Creative Capital Gains
An Action Plan for Toronto

Report prepared for
City of Toronto Economic Development Committee and Toronto City Council | May 2011
Creative Capital Gains
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- 2001: The Creative City Workprint
- 2003: Culture Plan for the Creative City
- 2008: Creative City Planning Framework
- 2011: Creative Capital Gains

Report prepared by City of Toronto Economic Development Committee and Toronto City Council, May 2011
Cumulative Growth Rates of Revenue Sources
City-funded Cultural Organizations

ED3.3
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Co-Chair, Creative Capital Initiative
CEO, Capital Canada
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President & CEO, Business for the Arts

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Economic Development Committee

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[Images of a cityscape with lights and a crowd of people, a person singing into a microphone, and a group of people walking outdoors]
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Karen Kain
Co-Chair, Creative Capital Initiative
Artistic Director, National Ballet of Canada
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Reasons Why Overnight Visitors Came to Toronto in 2009

- Cultural Activity: 2.9M
- Nat'l, Prov. or Nature Park: 1.12M
- Sports Event: 685K
- Zoo, Aquarium, or Botanical Garden: 540K
- Theme or Amusement Park: 421K
- Casino: 341K
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Jim Prentice
Co-Chair, Creative Capital Initiative
Vice-Chair, CIBC
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Art Institute of Chicago
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Business

Culture
$1 in City funding generates:

- $5.15 Other levels of government
- $5.48 Private sector
- $7.12 Earned revenues (ticket sales, program fees, venue rentals, bar and gift shop sales, etc.)

$17.75 TOTAL
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Robert J. Foster
Co-Chair, Creative Capital Initiative
CEO, Capital Canada
# Creative Capital Gains

## An Action Plan for Toronto

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

<table>
<thead>
<tr>
<th>Action</th>
<th>Key Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Reinstall the Culture Build program to address the state of good repair in cultural facilities.</td>
<td>Funds leveraged from Culture Build investment program</td>
</tr>
<tr>
<td>1.2 Integrate culture and Toronto’s cultural institutions into the City’s Pedestrian Way-finding System strategy for both visitors and residents.</td>
<td>Annual state of good repair backlog in City and non-City owned cultural facilities</td>
</tr>
<tr>
<td>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.</td>
<td>Total square footage of affordable, sustainable, cultural space</td>
</tr>
<tr>
<td>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.</td>
<td></td>
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<tr>
<td>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.</td>
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<tr>
<td>1.6 Find ways to increase efficiencies and make the Civic Theatres affordable for community cultural use.</td>
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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.

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<tr>
<td>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.</td>
<td>City-funded cultural programs for youth: number of programs and attendance</td>
</tr>
<tr>
<td>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.</td>
<td>City-funded cultural events: number of events and attendance</td>
</tr>
<tr>
<td>2.3 Establish Local Arts Services Organizations in North York and East York.</td>
<td>Number of audience members attending through discounted ticketing programs</td>
</tr>
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<td>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.</td>
<td></td>
</tr>
<tr>
<td>2.5 Develop a rotating <strong>Cultural Hotspot of the Year</strong> program to celebrate cultural activity in Toronto’s neighbourhoods.</td>
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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.

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<td>3.1 Continue to study and map the cultural districts in Toronto and recommend policy tools to foster and protect the existing cultural clusters.</td>
<td>The number of cultural workers in Toronto as a percentage of the total Toronto labour force</td>
</tr>
<tr>
<td>3.2 Support the development of the Cultural/Creative Hub in Weston Mount Dennis and use it to showcase the community’s history.</td>
<td>The number of cultural businesses and enterprises in Toronto</td>
</tr>
<tr>
<td>3.3 Promote and foster Toronto’s screen-based cluster by: &lt;br&gt; a. Reinstating the Toronto Film, Television and Commercial Production Industry Committee;</td>
<td>The total number of businesses and enterprises in Toronto</td>
</tr>
<tr>
<td>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;</td>
<td>The number of location permits issued for film and television productions in Toronto</td>
</tr>
<tr>
<td>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;</td>
<td>The annual production spends of GTA screen-based industries</td>
</tr>
<tr>
<td>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.</td>
<td></td>
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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.

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<td>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).</td>
<td>The number of visitors to Toronto who participate in cultural activities as a percentage of all visitors</td>
</tr>
<tr>
<td>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.</td>
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<tr>
<td>4.3 Continue to develop plans for the Toronto Museum Project at Old City Hall</td>
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<tr>
<td>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.</td>
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<tr>
<td>4.5 Undertake a feasibility study for an Urban Biennial exhibition of contemporary Canadian and international art, architecture, urban planning, design, and technology.</td>
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<tr>
<td>4.6 Develop a one-window online portal for event organizers to streamline the process for permits and services.</td>
<td></td>
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<tr>
<td>4.7 Develop a digital marketing strategy to integrate the branding and promotion of Toronto’s cultural events.</td>
<td></td>
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<tr>
<td>4.8 Pursue membership in UNESCO’s Creative Cities Network as a City of Film</td>
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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.

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<td>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.</td>
<td>Per capita investment in culture, comparing Toronto with selected other cities</td>
</tr>
<tr>
<td>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.</td>
<td>Funds leveraged by increased City investment in arts and culture grants</td>
</tr>
<tr>
<td>6.3 Reinstate the Mayor’s Ball for the Arts with funds directed to the Toronto Arts Foundation.</td>
<td>Percentage growth of private funding vs. municipal funding</td>
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5. We recommend that the Mayor take a leadership role in Toronto’s creative capital strategy.

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<td>5.1 Convene city staff to form a Mayor’s Creative Capital Working Group to coordinate the City’s activities and resources in a way that benefits the cultural community and all Toronto residents. The Working Group 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.</td>
<td></td>
</tr>
<tr>
<td>5.2 Convene periodic Mayor’s Breakfasts 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.</td>
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Launch Video
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Thank you