Net Growth Due To Regional Trends	Net Growth Due To Industry Trends	
Total	3295	3741	117	263	69	446
11 - Agriculture, forestry, fishing and hunting	183	178	6	0	-11	-5
21 - Mining and oil and gas extraction	3	5	0	2	0	2
22 - Utilities	6	5	0	-2	1	-1
23 - Construction	610	674	22	30	13	64
31-33 - Manufacturing	88	97	3	8	-2	9
41 - Wholesale trade	111	113	4	5	-7	2
44-45 - Retail trade	165	185	6	20	-6	20
48-49 - Transportation and warehousing	97	109	3	3	6	12
51 - Information and cultural industries	51	63	2	12	-1	12
52 - Finance and insurance	260	373	9	57	47	113
53 - Real estate and rental and leasing	553	656	20	67	17	103
54 - Professional, scientific and technical services	490	558	17	40	11	68
56 - Administrative and support, waste management and remediation services	213	225	8	8	-3	12
61 - Educational services	30	40	1	7	2	10
62 - Health care and social assistance	134	161	5	22	0	27
71 - Arts, entertainment and recreation	63	56	2	-10	0	-7
72 - Accommodation and food services	73	74	3	-3	1	1
81 - Other services (except public administration)	165	169	6	-3	1	4



PREFERRED GROWTH SCENARIO

Figure 12: Existing Population vs York Region's 2041 Preferred Growth Scenario, 2016-2041

	<u>2016</u>	<u>2021</u>	<u>2031</u>	<u>2041</u>
Population Forecast	24,512	29,000	34,800	37,900
Total Away From Target		4,488	10,288	13,388
Residential Intensification Target		30% (1,420 Units)		

- As part of York Region's preferred growth scenario, all local municipalities will be required to accommodate a share of their growth through intensification within existing built-up areas. For King, this means meeting an intensification target of 30% in new builds across its existing urban cores.
- To meet the population forecast in 2021, King's population would need to increase by 18%. From 2011-2016, King's population grew by 23%.



PREFERRED GROWTH SCENARIO

Figure 13: Existing Employment vs York Region's 2041 Preferred Growth Scenario, 2016-2041

	<u>2016</u>	<u>2021</u>	<u>2031</u>	<u>2041</u>
Employment Forecast	7,755	11,200	13,000	16,000
Total Away From Target		3,865	5,245	8,665

- The challenge facing King Township currently is the employment forecast set in 2021. King would need to increase its employment offerings by 53%. From 2011-2016, employment offerings grew by 18%.
- The 2016 employment forecast figure does not account individuals who have no fixed workplace address (ex. plumbers who may own a business in King but operate across the GTA). The total figure does not take into account all jobs that are primarily conducted within King's geographic boundaries (including those who work from home).



PLANNING CONTEXT



02



SECTION HIGHLIGHTS

- The existing Economic Development Strategy has effectively grown the King economy since its inception. Key successes include, the onboarding of the community improvement plans, the growth of the agriculture and equine sectors, and the improved marketing collateral used to promote King as a destination to work, live, and play.
- Continued needs identified in the Economic Development Strategy include the need for an understanding of the inventory of available serviced and un-serviced commercial and industrial lands, and the need to further leverage the Township's cultural assets as driver of economic growth.
- The Draft Official Plan identifies the Township's desire to continue promoting opportunities for a diversified economic base, by maintaining a range of choice of suitable sites for employment uses that support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses. The Draft Official Plan also identifies agricultural sector support and promotion of environmental, cultural and recreation-based tourism as key drivers in economic growth and diversification.
- The York Region Economic Action Plan is making headway on four areas that influence King's economic agenda. The four areas are: Research and analysis, innovation and entrepreneur development, marketing and communications, and business advisory service.



2013 ECONOMIC DEVELOPMENT STRATEGY

In updating the 2013 Economic Development Strategy consideration has been given to the effectiveness of the implementation efforts over the last four years.

Economic development in King is a highly integrated effort touching on all aspects of community development. The strategy identified four core goals each with its own strategic objectives and action plans that promoted economic development across King. These goals have enhanced King's opportunities to attract new business and expand existing businesses, have allowed King to demonstrate leadership in rural economic development, have supported the growth of a viable local economy, have positioned King as a model rural community that strives to balance economic growth with environmental responsibility, have leveraged local talent and expertise to generate new investment and innovation in the economy, and have built King's economic potential.





2013 ECONOMIC DEVELOPMENT STRATEGY SUCSESSES

- Community Improvement Plans for King City, Nobleton, and Schomberg.
- Equestrian Centre of Excellence partnership with Headwaters Tourism Association.
- Building Broadband with planning policy language in support of broadband fibre/conduit Infrastructure. Regional broadband investments across King (i.e. Fibre installed along Jane St.).
- Expanding Post-Secondary presence in King through the Seneca King Campus Expansion project.
- Local food and innovations to market through involvement in the regional Agri-Food Sector Strategy and the agriculture Business Retention + Expansion project.
- Updated marketing and promotions of economic development and the business community in King (i.e. updated website, new community profile, community marketing initiatives).
- Enhanced access to business support services through the Research Innovation Centre (ventureLAB), King Township Public Library, and York Region Small Business Centre.



2013 ECONOMIC DEVELOPMENT STRATEGY CONTINUED NEEDS

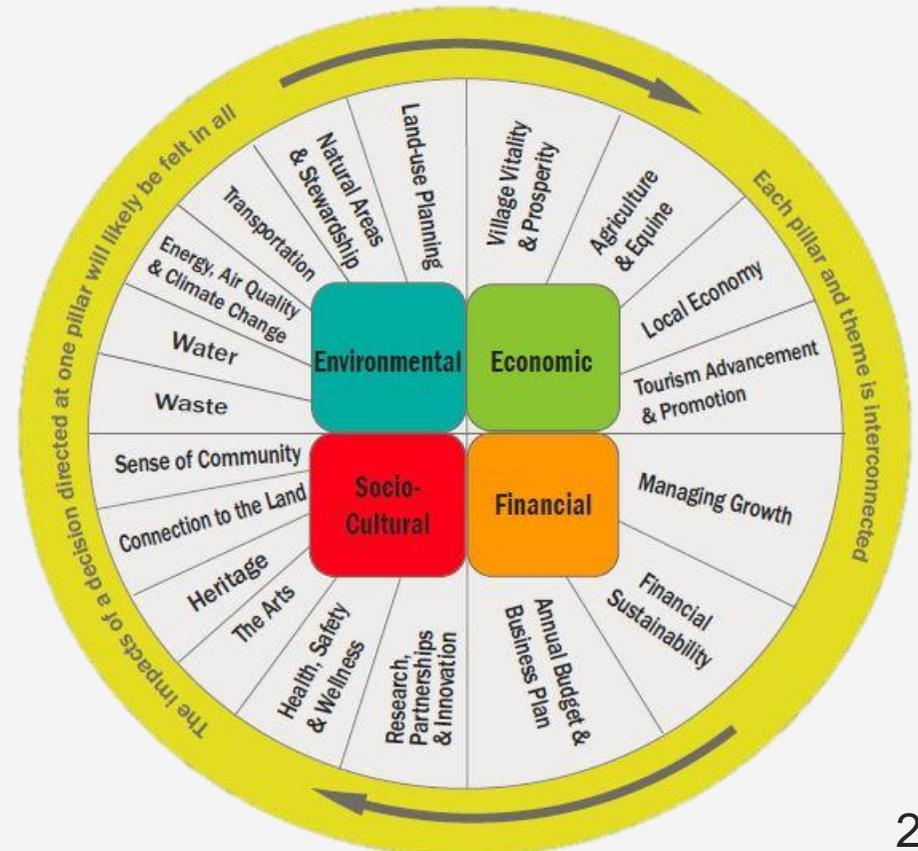
- Need for an understanding of the inventory of available serviced and un-serviced commercial and industrial lands.
- Need for an understanding of designated employment areas and whether the lands require protection.
- Need for an understanding of the opportunities associated with the development of lifestyle housing allowing residents of King to 'age in place' rather than leave the community. The Official Plan review may provide further insight.
- Need to further examine the development of an agri-business centre focused on innovation in food production. The York Region Agricultural and Agri-Food Sector Strategy may provide further insight.
- Need to examine the creation an economic development working group to support local entrepreneurs and business programming.
- Need to further leverage the Township's cultural assets as driver of economic growth.



INTEGRATED COMMUNITY SUSTAINABILITY PLAN (ICSP)

The economic development strategy does not only resonate with the Economic Pillar of the ICSP, but the Socio-Cultural, Environmental, and Financial pillars as well. A key outcome of the Integrated Community Sustainability Plan is to have an existing economic development strategy that recognizes the need to:

- Build on existing strengths.
- Collaborate with stakeholders, from businesses to community associations and organizations.
- Identify and attract high-growth and higher-wage industries such as health, IT and green businesses.
- Consider the value of creative industries as leaders in the 'gig economy'.





2013 ECONOMIC DEVELOPMENT STRATEGY SUCSESSES & ICSP THEMES

- Community Improvement Plans are assisting in maintaining and revitalizing villages, while promoting King's cultural identity.
- Improved business guides and committed resources to improving infrastructure (such as broadband) are assisting in attracting the development of new businesses.
- Implementation of the Community Tourism Plan under the ExperienceKING brand to assist in marketing and promoting hospitality, tourism, cultural appreciation, and recreation experiences in King.
- Facilitated conversations to support live-work units in King to assist in offering accessible housing options for a diverse range of people.
- Positioned King Township Libraries as community gathering points for business networking and small business support.



2017 DRAFT OFFICIAL PLAN REVIEW

'One-King' is a forward-thinking Official Plan that is intended to implement the ICSP vision and will serve as the basis for managing growth and change in King Township to the year 2031. The Official Plan establishes a policy framework that plans for a population of 34,900 by 2031; supports and emphasizes the Township's unique character and heritage; enhances an already high quality of life; inspires civic pride; and is intended to create a desirable, sustainable, and attractive place to live, work, and visit.

'One-King' also views the future of King Township to be one of greater self-reliance. In this regard, the Plan supports a wider range of choices for living, working, shopping, recreation, socializing, and culture, and in a manner that encourages residents of all ages and incomes to lead healthy lifestyles. A more balanced transportation network is planned to be available for walking, cycling, public transit, and automobile travel. There is also a vision to increase local job opportunities, and to diversify all sectors of the economy through collaborative partnerships with existing businesses and through proactive efforts to attract new industries and entrepreneurs.



2017 DRAFT OFFICIAL PLAN REVIEW ECONOMIC DEVELOPMENT GOALS

- Promote opportunities for a diversified economic base, including maintaining a range of choice of suitable sites for employment uses that support a wide range of economic activities and ancillary uses, and take into account the needs of existing and future businesses.
- Support opportunities for farmers to protect, diversify and expand their operations through initiatives, sustainable agricultural practices, promotion and encouragement of associated food processing and value added technology facilities, promotion of local food, and encouraging related on-farm activities.
- Promote environmental, cultural and recreation-based tourism to assist in driving economic growth and diversification.
- Support the implementation of communication technologies including those needed to attract a knowledge-based economy.
- Maintain employment areas that will support a range of uses (major office, light and heavy industrial).



YORK REGION ECONOMIC DEVELOPMENT ACTION PLAN

The York Region Economic Development Action Plan sets the direction for economic development in the Regional Municipality over the next three years. It feeds into the Vision 2051, York Region Official Plan 2010, and 2015-2019 Strategic Plan. The Action Plan is a blueprint for regional economic development that also informs and seeks alignment with the Region's municipalities. The Action Plan is divided into four programs, comprising elements that support King's economic development agenda

- **Research and Analysis**

- Develop a regional office attraction strategy (Underway).
- Focus on workforce and labour force development support and business advisory support (with Local Municipalities).
- Undertake key sector research to identify key growth clusters to inform business advisory, innovation network and marketing/ communications efforts.

- **Business Advisory Service**

- Undertake outreach to potential high-growth companies in key sectors.
- Undertake outreach to domestic target locations and companies for potential investment in York.
- Support GTA foreign investment attraction efforts through information and client support.
- Investigate the expansion of the Artrepreneur program to support business formation and growth in the arts community (with Local Municipalities).



YORK REGION ECONOMIC DEVELOPMENT ACTION PLAN

- Innovation and Entrepreneur Development
 - Support the delivery of objectives in the Broadband Strategy, including the rollout of the Dark Fibre network.
 - Support the utilization of the Ontario Research Innovation Optical Network (VentureLab).
 - Support opportunities to develop connectivity initiatives and pilot projects in Region Centres and Corridors (with Local Municipalities).
 - Map innovation network participants and assets in York Region (Underway).
 - Support the development of the Makerspace Network in York Region.
- Marketing and Communications
 - Develop an outreach strategy and campaign through the services of an advertising agency for the office attraction strategy (underway).
 - Investigate a more robust, formal public relations strategy and program to generate national attention to York Region as a place to invest.
 - Develop a marketing and communications plan to raise awareness of the York Region innovation network and serve as a basis for developing a Start-Up Portal.



YORK REGION AGRICULTURAL AND AGRI-FOOD SECTOR STRATEGY

The intent of the York Region Agriculture and Agri-Food Strategy is to articulate a comprehensive set of goals and help guide York Region's efforts to support the agriculture industry. The five goals are:

- Goal 1: Strengthen communication and collaboration with York Region, lower tier municipalities and the agri-food sector by fostering more communication between York Regional Council, staff, lower tier municipalities and other organizations to deliver programming in an effective and cost-efficient manner.
- Goal 2: Support the agri-food sector through integrated land use planning and economic development by encouraging regional and municipal land use policies, development fees and approval processes to align with updated provincial policy.
- Goal 3: Support increased capacity for value added processing and support services by connecting local producers with value added and processing opportunities which attract new investment.



YORK REGION AGRICULTURAL AND AGRI-FOOD SECTOR STRATEGY

- Goal 4: Leverage the Region's location within the Greater Toronto Area through direct farm marketing to meet demand for local food production.
- Goal 5: Provide support for business retention and expansion of primary agricultural production within York Region by supporting existing agricultural operations in the Region and leveraging opportunities for value-added production and/or expansion.

Grow The Cluster – Increase agri-food production, investment and employment on a shrinking land base in a sustainable manner				
Strategy	Sector Focus	Enablers & Inhibitors		Recommendations and Requirements
1. Increase further processing capacity through business retention and investment attraction	Grain/Milling/Bakery	Food Trends	Energy Prices	Conduct feasibility study on increasing capacity for further processing (e.g. IQF) Identify "at-risk" sub-sectors and develop strategies for business retention. Requirements: Efficient transportation (water, rail, truck) Competitive energy costs Reduced / coordinated regulations
	Meat	Proximity to Consumers	Transportation	
	Sugar/Confectionary	Canadian Dollar	Gentrification	
	Fruit and Vegetable	Workforce	Regulations (Municipal and Provincial)	
	Beverage			
2. Increase average production value per acre with high value crops	Fruit and vegetable production (fresh and processing market)	Food Trends	Access to Water (for irrigation)	Investigate feasibility to increase processing capacity (e.g. IQF, slicing, packaging) Greenhouse vegetable production market assessment New markets education program Requirements: Access to water for irrigation Local food demand creation
	Greenhouse vegetables	Climate Change	Transportation	
	World vegetables (field or greenhouse)	Micro-climates	Gentrification	
	Nursery, tree and ornamentals (for landscaping)	Water	Market Risks	
3. Further develop on-farm value added and farm direct sales by creating demand for local food	Local food	Proximity to Consumers	Market Risks	Increase consumer awareness and education Market local food opportunities New markets education program Equine sector development plan Requirements: Local food demand creation
	Value added / gourmet products	Food Trends	Regulations (Municipal and Provincial)	
	Equine (and support services)	Climate Change		

03



COMMUNITY VOICE



CONSULTATION PROCESS

To gain community input and secure support for King’s economic development agenda, a consultation program with business and community stakeholders was conducted. One-on-one interviews and a working group discussion were conducted through the fall of 2017. This included business leaders, local community organizations, government agencies, and elected officials and senior staff from the Township.

A business survey and community survey was also made available across the community to solicit input from businesses and residents on the impacts surrounding job stimulation and security, commercial and industrial growth, and community development in King.

In total over 200 business and community member voices were heard. Their input and opinions are summarized in the following pages through themes and survey highlights distilled through a SOAR (Strengths, Opportunities, Aspirations, and Results) analysis.

S	Strengths What can we build on?	<ul style="list-style-type: none"> • What are we doing well? • What key achievements are we most proud of? • What positive aspects of economic development have individuals and organizations commented on?
O	Opportunities What are our best possible future opportunities?	<ul style="list-style-type: none"> • What changes in demand do we expect to see over the next years? • What external forces or trends may positively impact development? • What are key areas of untapped potential?
A	Aspirations What do We Care Deeply About?	<ul style="list-style-type: none"> • What are we deeply passionate about? • As a Township, what difference do we hope to make (e.g. to residents, for institutions, to business development)? • What does our preferred future look like?
R	Results How will we know we are succeeding?	<ul style="list-style-type: none"> • What meaningful measures will indicate that we are on track in achieving our goals? • What are the key goals we would like to accomplish in order to achieve these results?



STRENGTHS – WHAT CAN WE BUILD ON?

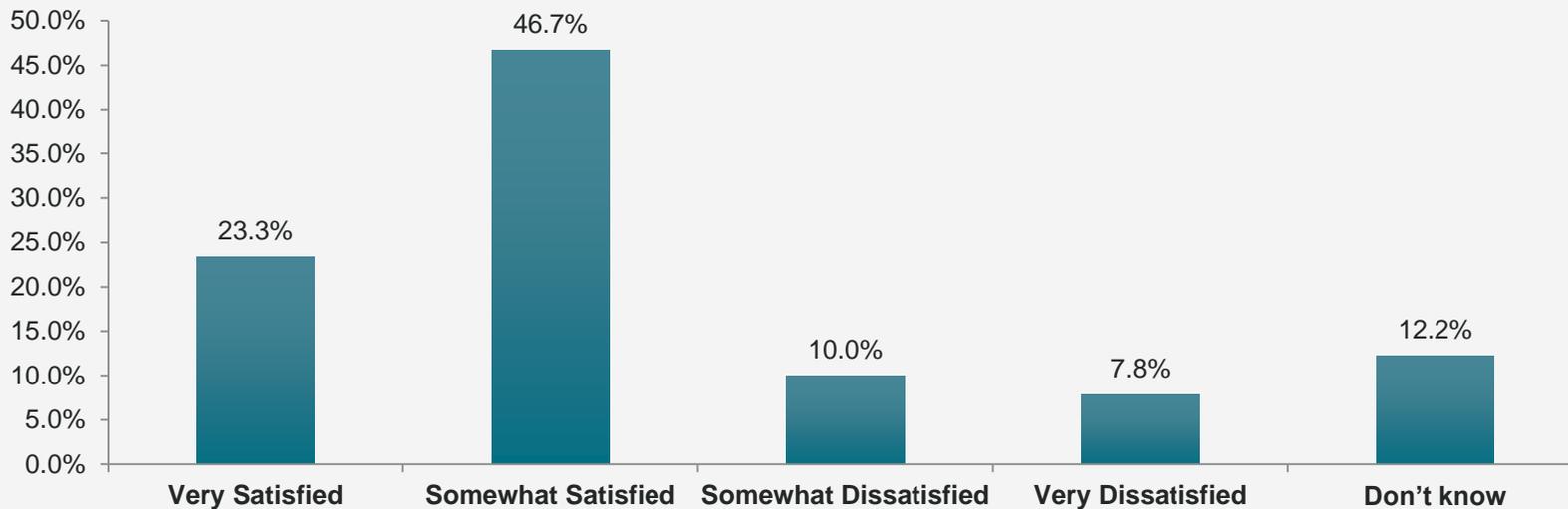
- Community Improvement Plans have had a significant impact and is still growing momentum.
- Website and ExperienceKing brand is a strong tool and resource for the general community and business community.
- Proximity to large population centres and major highways.
- Cores continue to redevelop (focused on connectivity and a better pedestrian environment).
- Sustainability Plan has continued to shape prosperous growth in King from all community development lens (planning, economic development, parks and recreation, community services).
- Continued growth in attracting higher income households into King.
- Growth in younger age groups (30-34).
- Ongoing collaboration with Chamber and Library to improve business services.
- Resilient and diversified agriculture and equine sector.



WHAT ARE WE DOING WELL?

70% of business survey respondents indicated that they were satisfied with the level and quality of local business support programs and services.

How would you rate your satisfaction with the level and quality of local business support programs and services (local chamber, local library business resources), available to you or your workers in King Township? Would you say you are (n=90)

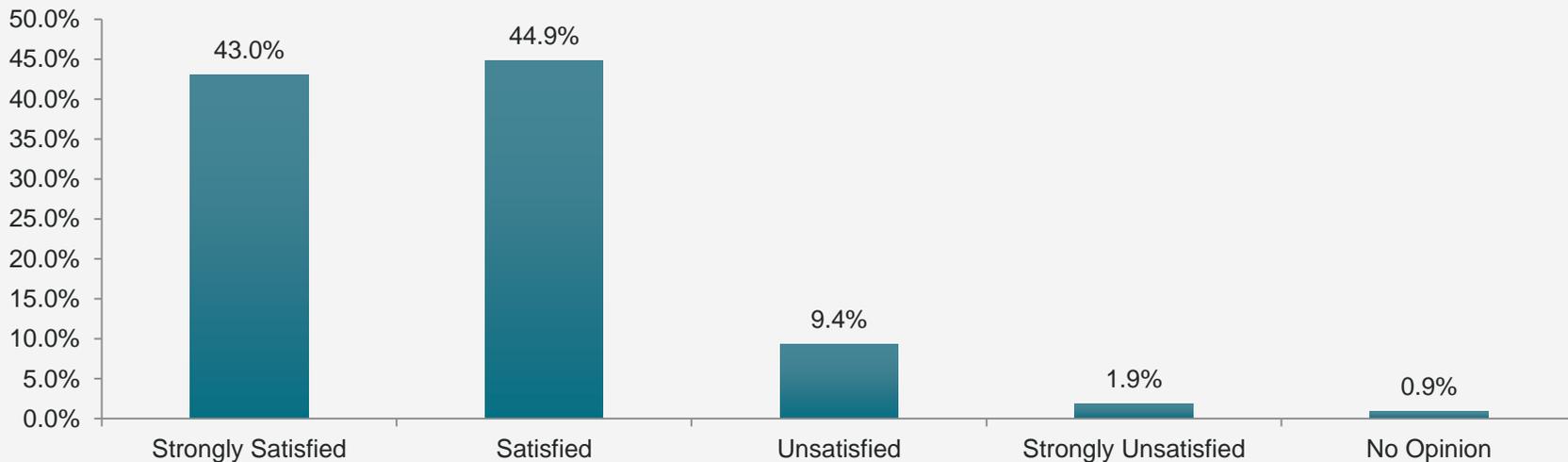




WHAT KEY ACHIEVEMENTS ARE WE PROUD OF?

88% of community survey respondents indicated that they were satisfied with King as a place to live. The top three factors cited: High-quality infrastructure, quality of education and health care, and quality of arts, recreational, and cultural attractions.

How do you feel about King Township as a place to live? (n=107)

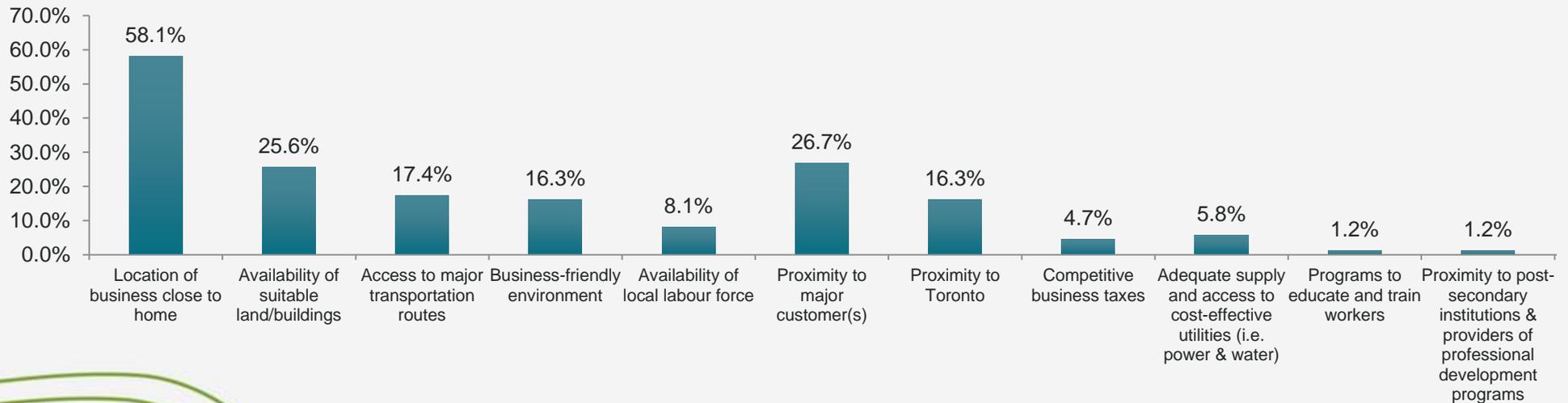




WHAT POSITIVE ASPECTS OF ECONOMIC DEVELOPMENT HAVE INDIVIDUALS COMMENTED ON?

Several business survey respondents indicated that their decision to operate or locate a business in King was due to its strategic location, proximity to major cores, availability of suitable lands and buildings, access to major transportation routes, and business-friendly environment.

**What are the key factors that led to the decision to operate or locate your business in King Township?
Select all that apply. (n=86)**





OPPORTUNITIES – WHAT ARE OUR BEST POSSIBLE FUTURE OPPORTUNITIES?

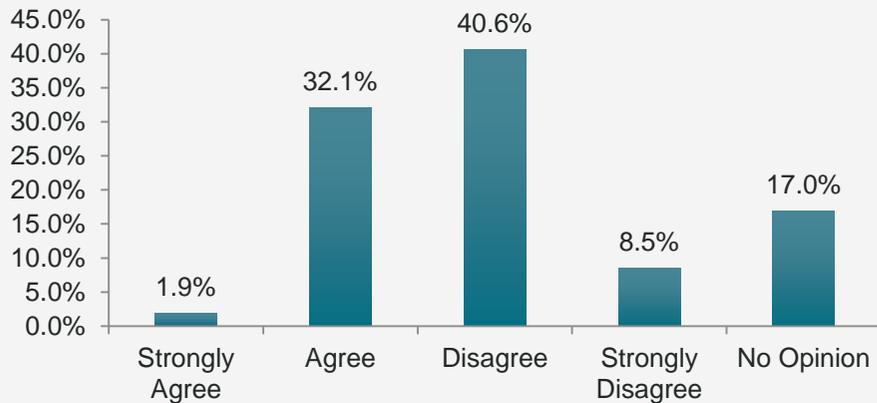
- Growth, protection, and enhancement of cultural, recreational, and heritage assets as levers to attracting residents, visitors, and businesses to King.
- Continued promotion and expansion of Community Improvement Plan incentives and locations.
- Promotion of ExperienceKing as a community and business tool to expand King's events portfolio for both the community and visitors.
- Encouragement of diverse uses in rural/greenbelt and moraine lands to compliment business growth in urban cores. Support for diverse on-farm uses and agriculture sector growth.
- Advancement of office-commercial and industrial lands in King. Presenting shovel ready lands and promoting lands near existing/future transit hubs and key arterial corridors (400 highway).
- Continued advancement of business support programs (ex. Library programs, Seneca programs).
- Leveraging regional infrastructure investments (broadband) to support local innovation.
- The spillover effects emerging from recent post-secondary investments. From more students to enhanced workforce training opportunities.



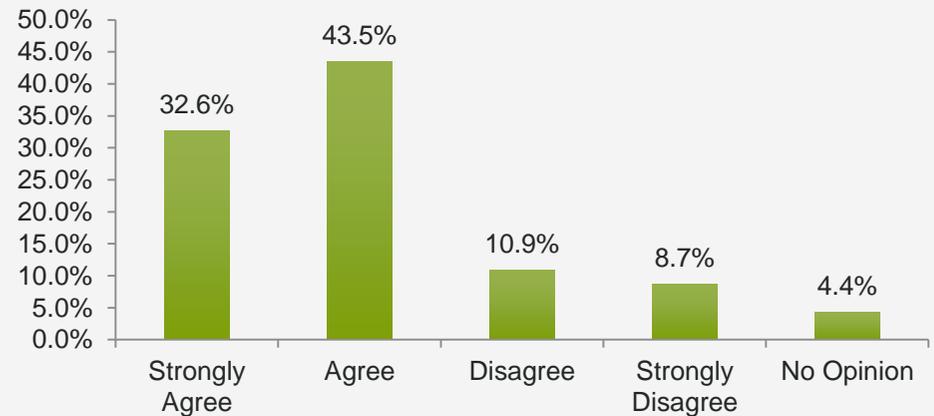
WHAT CHANGES IN DEMAND DO WE EXPECT TO SEE OVER THE COMING YEARS?

49.1% of community respondents indicated that King does not provide the necessary opportunities for employment, followed by 77% of community respondents agreeing that King needs to actively pursue more commercial related growth (compared to 46% agreeing to pursue industrial growth).

King Township provides opportunities for employment. (n=106)



King Township needs to actively pursue more commercial growth. (n=92)





ASPIRATIONS – WHAT DO WE CARE DEEPLY ABOUT?

- Protection and development of employment lands. Concerns about meeting the York Region employment targets set out for King.
- Food processing and agri-food business opportunities given the proximity to specialty crop areas and abattoirs in the region.
- Research and development opportunities for businesses and institutions, with particular emphasis on the growth of local innovation. Requires improved broadband access.
- Higher residential densities in the cores to introduce a wide variety of housing stock at accessible prices.
- Walkable corridors and improved connections across King to attract and support more local main street businesses.
- Greater collaboration with potential investors and better promotion of King as an easy place to do business.



WHAT DOES OUR PREFERRED FUTURE LOOK LIKE? SHORT TERM VISION FROM STAKEHOLDERS

- Improved technology and high-speed internet access/availability.
- Available, incentivized, marketable shovel-ready lands. Expansion of the CIP into employment areas.
- Beautification and enhancement of main streets/village cores.
- Attraction of corporate businesses.
- Increased efforts around tourism and recreation offerings (both for the community and visitors).
- Continued residential growth with a focus on higher densities near cores.
- Investments into growing the agricultural and equine sector in King. Promotion of diverse on-farm uses to provide year round activities.



RESULTS – HOW WILL WE KNOW WE ARE SUCCEEDING?

- Increase in the number of businesses leveraging business support programming.
- Increase in the number of quality jobs opportunities available in King.
- Increase in the number of businesses using Township incentives.
- Investments in up to date and efficient residential and non-residential infrastructure.
- Investments in the advancement of the agricultural sector.
- Enhanced pedestrian network across all cores.
- Enhanced tourism and cultural offerings across the Township.
- Built out employment lands with anchor corporate tenants.



WHAT ARE THE KEY GOALS WE NEED TO ACCOMPLISH?

LONG TERM VISION FROM STAKEHOLDERS

- Designated employment lands near the 400 highway corridor.
- Cultural environment that attracts GTA residents to King which provides sufficient support for local businesses to survive.
- Concentrated expansion of office-commercial in the three main cores, in particular King City.
- Improved approvals process for businesses.
- Recognition of King as an agri-centre of excellence through its agricultural diversity and research and development opportunities.
- Diversified housing stock and housing options to cater to all individuals seeking to live, work, and play in King.



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