

Creative Capital Gains

An Action Plan for Toronto



Report prepared for
City of Toronto Economic Development Committee and Toronto City Council | May 2011

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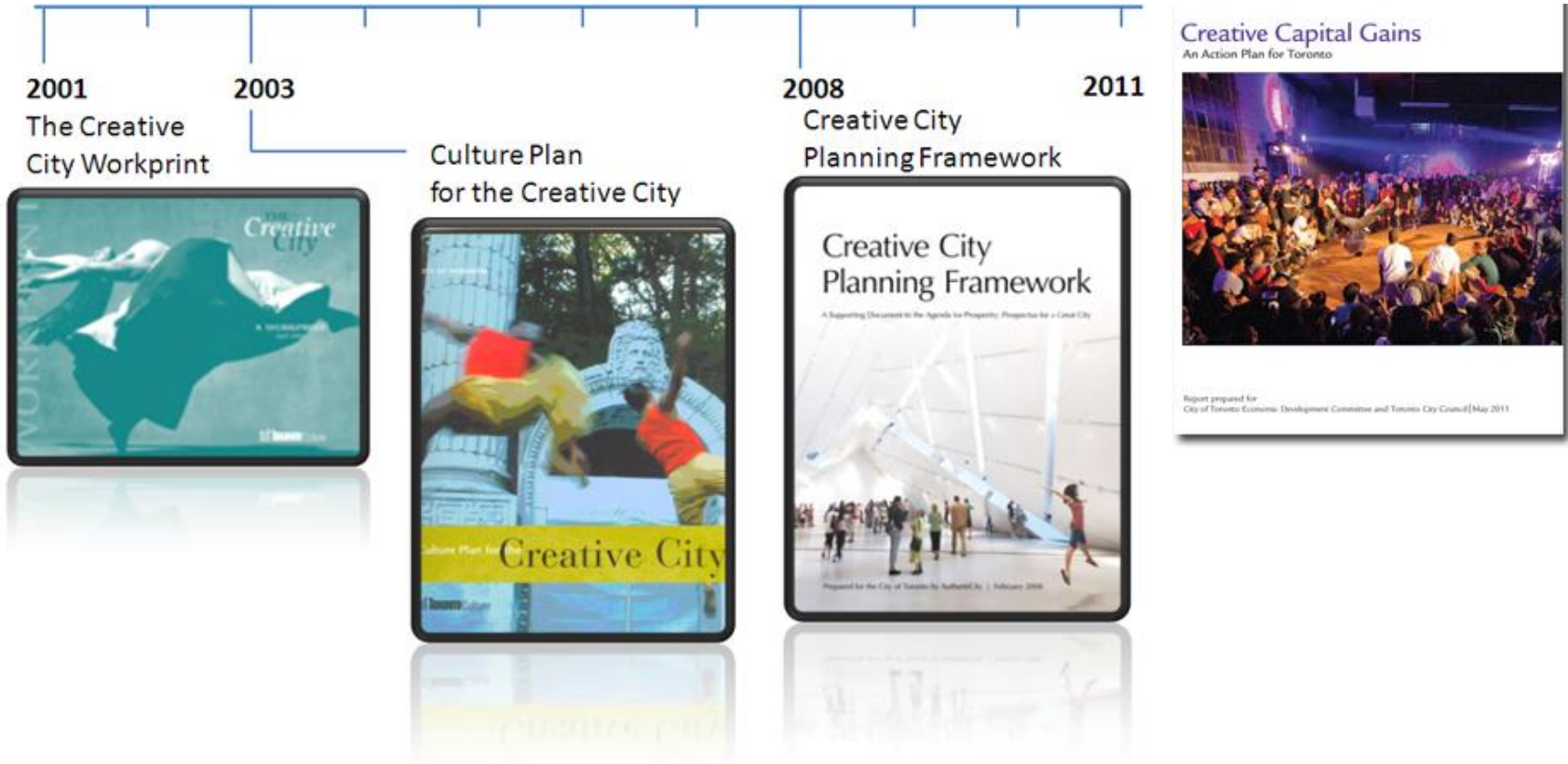
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Rita Davies

Executive Director, Toronto Cultural Services

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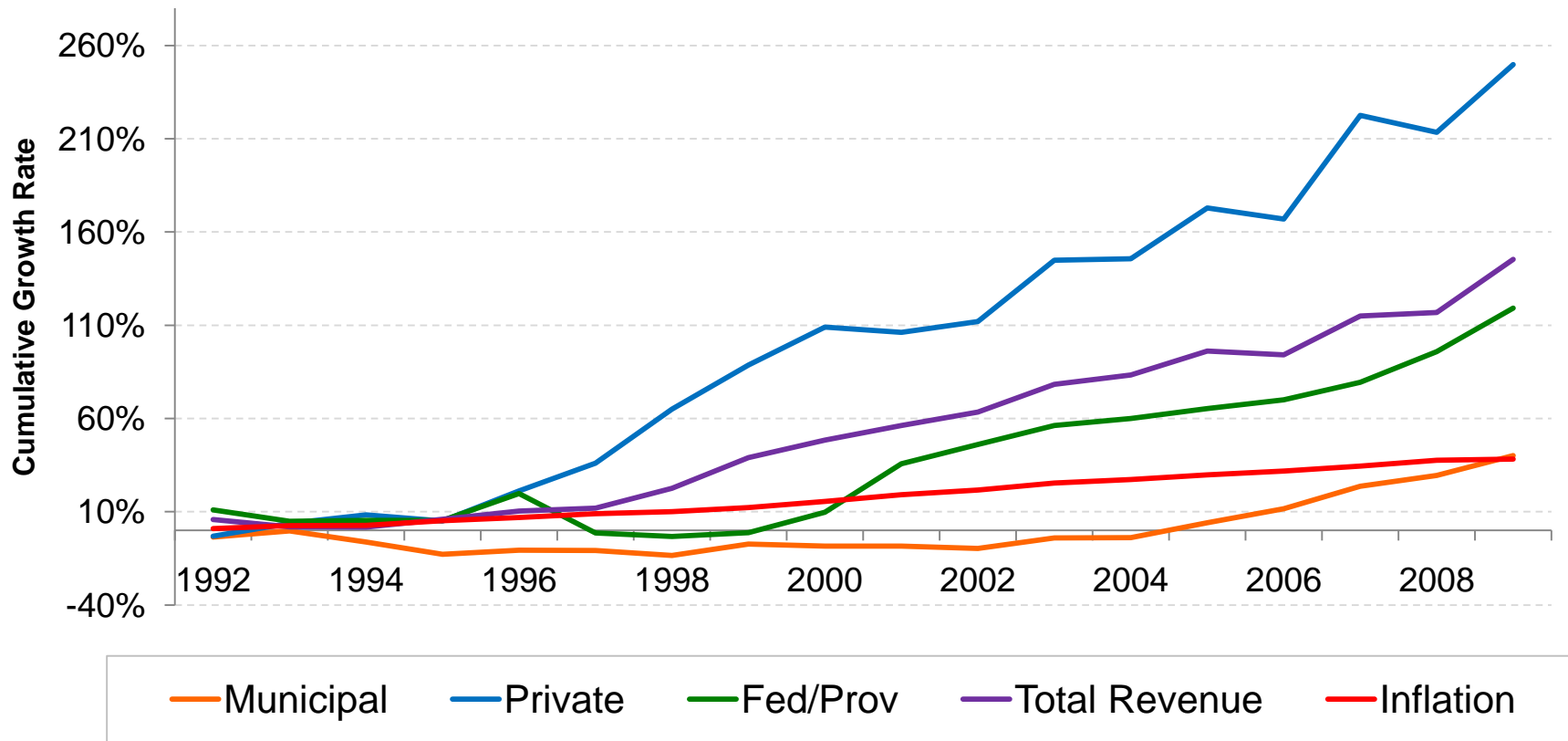
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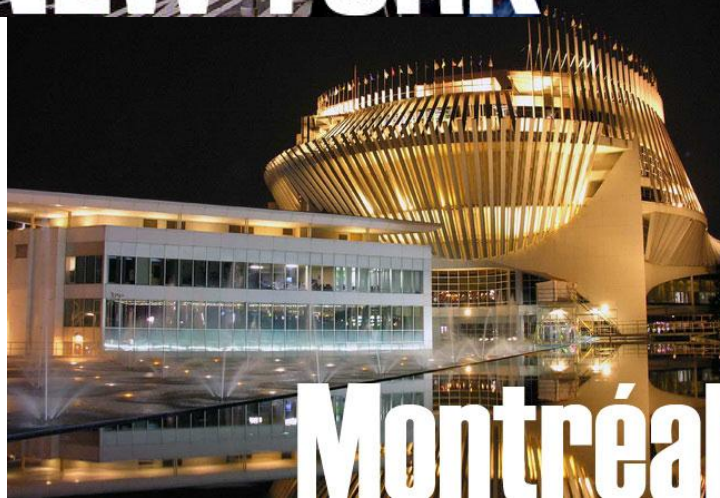
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**Cumulative Growth Rates of Revenue Sources
City-funded Cultural Organizations**



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Robert J. Foster

Co-Chair, Creative Capital Initiative

CEO, Capital Canada

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Nichole Anderson

President & CEO, Business for the Arts

Cameron Bailey

Co-Director, Toronto International Film Festival

Claire Hopkinson

Executive Director, Toronto Arts Council

Che Kothari

Executive Director, Manifesto Community Projects

Gail Lord

Co-President, Lord Cultural Resources

Richard Florida

Director, Martin Prosperity Institute

Kevin Stolarick

Research Director, Martin Prosperity Institute

Jeff Melanson

Co-CEO, Canada's National Ballet School

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Karen Kain

Co-Chair, Creative Capital Initiative

Artistic Director, National Ballet of Canada

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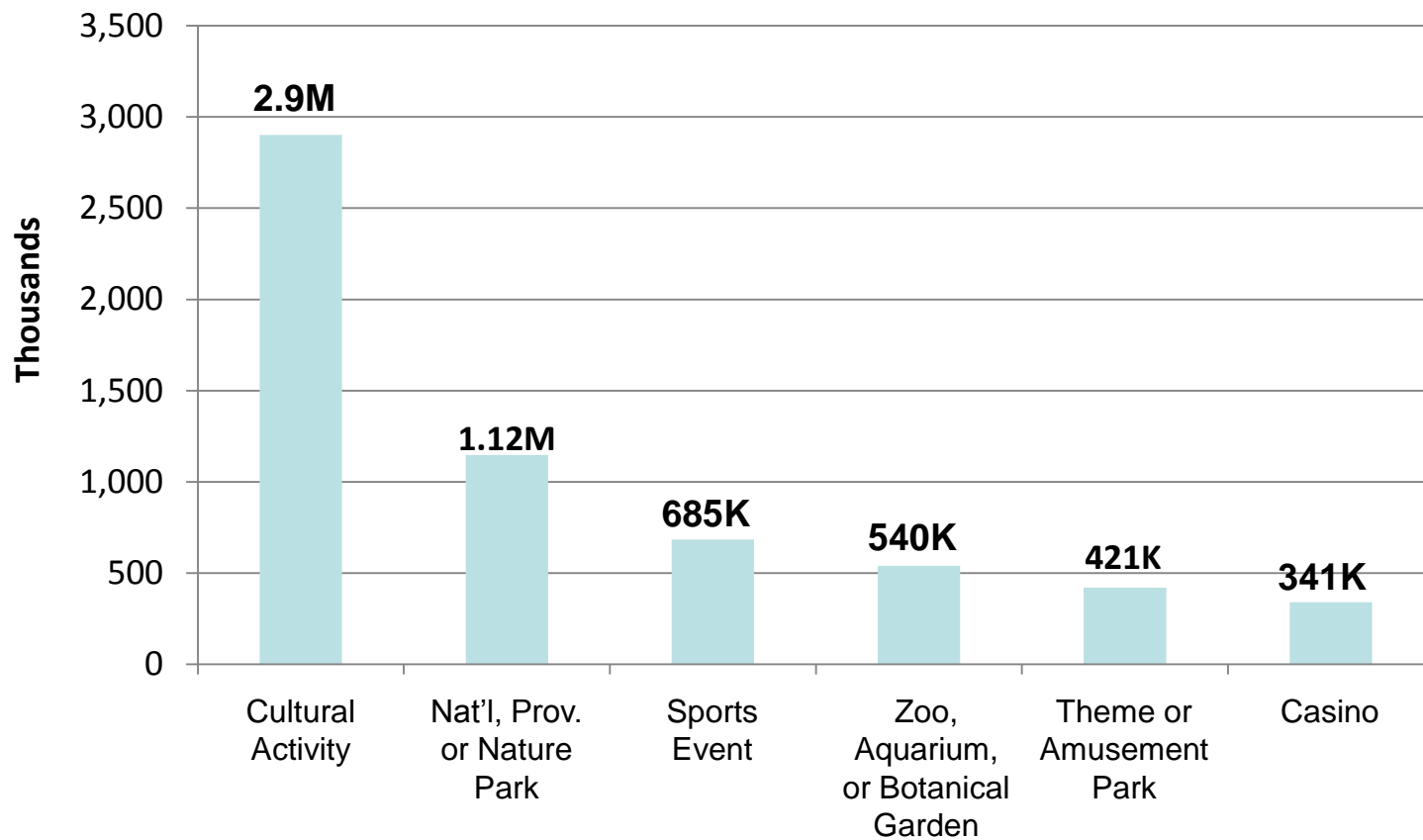
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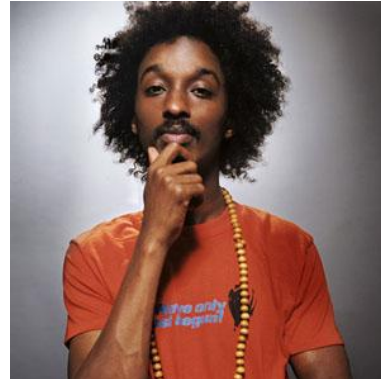
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Reasons Why Overnight Visitors Came to Toronto in 2009



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Jim Prentice

Co-Chair, Creative Capital Initiative

Vice-Chair, CIBC

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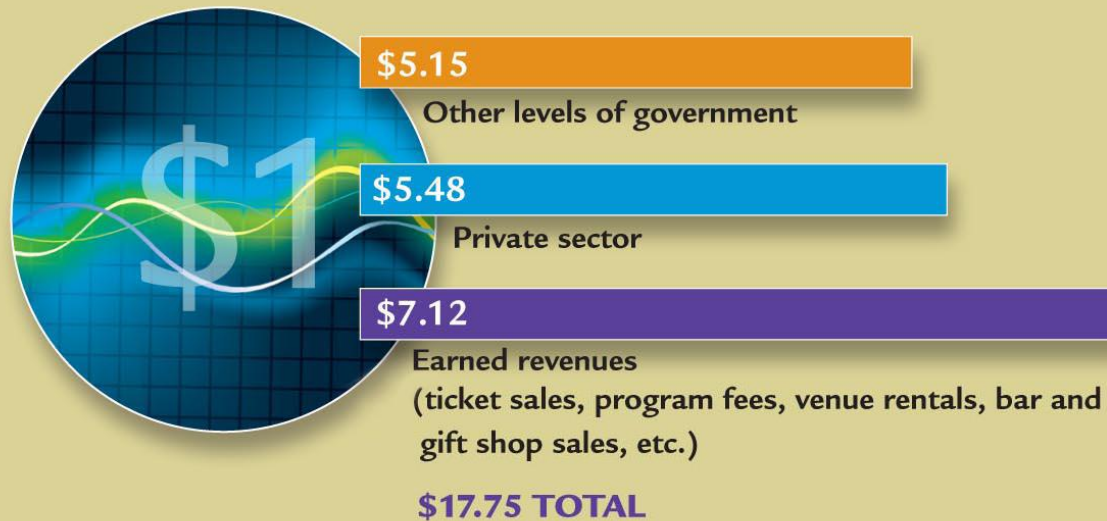
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\$1 in City funding generates:



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CEO, Capital Canada

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1. We recommend that the City ensure a supply of affordable, sustainable cultural space.

Action	Key Metrics
1.1 Reinststate the Culture Build program to address the state of good repair in cultural facilities.	Funds leveraged from Culture Build investment program
1.2 Integrate culture and Toronto's cultural institutions into the City's Pedestrian Way-finding System strategy for both visitors and residents.	Annual state of good repair backlog in City and non-City owned cultural facilities
1.3 Direct Cultural Services to work with other agencies (Libraries, Parks, Forestry and Recreation, the Toronto District School Board, etc.), and Toronto's City-owned museums to create an inventory of spaces across the city for community cultural use.	Total square footage of affordable, sustainable, cultural space
1.4 Protect industrial and commercial space for cultural industries by developing stronger policies during the review of the City's Official Plan as well as during the review of site-specific re-zoning applications.	
1.5 Provide City Councillors with a ward-by-ward community cultural infrastructure priority list to guide their Section 37 funding allocations. This will require updating the cultural spaces inventory and collaboration with City Planning.	
1.6 Find ways to increase efficiencies and make the Civic Theatres affordable for community cultural use.	

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2. We recommend the City ensure access and opportunity for cultural participation to all citizens regardless of age, ethnicity, ability, sexual orientation, geography, or socioeconomic status.

Action	Key Metrics
2.1 Establish regular quarterly meetings with youth arts organizations, and City of Toronto divisions and agencies in each part of the city, East, West, North, and South Toronto.	City-funded cultural programs for youth: number of programs and attendance
2.2 Review the existing permit process to explore ways to streamline the process and make it more user-friendly for arts organizations, notably those that are youth-led.	City-funded cultural events: number of events and attendance
2.3 Establish Local Arts Services Organizations in North York and East York.	Number of audience members attending through discounted ticketing programs
2.4 Establish a program to support mentorships and partnerships cross-sectorally between established organizations and emerging cultural organizations, especially youth-led organizations, all across the city.	
2.5 Develop a rotating Cultural Hotspot of the Year program to celebrate cultural activity in Toronto's neighbourhoods.	

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3. We recommend that the City support the development of creative clusters and emerging cultural scenes to capitalize on their potential as generators of jobs and economic growth.

Action	Key Metrics
3.1 Continue to study and map the cultural districts in Toronto and recommend policy tools to foster and protect the existing cultural clusters.	The number of cultural workers in Toronto as a percentage of the total Toronto labour force
3.2 Support the development of the Cultural/Creative Hub in Weston Mount Dennis and use it to showcase the community's history.	The number of cultural businesses and enterprises in Toronto
3.3 Promote and foster Toronto's screen-based cluster by: <ul style="list-style-type: none"> a. Reinstating the Toronto Film, Television and Commercial Production Industry Committee; b. Working with the Ontario Media Development Corporation, the Government of Ontario and the production community to develop a mechanism to support the creation of more sustainable spaces for small and medium-sized productions, which would otherwise go to competing jurisdictions; c. Directing the City's Film and Television Office and Strategic Growth and Sector Development units to devise a strategy to expand the availability of capital for domestic film production; d. Taking a more active role in policy discussions to proactively and consistently defend the interests of Toronto-based artists and companies in provincial and national funding and tax policies. 	<p>The total number of businesses and enterprises in Toronto</p> <p>The number of location permits issued for film and television productions in Toronto</p> <p>The annual production spends of GTA screen-based industries</p>

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4. We recommend that the City promote its cultural institutions, festivals and other assets to enhance its position as a Creative City regionally, nationally, and internationally.

Action	Key Metrics
4.1 Work with Tourism Toronto, Waterfront Toronto, and the local restaurant and hospitality industry to position and market Toronto internationally as a cultural destination, and to define its creative image through large festivals such as the Toronto International Film Festival, Luminato, Caribana, NXNE, and upcoming major events (World Pride 2014, Pan/Parapan American Games 2015).	The number of visitors to Toronto who participate in cultural activities as a percentage of all visitors
4.2 Make the upcoming commemoration of the Bicentennial of the War of 1812 and its legacy project, the Fort York Visitor Centre, a priority for the next two years.	
4.3 Continue to develop plans for the Toronto Museum Project at Old City Hall	
4.4 Leverage existing City assets like Winterlicious and Summerlicious, or use the model to create new programs to benefit the cultural community and creative sector.	
4.5 Undertake a feasibility study for an Urban Biennial exhibition of contemporary Canadian and international art, architecture, urban planning, design, and technology.	
4.6 Develop a one-window online portal for event organizers to streamline the process for permits and services.	
4.7 Develop a digital marketing strategy to integrate the branding and promotion of Toronto's cultural events.	
4.8 Pursue membership in UNESCO's Creative Cities Network as a City of Film	

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6. We recommend that the City keep pace with international competitors by making a firm commitment to sustain Toronto's cultural sector and position Toronto as a leading, globally competitive Creative Capital.

Action	Key Metrics
6.1 Follow through on Council's previously committed goal of achieving \$25 per capita in expenditures on culture by providing ongoing support to City-funded cultural organizations and implementing the recommendations of this report.	Per capita investment in culture, comparing Toronto with selected other cities
6.2 Challenge the private sector to match increased municipal cultural funding and work with Foundations to secure a pool of funds for creative capital initiatives.	Funds leveraged by increased City investment in arts and culture grants
6.3 Reinststate the Mayor's Ball for the Arts with funds directed to the Toronto Arts Foundation..	Percentage growth of private funding vs. municipal funding

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5. We recommend that the Mayor take a leadership role in Toronto's creative capital strategy.

Action	Key Metrics
<p>5.1 Convene city staff to form a <i>Mayor's Creative Capital Working Group</i> to coordinate the City's activities and resources in a way that benefits the cultural community and all Torontonians. The <i>Working Group</i> would include staff from all the arts, cultural and creative disciplines in the city's administrations, as well as city entities and enterprises that would benefit from the application of a coordinated creative lens.</p>	
<p>5.2 Convene periodic <i>Mayor's Breakfasts</i> for Toronto's cultural attraction and business leaders to discuss upcoming opportunities and events, to support tourism and to facilitate greater information and knowledge exchange.</p>	

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Richard Florida

Special Advisor, Creative Capital Initiative
Director, Martin Prosperity Institute

[Launch Video](#)

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Jeff Melanson

Special Advisor, Creative Capital Initiative
Co-CEO, Canada's National Ballet School
Special Advisor to the Mayor, Arts & Culture

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CEO, Capital Canada

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Thank you