

Making Toronto a place where
business and
culture thrive



Economic Development & Culture Division
Annual Report 2016



Message from the General Manager

In 2016, the Economic Development & Culture Division (EDC) continued its work to make Toronto a place where business and culture thrive.

On the economic front, we facilitated investment in projects that resulted in a projected \$675 million in investment value, the construction or renovation of 4.95 million square feet of floor space, and an estimated 13,800 jobs retained or attracted to the city. The City's \$24 per capita investment in culture also paid dividends, as more than 17 million people attended over 30,000 City-funded cultural events in the city.

These statistics, as notable as they are, reflect only a portion of the full scope of work undertaken across EDC's program areas to accelerate Toronto's economy and ensure a thriving environment for culture. Significant strides were made in all portfolios in 2016.

We ramped up planning for this year's Canada 150 celebrations in Toronto. *TO Canada with Love* will be a rich tapestry of celebrations, commemorations and exhibitions honouring Canada's 150th birthday. The program kicked off with a spectacular New Year's Eve celebration enjoyed by capacity crowds at Nathan Philips Square.

Substantial progress was made in consolidating Foreign Direct Investment marketing for the Toronto region, culminating in the launch of Toronto Global in early 2017. By partnering with neighbouring municipalities and the federal and provincial governments through this Greater Toronto Area agency, EDC can now concentrate on closing deals and facilitating investments on the ground.

Nuit Blanche Toronto, always a big success, continued to draw large audiences. More than 1 million people, including 205,000 out-of-town visitors, attended the 11th edition of this marquee EDC event, generating an economic impact of \$43 million for the city.

The Cultural Hotspot program ran for a third year, this time in North York. The program helps extend the economic and social benefits of culture to areas of the city outside the downtown core. In 2016 it brought 40 community partners on board, and provided more than 1,500 youth with mentoring and employment opportunities.

Engaging young people is also an aim of our entrepreneurship services team. We helped over 300 young people start businesses through the Starter Company and Summer Company Programs, and launched a youth-focused entrepreneur incubator that assists Ontario Works clients in starting their businesses. We also launched the StartUp Here Toronto initiative and developed a program, Digital Main Street, to help main street businesses adopt technologies.



EDC's Business Improvement Area program continued to facilitate streetscape improvements, leveraging more than \$40 million in private sector funding for commercial area revitalization, a 35:1 ratio for every dollar the City spent.

Our film office provided support for 1,411 screen-based productions that employed 30,000 people and generated \$2 billion in film, television, digital and commercials production investment in 2016 – a record-breaking year. And though it's still early days for the music sector program, the launch of the Toronto Music Directory was yet another step in making Toronto an internationally recognized Music City.

Toronto's historical museums and heritage sites play an important role in remembering and celebrating the city's past. In 2016, Fort York National Historic Site hosted "The Great War Comes to Life," an exhibit and events commemorating the centenary of the First World War. We also celebrated the 50th anniversary of the Beatles final performance in Toronto by presenting "When the Beatles Rocked Toronto," an exhibit at the Market Gallery with related lectures and walks, and a tribute concert recreating the 1966 event.

The Division's externally-focused program areas have been very well supported by high-quality marketing, communications, finance, fundraising, research, information and policy functions within the Division. Without these efforts, our program successes would not be possible.

I would like to recognize that the Division's many accomplishments also would not be possible without the collaboration of our many partners and stakeholders inside City Hall and in the business and arts communities we serve. We especially appreciate the support of the Economic Development Committee of Council and its enthusiastic leadership by Councillor Michael Thompson.

I look forward to working with you and our many partners in 2017 and beyond as we continue our efforts to keep expanding Toronto's global success story.

Mike Williams
General Manager
Economic Development & Culture Division



Setting Priorities

The Economic Development & Culture Division strives to make Toronto a place where business and culture thrive. Our objective is to advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through more and enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources.

Service Overview

EDC provides numerous programs and initiatives grouped into four service categories:

- **Business Services:** Promote and strengthen Toronto's business environment and support entrepreneurs and businesses to develop and grow.
- **Entertainment Industry Services:** Promote and support Toronto's entertainment industries – including creative screen industries, events, music and tourism – to develop and grow.
- **Arts Services:** Promote and increase opportunities to create, engage and experience local, national and international arts in Toronto.
- **Museums and Heritage Services:** Promote, preserve and present Toronto's history and heritage while effectively engaging the public.

In 2016, the Division's programs were supported by a \$78.2 million gross operating budget and a \$31.2 million capital budget. The Division's 2016 operating budget was offset by \$19.2 million in revenue for a net cost of \$59 million.

Of EDC's 2016 capital budget of \$31.2 million in gross expenditures, which included carry-forward funds, 54 per cent was allocated to state of good repair projects for the Division's 100 City-owned, mainly heritage buildings as well as to Business Improvement Area streetscape improvement projects and several large capital projects.

Strategic Directions

The **City of Toronto Strategic Actions for 2013-2018** plan articulates a number of key goals for our city: social development, economic vitality, environmental sustainability, good governance and city building. While EDC's programs and initiatives support all of the themes of the 26 actions outlined in the plan, the Division is directly responsible for three specific City priorities: increase economic opportunities, accelerate economic growth and invest in culture.

To advance these actions, two foundational strategies – **Creative Capital Gains** and **Collaborating for Competitiveness** – developed by EDC and endorsed by City Council, guide the programs, initiatives and services the Division implements. EDC's program development is also broadly aligned with the **Strong Neighbourhoods 2020 Strategy** produced by the Social Development, Finance & Administration Division and Toronto Employment & Social Services' **Working as One: A Workforce Development Strategy for Toronto**. In 2015, Council unanimously approved a new poverty reduction strategy, **TO Prosperity**, for which EDC provided input. EDC operational effectiveness is guided by its operational business strategy and 7STAR strategic planning process to ensure its programs and services support and advance the City's Strategic Actions.

Creative Capital Gains: An Action Plan for Toronto

Produced in 2011 through the volunteer efforts of cultural and business leaders, *Creative Capital Gains: An Action Plan for Toronto*, comprises input and comments from almost 500 members of Toronto's arts, culture and business communities.

To enhance Toronto's place as a leading international cultural centre and increase the role of culture in the economic and social development of the city the report identifies the following broad recommendations:

1. Ensure a supply of affordable, sustainable cultural space
2. Ensure access and opportunity for cultural participation for all citizens regardless of age, ethnicity, ability, sexual orientation, geography, or socioeconomic status
3. Support the development of creative clusters and emerging cultural scenes to generate jobs and economic growth
4. Promote Toronto's cultural institutions, festivals and other assets to enhance its position as a creative city regionally, nationally and internationally
5. 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

Staff have implemented all action items set out in the report. Twenty-seven are completed, with 18 of these items having expanded beyond the original goals. Work is well underway on the remaining nine actions, including the development of a Music Strategy to promote and foster Toronto's music cluster.

Collaborating for Competitiveness: A Strategic Plan to Accelerate Economic Growth and Job Creation in Toronto

Endorsed by City Council in 2013, this plan sets targets to create a more attractive business and investment climate in Toronto and commits to harmonizing the policies and activities of the City of Toronto and its agencies. The four recommendations and actions defined within the report are:

1. Make Toronto the most competitive big city in North America for businesses
2. Ensure adequate supply and availability of business input essentials
3. Encourage business investment and formation
4. Boost business growth

All of the 18 actions identified in the report have been completed or enhanced, or the work is well underway. In the past year, staff have advanced a number of key issues including: reaching the tax reduction targets of 2.5 times the residential rate for small businesses, with the City on track to reach the 2.5 ratio for the remaining commercial, industrial and multi-residential properties by 2020; continuing to implement the short-term actions identified in ***From Concept to Commercialization: A Startup Ecosystem Strategy for the City of Toronto***; participating in the development of Toronto Global, the recently launched Foreign Direct Investment marketing agency for the Greater Toronto Area; protecting employment lands for economic activity; supporting seven major outbound missions including the Mayor's Business Mission to Asia and the Mayor's Technology Mission to Israel; and hosting 17 inbound missions in 2016.

Updating the Division's Strategic Plans

Given the advanced stage of completion of the two plans – six and five years respectively have elapsed since they were launched – the Division decided in late 2016 to significantly refresh and combine the two plans. It is expected that this plan will be available for Committee and Council approval in the fall of 2017.



Dancer Peggy Baker interacts with artist Lisa Park's installation *Eunoia II*, (2014) during the 2016 edition of Nuit Blanche Toronto.

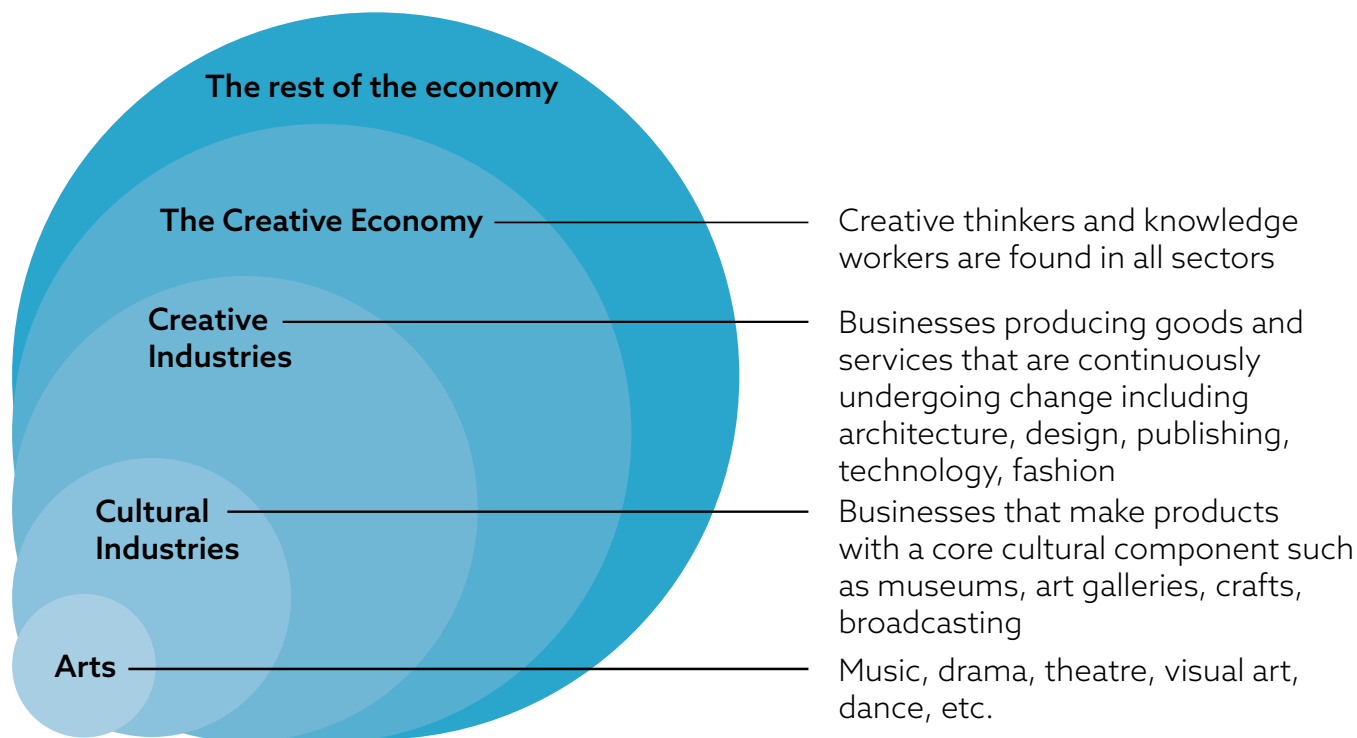
Fostering a Creative Economy: A Fundamental Premise of EDC

The City's Economic Development & Culture (EDC) Division is strategically positioned to foster the increasingly symbiotic relationships between culture, economy and place, in pursuit of long-term prosperity, opportunity and liveability.

Toronto's creative economy impacts and contributes to the economic and social foundations that make Toronto what it is today – a highly desirable place to live, work and play that attracts skilled workers, businesses, tourists and investment.

The workers and businesses that make up Toronto's creative economy represent all sectors of the economy, not just those traditionally viewed as cultural. From publishing houses to entertainment lawyers, musicians to musical instruments supply stores, actors and directors to DVD manufacturers and post-production agencies, creative industries are based in many areas of Toronto's overall economy.

EDC's programs and services support all levels of the creative economy and strive to enrich the relationships between them.



Who We Are



Economic Development & Culture

The approximately 450 full-time and part-time skilled professionals (including our Canada 150 team) working within the Economic Development & Culture Division are committed to making Toronto a place where business and culture thrive. Five organizational units – Business Growth Services, Arts and Culture Services, Film and Entertainment Industries, Museums and Heritage Services, and Program Support – provide programs and services that boost Toronto’s economic competitiveness, help foster a creative economy, encourage job creation, and support the economic and cultural well-being of the city.

Arts & Culture Services

Lifelong cultural participation and public engagement are key contributing factors to prosperous, healthy and liveable communities. EDC is committed to supporting and promoting vibrant cultural scenes in Toronto where creative activities can flourish and residents and visitors can engage in rich artistic experiences. The Division contributes to the development of arts and culture in Toronto by consulting with and advocating for the city's cultural industries, providing financial support to arts institutions and individual artists, guiding the development of public art, as well as producing major cultural events and inclusive arts programs.

Business Growth Services

Business Growth Services are designed to help Toronto businesses reach their full potential with a focus on job creation and investment. Staff assist businesses of all sizes; from burgeoning micro enterprises to medium- to large-scale companies; from firms operating within the city's key industry sectors to main street retail and service establishments that comprise the city's 82 Business Improvement Areas. Contributing directly to Toronto's business-friendly environment, EDC's business growth initiatives help businesses launch, grow, expand, export and manage everyday challenges.

Film & Entertainment Industries

A well-established screen-based production centre. A vibrant music scene. Dynamic festivals and events. All are exciting in their own right, but when combined they help raise Toronto's profile as a world-renowned tourist destination, create many jobs, and add to the cultural vibrancy of the city. EDC supports many aspects of the city's film, music, tourism and entertainment industries.

Museums & Heritage Services

With an eye to the past while keeping a finger on the pulse of today, EDC manages 10 historic sites in Toronto. From the birthplace of urban Toronto to the home of Toronto's first mayor, from a 19th century industrial community overlooking the Don Valley to a one-room schoolhouse, residents and visitors alike can learn about Toronto's fascinating and diverse history and view some of the 150,000 artifacts and more than a million archaeological specimens in the City's collection. In addition to developing unique programming to showcase the City's historic sites, the Division also manages, maintains, and restores over 100 additional mainly heritage buildings and cultural facilities that are used by the public.

Program Support

EDC develops strategic plans and policies that address issues facing the business, cultural and arts communities. To track Toronto's economic and cultural performance, as well as and the operational performance of the Division, staff collect and analyze statistical data and coordinate technology needs. Staff co-ordinate financial and budget planning, analysis and procurement for the Division. Operational effectiveness for the Division is guided through strategic planning management and advice, and business analysis support. Securing sponsorship dollars enables EDC to better deliver award-winning events, forums and programs than would be possible solely with tax-based funding. To promote these initiatives, the Division executes large-scale, multi-layered marketing and communications campaigns that attract international attention and millions of participants.

TO Canada with Love launched on New Year's Eve with performances, skating, fireworks, and an audience of more than 60,000 at Nathan Phillips Square.



Canada 150 Celebrations, Commemorations & Exhibitions



A major focus for EDC in 2016 was the planning and launch of the City's year-long program of celebrations, commemorations and exhibitions in honour of Canada's 150th birthday in 2017. The *TO Canada with Love* program involves more than 30 City-produced events that take place across Toronto throughout 2017. From cultural festivals and fireworks to citizenship ceremonies and historical activations, Toronto will honour this national milestone along with the rest of the country. Even the popular 3D TORONTO Sign is showing its love with the addition of a 3D maple leaf.

TO Canada with Love kicked off in style on New Year's Eve, when an audience of more than 60,000 attended Nathan Phillips Square to ring in 2017. Revellers celebrated with an exhilarating evening of entertainment including a skating party with DJ Shub, live musical performances by Canadian talents Nefe, Boogat, and headliner Walk Off The Earth, and a fireworks display at midnight. A one-hour nation-wide musical special was broadcast on CBC, showcasing festivities in seven Canadian cities spanning all six time zones, including Toronto.

The 2017 calendar of *TO Canada with Love* events includes:

- My City, My Six, a public engagement art project asking Torontonians to share something essential about themselves or Toronto in six words, culminating with an exhibition in the fall of 2017;
- MomenTO, a citywide set of installations, exhibits and events highlighting historical people, places and events from 1867 to 2017 that are significant to the history of Canada and Toronto;
- Vimy 100, Toronto's tribute to the men and women who fought for Vimy Ridge on April 9, 1917 including Great War exhibits and events;
- National Aboriginal Day and The Indigenous Arts Festival, a celebration of the very best in Indigenous and Metis culture including traditional and contemporary music, educational programming, storytelling, dance, theatre, and food;
- A four-day Canada Day festival at Nathan Phillips Square featuring international performers and July 1st celebrations at civic spaces and parks across the city.

TO Canada with Love events are produced by the City of Toronto in partnership with the Province of Ontario and the Government of Canada.

Full program details can be found at toronto.ca/canada150.

A highlight of the 2016 edition of Nuit Blanche Toronto was *Death of the Sun*, a massive and immersive sculpture by Toronto artist Director X.



Arts & Culture Services: What We Do

Arts Services

Partnering with community organizations and artists, EDC staff facilitate, develop and implement a range of community arts programming to ensure barrier-free arts and cultural opportunities for all. Programs range from mentorships for young artists to community theatre, art exhibits, music and dance performances and creative businesses. The Division operates four City-owned community cultural facilities including: The Assembly Hall, Cedar Ridge Creative Centre & Art Gallery, Etobicoke Civic Centre Art Gallery and the Zion Church Cultural Centre; and is undertaking the day-to-day operation of a new arts and cultural centre through the redevelopment of the Guild Park and Gardens.

City Cultural Events

EDC produces a series of annual signature and special cultural events from inception through to execution. These annual events include: Cavalcade of Lights; Doors Open Toronto; Nuit Blanche Toronto; and Summer in the Squares. These programs are free and accessible to all residents. They celebrate the vibrancy and diversity of Toronto, attract cultural tourism, and promote professional local, national and international artists. EDC also develops large-scale special programs that commemorate events of significance for the city. Past events include Toronto's 175th anniversary, the 2010 Olympic Torch Relay, the City cultural program for the 2015 Pan/Parapan American Games at Nathan Phillips Square, and the upcoming commemoration and celebration of Canada's 150th anniversary.

Cultural Partnerships

EDC's Cultural Partnerships unit works with the professional not-for-profit arts and cultural sector to provide cultural offerings across Toronto. Grant allocations are made to the sector through our partnership with the Toronto Arts Council, and City funding programs such as Major Cultural Organizations, Local Arts Service Organizations, and the Culture Build program. EDC also administers and maintains Toronto's Public Art program. The Division works closely with Planning, Real Estate Services, Finance, and Facilities Management to ensure a supply of affordable and sustainable cultural space by managing Below Market Rent tenancies in City-owned spaces and developing new space through unique partnerships with commercial and not-for-profit developers.

Managed
\$31.2 million
in grant allocations



Responsible for
217 works of
public art



17 million people



attended
30,000
City-funded
cultural events

238,500

Doors Open
Toronto
building visits

to **138**
sites



Arts & Culture Services: What We achieved

Arts Services

- Implemented Cultural Hotspot program in North York. Now in its third year, the initiative celebrates local arts and culture in annually rotating areas of the city. Program highlights:
 - o produced 34 new community arts programs
 - o worked with 40 community partners
 - o implemented the Hot Eats program to promote local restaurants, with over 55 establishments participating
 - o employed 100 youth and mentored 1,500
 - o developed a new Cultural Loops Guide and Tour book in collaboration with EDC's Visitor Services team, featuring self-guided tours that invite tourists and Torontonians to "explore more beyond the core"
- Developed business plan and led community consultations for new arts and culture centre at Guild Park and Gardens, with more than 350 groups and individuals participating.
- Provided 425 arts classes and organized 430 public events and 47 art exhibits.
- Coordinated the efforts of 600 volunteers who contributed a total of more than 7,100 hours.

City Cultural Events

- Produced the 11th edition of Nuit Blanche Toronto, North America's largest free contemporary art festival featuring nearly 90 artworks by over 300 artists. The event attracted an audience of more than 1 million, drawing over 205,000 out-of-town visitors and generating an economic impact of \$43 million.
- Produced the 17th edition of Doors Open Toronto, providing public access to 138 sites with a total audience of 238,500. The 2016 event featured its first-ever keynote speaker and the participation of more than 40 new sites.
- Produced Canada Day celebrations with fireworks show, which drew an audience of 25,000.
- Produced the 50th edition of Cavalcade of Lights, which drew an audience of more than 50,000.
- Produced New Year's Eve at Nathan Phillips Square, kicking off Canada 150 celebrations in Toronto. Audience attendance upwards of 60,000.
- Coordinated 2,400 volunteers in City-produced cultural events as part of the volunteer program.

Cultural Partnerships

- Funded directly, and through Toronto Arts Council (TAC), more than 30,000 cultural events with an attendance of 17 million people.
- Managed \$31.2 million in grant allocations through TAC and grants directly to major cultural and local arts service organizations as well as partner organizations.
- Funded 11 state-of-good-repair projects through the Culture Build program, with a total of \$330,000 in grants for repair work on non-City owned cultural facilities.
- Oversaw appointment of Geoffrey James as the inaugural Photo Laureate of the City of Toronto for a three-year term.
- Supported 19 public appearances by Poet Laureate Anne Michaels and Photo Laureate Geoffrey James.
- Produced the 42nd Toronto Book Awards in partnership with the Toronto Public Library and Word on the Street.
- Initiated the commissioning of four new works of public art with a combined budget of more than \$2.5 million and oversaw the completion of 11 works of public art.
- Completed conservation and maintenance work on 26 artworks and monuments throughout the city, including major restoration projects on Salmon Run Fountain and Stanley Barrack Gates.



Cultural Hotspot 2016 launched at the Aga Khan Museum with a performance by Beny Esguerra and New Traditions.



EDC played a key role in the creation of the Downview Aerospace Innovation and Research Consortium, which focuses on collaborative R&D between academic institutions and companies like Bombardier Aerospace.

Business Growth Services: What We Do

Business Improvement Areas

EDC supports the growth and economic health of Toronto's network of 82 Business Improvement Areas (BIAs) comprised of more than 35,000 businesses employing over 410,000 people. Staff provide hands-on advice and assistance to community groups looking to start or expand a BIA, ensuring that legislative requirements are met. EDC administers several grant programs that help BIAs to improve the façade of commercial premises and to create murals that can be enjoyed by all. The Streetscape Improvement Program provides cost sharing (usually on a 50/50 basis) for large-scale beautification projects within BIAs.

Business Retention and Expansion

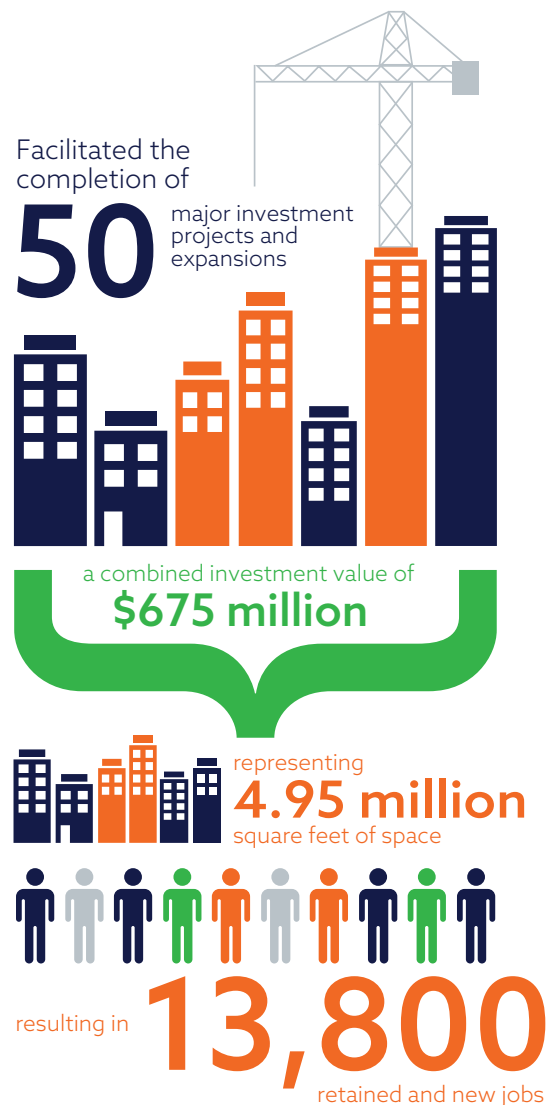
EDC's services and programs support local medium- and large-sized businesses to facilitate growth and job creation. Staff offer a corporate calling program, administer the Imagination, Manufacturing, Innovation, Technology (IMIT) Incentive Program, and expedite development through the Gold Star program. To help Toronto companies expand into foreign markets, EDC offers export development advice and training and access to representatives of the 10 international cities with which Toronto has formal economic and cultural relationships. Two key resources produced and maintained by staff are the Toronto Signature Sites Collection online database, and the Business Connect resource guide.

Entrepreneurship Services

EDC offers services that link entrepreneurs and small business owners with the tools they need for growth and development. Within three Enterprise Toronto small business centres staff offer one-on-one business plan consultations, assist with business name registrations, and advise on government regulations including permitting and licensing. Staff also produce free business forums, weekly seminars and unique training opportunities. Business incubators and accelerator programs play a key role in the growth of start-up and early-stage companies. EDC supports the formation, maintenance and expansion of business incubators in Toronto through professional and financial support.

Sector Development

EDC provides advocacy and consultation and fosters business-to-business collaboration among targeted high-growth industry sectors including: life sciences, design, fashion/apparel, education, aerospace, financial services, food and beverage, green, and technology. Funding initiatives and programs developed by industry partners, sector-based organizations and associations allow the City to leverage resources to encourage growth among Toronto's key sectors and contribute to Toronto's future economic health.



Business Growth Services: What We Achieved

Business Improvement Areas

- Supported the creation of a new BIA (CityPlace/ Fort York) and the expansion of four BIAs (Junction Gardens, Riverside District, College Promenade and The Waterfront).
- Completed 59 Façade Improvement Grants valued at over \$584,000, leveraging over \$4 million in private investment.
- Completed 10 Mural Grants valued at \$50,000.
- Leveraged over \$40 million in private sector funding for commercial area revitalization, a 35:1 ratio for every dollar the City spent.
- Provided legislative oversight and professional advice to 82 BIAs, ensuring implementation of effective economic development and streetscape improvement programs, and BIA Boards of Management compliance with the City of Toronto Municipal Code.
- Launched program to promote economic revitalization in distressed retail areas in two pilot areas (Rogers Road and Oakwood Village).

Business Retention & Expansion

- Facilitated new industrial, commercial and institutional development activity through assistance for 50 investment projects and expansions – resulting in about \$675 million in investment value, the construction/renovation of 4.95 million sq. ft. of floor space, and 13,800 jobs retained or attracted to the city.
- Provided support for the development and preservation of designated Employment Lands through ongoing Planning Application review, expert witness testimony at Ontario Municipal Board Hearings, and consultation and participation in Official Plan Amendment 231 appeals.
- Supported Mayor Tory's business missions to California, Asia and Israel to further Toronto's international image, investment attraction and trade prospects. Other councillor and staff missions to Austin, Los Angeles, Chongqing, Shanghai, Hong Kong, Tokyo and Sagami-hara promoted mutual business opportunities.
- Supported Latin American Bilateral Trade Initiative to leverage and enhance Toronto's international presence in the global marketplace.
- Provided export development training programs to business participants.



StartUP HERE Toronto initiative launches at Shopify's Toronto office.

Entrepreneurship Services

- Served 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners through business consultations, business incubation support, and training and workshops.
- Assisted 315 young entrepreneurs start businesses through the Starter Company and Summer Company Programs.
- Launched Digital Main Street, a program focused on helping main street businesses in BIAs adopt technologies and compete in a digital economy.
- Launched StartUp HERE Toronto web-based platform to promote and tell the story of Toronto's startup community.
- Developed and launched StarterSpace @Crossways, a youth-focused entrepreneur incubator that assists Ontario Works clients in starting their businesses.

Sector Development

- Delivered 20 market development initiatives and projects, supported 40 international trade activities, met with 25 businesses interested in establishing in Toronto, and provided advice and direct assistance to 130 Toronto companies.
- Worked with partners to develop 35 sector-specific marketing initiatives and 65 events attended by over 16,000 potential customers.
- Leveraged over \$525,000 to support sector projects and initiatives – close to \$2 for every dollar the City invested in growing Toronto's sectors.
- Met with 330 sector stakeholders such as trade associations, worked with a total of 380 individual firms, and linked together sector stakeholders in over 240 meetings and workshops.
- Key highlights of individual sector initiatives are:
 - o **Aerospace:** Facilitated site plan approval process for Centennial College's new Aerospace Campus.
 - o **Design:** Worked with Design Industry Advisory Committee to secure Industrial Research Assistance Program funding to help high-growth companies utilize design.
 - o **Education:** Planned and ran the International Students Welcome Program that greeted and assisted 5,300 international students arriving at Pearson Airport.
 - o **Fashion:** Supported Shop Toronto Design project, the Toronto Fashion Incubator's New Labels designer competition, and the Press and Buyers spring and fall trade shows.
 - o **Food and Beverage:** Supported creation of "Taste Your Future" website to promote food processing sector as a viable employment option for youth.
 - o **Green:** Supported the continued growth of the urban wood sector, including an exhibit at Canadian Council of Forestry Ministers meeting in Ottawa and trade mission to New York.
 - o **Life Sciences:** Contributed to sector analysis, strategic planning and the development of specialized sub-sectors for the Toronto region's human health sciences cluster.
 - o **Smart Cities:** Created and co-chaired Smart Cities Working Group to raise awareness of smart cities developments, facilitate stakeholder collaboration and build local 'smart' capabilities.
 - o **Technology:** In partnership with TESS, supported three job recruitment fairs to help Ontario Works recipients learn about career opportunities in the tech sector.



Major scenes from the blockbuster *Suicide Squad* were filmed near Yonge Dundas Square.

Film & Entertainment Industries: What We Do

Film, Television & Digital Media

EDC provides one-stop service for animation, video game, interactive, digital media and film projects produced in Toronto. Staff co-ordinate location filming within the city, ensuring the highest level of customer service to this specialized client group while minimizing disruption on city streets. Staff offer connections to resources for talent, skilled technicians, film commissions, government and industry contacts, tax credits, studios, locations and suppliers. Staff provide industry development support to the local screen-based community that employs more than 25,000.

Live & Recorded Music Development

Toronto is a diverse music city, home to an unmatched grassroots network of emerging artists and global talent as well as over 250 venues featuring live music regularly, 75 unique music festivals across all genres, leading promoters, and the country's top recording studios and record labels. Through robust industry-based partnerships, EDC staff liaise with Toronto's music industry, stimulating economic growth and helping to create more opportunities within this dynamic sector.

Event Support

EDC supports the hundreds of bids, festivals, events and conventions that occur in Toronto annually. EDC staff manage and co-ordinate the cross-divisional Event Support Team, a one-stop shop of City representatives that provide advice and answers to help producers facilitate their events. The team is composed of representatives from City divisions and Commissions including Toronto Paramedic Services, Film, Television & Digital Media, Municipal Licensing & Standards, Parks, Forestry & Recreation, Police Services, Public Health, and Transportation. EDC provides an online event planning guide and the Event PaL web application which generates customized application packages. Staff regulate permits for all events on Nathan Phillips Square. Staff also administer the annual Winterlicious and Summerlicious programs.


Tourism Services

EDC nurtures and stimulates the tourism economy through public information services, industry support and by representing tourism interests in City policies and practices. Public tactics include engagement to benefit visitor experience, encourage higher expenditure in destination and support local business. Industry tactics include training and outreach as well as sector support such as attracting investment and supporting industry needs. Specific programs include year-round (Union Station) and seasonal (INFOTOGO) visitor information services as well as supporting pieces such as the Festival and Events Calendar/Database, maps and brochures. Industry engagement includes the We've Been Expecting You (WBEY) eNewsletter, online and in-person training. Additional programs include Toronto Greeters, a unique program linking visitors with local volunteers who share their love of Toronto.

Total
\$2 billion in direct investment in
2016



\$403 million in animation and visual effects



\$1.6 million in music videos



\$380 million in commercials



\$1.223 billion in major film & TV productions



1,411 filming projects
6,000+ shoot days

Film & Entertainment Industries: What We Achieved

Film, Television & Digital Media

- Facilitated and processed permits for over 6,000 filming locations involving 1,411 on-screen productions that employed 30,000 skilled workers and generated \$2 billion in film, television, digital and commercials production investment.
- Enhanced permit processing and improved the coordination of film-related road closures/occupations by signing an MOU with Transportation Services delegating decision-making authority.
- Provided lead support for Mayor's business mission to Los Angeles – a collaborative public-private sector initiative – resulting in enhanced business relationships with major and emerging studios.
- Launched "XOTO Toronto Loves Film" brand with a promotional Filmmakers Lounge at the Toronto International Film Festival, rollout of neighbourhood givebacks, and customer service extension for residents and productions.

Live & Recorded Music Development

- Launched Toronto Music Directory, an online database and interactive map featuring live venues, management companies, agencies and production resources.
- Worked with Toronto Music Advisory Council (TMAC) on the development of the City's first Music Strategy, which included consideration of feedback from online public consultation (more than 6,100 responses received).
- Produced "Live from City Hall" music series that provided performance opportunities for 34 Toronto bands in 2016. Sourced additional sponsorship of \$15,000 from Music Canada to support artist fees.
- Planned and executed City of Toronto's activations at SXSW music festival in Austin, Texas.
- Worked with industry partners in Toronto and Austin, Texas, to host the inaugural Austin-Toronto Music Business Summit. Held in Toronto, the event brought 19 industry leaders from Austin to meet with their counterparts in Toronto at a conference that comprised roundtable discussions, working groups, and an evening networking event.

Event Support

- Produced 2016 Winterlicious and Summerlicious programs that featured 11 Culinary Events, more than 200 restaurants per program, and approximately 630,000 meals served – generating \$28 million in economic impact.
- Created and implemented a grant program for significant events.
- Re-designed the Nathan Phillips Square permit process to increase customer service.
- Provided logistical support and advice to organizers of major events, including the upcoming North American Indigenous Games, EDIT Festival, and the Invictus Games.

Tourism Services

- Supported Toronto's tourism economy by improving wayfinding in the city. Distributed close to 1 million print maps and worked on inter-divisional TO360 Wayfinding initiative.
- Advanced Culinary/Food Scene Tourism as an economic driver in Toronto by developing a strategic report for Committee and working on an inventory of assets and promotional plan.
- Enhanced the visitor experience through INFOTOGO program, interacting with more than 148,000 people over 326 operating days at 26 different sites around Toronto – a 47 per cent increase in interactions from 2014, and a 450 per cent increase from 2011.
- Continued to run the "We've Been Expecting You" hospitality training program, with more than 700 participants from 400 organizations in 2016, and 1,500 monthly subscribers to an eNewsletter that provides timely info to industry members to share with visitors to the city.



Mayor Tory reaffirms the City's support for Toronto's screen based industries at an announcement at Cinespace Film Studios.



Renowned music video artist and filmmaker Director X accompanied Mayor Tory on an EDC organized business mission to Los Angeles to promote Toronto's film and television sector.



Montgomery Inn is one of 10 historic sites that EDC operates, with programs and events that bring these sites and their history to life.

Museums & Heritage Services: What We Do

Toronto's Historical Museums

EDC operates 10 historic sites – including Toronto's birthplace, the iconic Fort York National Historic Site – that collectively tell the story of Toronto. Each public site offers a broad range of programs, events and exhibits – including P.A. Day and March Break events, summer camps, concerts, informative talks, tours and theatre programs – that bring these historic sites and their history to life. Staff also run highly popular school programs aligned with the Ontario primary and secondary school curriculums. EDC facilitates rental of all the sites for a variety of business and social functions such as corporate meetings, weddings and birthday parties.

EDC is responsible for the restoration, maintenance and major service improvements of our 10 historic sites and over 100 additional City-owned mainly heritage buildings located on 42 properties. These properties range from the Toronto Centre for the Arts and the Sony Centre to historic sites such as Casa Loma. Staff also lead the development of, and manage the ongoing relationship for adaptive reuse and restoration of major sites such as the Evergreen Brickworks, the Guild and the John St. Roundhouse.

Collections and Conservation

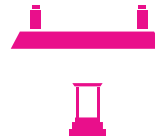
EDC is responsible for the care, conservation and display of a large and significant collection of historic objects – 150,000 items such as furniture, clothing and documents – as well as roughly 1.1 million archaeological objects that are authentic and tangible reminders of Toronto's history. These are stored in two facilities where significant conservation and repair work is done on the artefacts and for the historical sites. In addition, EDC acts as the steward of the City's fine art collection, conserving the more than 2,500 moveable works of art, many dating back to the 19th century and making them available and accessible to the public.



Fort York National
Historic Site



Todmorden Mills
Heritage Site



Gibson House Museum



Zion Schoolhouse



Mackenzie House



Montgomery's Inn



Market Gallery



Spadina Museum



Colborne Lodge



Scarborough
Historical Museum

Museums & Heritage Services: What We Achieved

Toronto's Historical Museums

- Staged sold-out “Gatsby Garden Party” at Spadina Museum, generating significant public profile and media attention.
- Presented numerous events at Fort York, including “The Great War Comes to Life” commemorating the centenary of the First World War.
- Developed and opened the major exhibit “When the Beatles Rocked Toronto” at the Market Gallery, along with a variety of complementary activities.
- Presented 50th anniversary commemoration concert that recreated the Beatles final performance in Toronto in 1966.
- Completed a number of community engagement projects including Toronto’s Great War Attic, a WWI-related program that culminated in the screening of 10 short films at TIFF Lightbox.
- Recruited and trained 32 volunteers to engage visitors at “When the Beatles Rocked TO” exhibit at the Market Gallery.
- Hosted volunteer recognition event specifically for youth. More than 60 volunteers from Montgomery’s Inn, Gibson House and Scarborough Museum attended a behind-the-scenes experience at the ROM.



The award winning Fort York Visitor Centre helps tell the fort's 200 year story to current and future generations.

Capital Assets

- Completed the installation of permanent exhibits at the Visitor Centre at Fort York National Historic Site, including the vault displaying significant artifacts and the immersive time tunnel.
- Completed a major phase of landscape rehabilitation on Garrison Common at Fort York National Historic Site, including the conversion of a surface parking lot to green space.
- Completed extensive re-restoration of Todmorden Mills historic houses to refresh rooms and provide new programming opportunities.
- Completed Phase 2 of the Main Stage reconfiguration of the Toronto Centre of the Arts, which included building the Lyric Theatre, one of two new performance spaces at the Centre.
- Completed extensive renovation of the Brewery Programme Building at Todmorden Mills heritage site, which has been repurposed as an educational and community rental space.
- Installed a new slate roof on the historic John McKenzie House and made significant upgrades to John Bales House, including the cedar roof.



Indigenous Arts Festival 2016 took place at Fort York National Historic Site.

The iconic Toronto sign continues to generate social media impressions and engage Toronto residents and visitors alike. A 3D maple leaf was added to the sign to commemorate Canada's 150th anniversary in 2017.



Program Support: What We Do

Finance & Administration

EDC staff co-ordinate financial planning, analysis, reporting and the budget process for the Division. Staff ensure that sound management and best practices in financial planning and procurement are followed across the Division, advocating for responsible stewardship of funds and compliance with corporate financial and payroll policies, procedures and directives.

Marketing

Staff use a variety of marketing and communications tools to attract audiences to EDC-produced cultural programs and events, and to inform about City of Toronto services for businesses. Strategic planning, pro-active publicity and media relations, advertising, print collateral, website and digital tool development, social media campaigns and media sponsorships are some of the tactics that staff oversee and develop to ensure key target audiences are aware of the City's business and cultural offerings. Media sponsorships are negotiated and nurtured by staff, increasing the overall reach of promotional efforts and enabling EDC to promote in mediums that it would otherwise be unable to afford.

Research & Information Systems

Staff support the analytic and data needs of EDC and maintain the publically-accessible Economic Data Centre on the City's website. Staff respond to over 500 internal and external research enquiries a year, investigate the use of technology to improve customer service and to find efficiencies across the Division and coordinate the delivery of IT capital projects for EDC. Research staff collect, analyze and disseminate economic data about the city of Toronto and the Toronto region. Regular publications include: Toronto Economic Indicators, Labour Force Summaries, Economic Bulletin reports and presentations, industry and occupation profiles and GTA property tax comparisons.

Sponsorship

Many of the programs offered by EDC are supported through corporate sponsorship and public/private sector partnerships. These partnerships reap positive, measurable economic spin-offs for the City of Toronto generating cash and in-kind revenue for the division. Staff develop sponsorship strategies featuring customized levels of sponsorship, marketing and on-site benefits and manage the effective execution of all on-site sponsor-related activations.

Strategic Planning and Policy Development

Providing policy analysis and advice on a broad range of economic, cultural and strategic issues is a vital part of EDC. Staff develop policies and short- and long-term strategies to support the economic, cultural and fiscal well-being of Toronto. Through consultation with stakeholders as well as regional, national and international practitioners, staff ensure that the interests of not only the City but also residents and businesses alike are accurately reflected in policy development. Staff advocate and influence provincial and federal government legislation, policy and programs to protect and advance Toronto's economic, cultural and competitive position. Staff lead the operational business planning through advice and support across the division. Operational effectiveness oversight and support is provided through program evaluation and performance measures development.

Program Support: What We Achieved

Finance & Administration

- Managed the Division's operating budget, which totalled \$78.2 million in gross expenditures, offset by revenue of \$19.2 million for a net cost of \$59 million.
- Expedited more than 200 contracts and generated over 800 payments to artists, performers and other service providers for the 2016 edition of Nuit Blanche.
- Managed the Division's Capital budget, which totalled \$31.2 million in gross expenditures.

Marketing

- Developed and implemented local and out-of-market campaigns for the Division's major cultural events. Combined, these campaigns were valued at more than \$7.6 million and generated in excess of 3 billion impressions, driving increased attendance and economic impact.
- Secured partnerships with 9 media outlets, resulting in more than \$2.2 million of in-kind promotional support.
- Developed and implemented proactive media relations campaigns that resulted in more than 4,700 tracked editorial items, including close to 2,000 national and international items, generating more than 1.8 billion media impressions.
- Developed "Toronto Your Future Is Here" suite of marketing assets to promote Toronto as a location for business investment. Featuring testimonials by Toronto's political, civic, business and cultural leaders, and entrepreneurs, the marketing collateral was used to support business missions.
- Developed social media strategies and implemented marketing campaigns for all museum exhibits and programs.

Policy Development

- Coordinated staff reporting for entire Division. Provided support and advice on preparation and processing of all staff reports.
- Continued to track items of interest on City Council, Community Council and Committee agendas to keep management and staff informed in a timely manner.
- Provided an economic development and cultural lens and feedback on various reports and projects, both for staff in other City divisions as well as for external groups.

Research & Information Systems

- Launched the revised EventPal form to enhance the support the City provides to special event organizers, making the process web-enabled, mobile-friendly and unified across the City.
- Launched Toronto Economic Bulletin, a monthly publication that can be updated with new data as it is made available.
- Led divisional implementation of Confluence team collaboration software, including one-on-one training for EDC staff.

Sponsorship

- Secured more than \$3.2 million (cash and in-kind) in corporate sponsorship and grants to support Economic Development & Culture programs.

Strategic Planning & Operational Effectiveness

- Completed divisional assessment for corporate-wide continuous improvement and innovation initiative called Excellence Toronto (to achieve Bronze-level certification) and developed implementation plan.
- Facilitated Division-wide training in priority areas such as project management, customer service and management.
- Oversaw division-wide rollout of the Confluence collaboration and information sharing application, including staff training.
- Developed a “Centres of Excellence” framework for Program Support and worked toward integration of this best practice in all EDC program areas
- Assessed and reported on the achievements of EDC’s two strategies, “Creative Capital Gains” and “Collaborating for Competitiveness,” as well as the City’s Strategic Actions

Ocean by Philip Beesley transformed Toronto City Hall during Nuit Blanche 2016. The project utilized recycled textiles from H&M’s Garment Collecting Initiative and was funded through a sponsorship by H&M.



Looking Forward

Updating the City's Economic Development and Culture Strategies

It's been more than five years since the Division's two guiding strategies, Collaborating for Competitiveness and Creative Capital Gains, were approved. Since then, EDC has made great progress implementing the recommended actions and identifying lessons learned. The Division will review both of these strategies – consulting our stakeholders as part of the process – and develop a new, integrated strategic economic and culture plan to further the vision and goals of the City. The plan will develop a framework of focus for the City and EDC over the next five years (2018-2022) to address the opportunities and challenges in creating an inclusive local economy. It will also address the impact of and future-year funding for the City's per capita investment in culture and the arts.

Canada 150: TO Canada with Love

2017 marks Canada's 150th birthday, and EDC is producing a year-long program of celebrations, commemorations and exhibitions honouring the sesquicentennial. More than 30 City-produced events and exhibits are planned to take place across the city throughout 2017, highlighted by a four-day Canada Day festival featuring national and international performers at Nathan Phillips Square, as well as July 1st celebrations at museums and civic spaces across the city. Other significant events include the 100th Anniversary commemoration of the Battle of Vimy Ridge at Fort York in April, and a focus on fifteen decades of Canadian architecture during Doors Open Toronto.

Museums & Heritage Services Special Exhibits

As part of the City's Canada 150 commemorations, Museums and Heritage Services is developing a number of special exhibits. These include "Becoming Canadian in Toronto: Snapshots through Time" and "The Maple Leaf Forever: Toronto's Take on a National Symbol" at the Market Gallery. As well, "1867 Rebellion and Confederation" will be presented at the Gibson House Museum in partnership with the Canadian Museum of History, and "From Vimy to Juno" will be hosted at City Hall.

Growing Toronto's Film & Music Industries

In 2016, City Council approved the City's first-ever music strategy. In 2017, the Toronto Music Advisory Council will continue its work on the strategy, identifying the actions required by both the City and its partners to implement the recommendations and move this important initiative forward. The Division will also support the development of the Film Board's 2017-2020 strategic plan focused on growing the screen-based industries in Toronto. Two projects that align with the goal of the film strategy are already in development: an initiative to establish Toronto as a global music video hub by fostering collaborations between the local music and film industries, and two film-based business missions to Los Angeles and India.

Growing Toronto business locally

EDC will continue to focus on strengthening the city's business environment. Key priorities for the local business community include the implementation of the Start-up Ecosystem Strategy supporting Toronto's innovation community, and continuing the review of the City's Imagination, Manufacturing, Innovation, Technology (IMIT) incentive program. In addition, the Division will begin to map out a strategy and develop practical solutions for how the City can assist distressed retail areas and areas impacted by long-term construction.

Growing Toronto business globally

The Division's globally-focused priorities include supporting the development of Toronto Global, the new regional Foreign Direct Investment agency that launched in February 2017. EDC will also work to implement Toronto's International Trade Report that concentrates on enhanced business missions to key markets, revitalized international alliances, and increased export development training for Toronto's businesses. In addition, the City will partner with the International Economic Development Council to host its 2017 Annual Conference – the Council's first such conference held outside the United States – which will examine connections between the global market and regional, national and local economies. The Division will also continue to support the International Economic Forum of the Americas, with Toronto the host city of the 11th edition of the Toronto Global Forum in October 2017. The summit brings together heads of states, central bank governors, ministers and global economic decision makers, and offers exclusive opportunities for business meetings to promote partnerships between major Canadian and international corporations.

Event Hosting

EDC will provide support for a number of major third-party events that will be hosted in Toronto in 2017, including the North American Indigenous Games, the Invictus Games, Edit Festival and the ASAE Convention. The Division will also report back to Council with further program and implementation details on the City's Event Hosting and Bidding Strategy. In addition, a report outlining the strategy for the management and animation of Toronto's Downtown public squares will be brought forward to Council.

Continuous Improvement Initiatives

The Division will support the creation of Civics Theatres Toronto to consolidate operations of the Sony Centre, the Toronto Centre for the Arts, and the St. Lawrence Centre for the Arts. In addition, EDC staff will work on various corporate-wide initiatives, such as the Real Estate Review led by the City's Chief Corporate Officer to review the way the City manages and operates its facilities. Internally, the Division will continue to build on the progress achieved by its 7STAR initiative through the corporate-wide Excellence Toronto initiative. EDC's Excellence Toronto Implementation Plan will integrate the recommendations of the 2016 Internal Business Plan, the results of the City's 2016 Employee Engagement Survey, and the feedback obtained through the Division's Communications and Wellness focus groups and survey. Additional opportunities for improvement will be identified and addressed through planning, review, evaluation, performance measurement, and relationship building.

Our ongoing commitment

In the coming years, the ways in which we work may change, but our objectives will remain the same: we will continue to preserve and support job creation; stimulate business growth; and help businesses prosper in a global economy. We will continue to maintain and enhance our dynamic and diverse cultural sector; and increase the role of culture in the economic and social development of the city. We will remain committed to continuous improvement of our services for residents and businesses by evaluating our efforts to achieve greater impact and efficiencies. As a Division, EDC will adapt and change to meet the challenges and opportunities presented by our growing and evolving city.

We look forward to working with you. Contact us.

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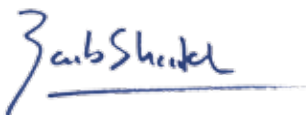
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EDC administers several grant programs that help BIAs to improve the façade of commercial premises and to create murals that can be enjoyed by all.



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