

Black-led Businesses In Toronto: Building Opportunities for Growth and Prosperity

INTRODUCTION

With a population of 2.8 million people, Toronto is not only Canada's largest city, but also its largest employment centre and economic hub. With a broad range of industries – including business and professional services, education, fashion and apparel, information and communications technology, life sciences, arts and entertainment, food services and production, and tourism – Toronto has attracted people from all parts of the globe. This has made Toronto one of the most multicultural cities in the world, a place where 180 languages are spoken.

Toronto's Black community is a major ethnocultural group in the city. More than 200,000 people in Toronto self-identify as Black, and together they compose 8.5 per cent of the city's total population. The community is very diverse and includes multigenerational African-Canadians as well as immigrants and people whose families have more recent connections to countries in the Caribbean and Africa. Members of the community showcase their cultures in numerous events, most notably in the annual Toronto Caribbean Carnival. It is one of North America's largest street festivals – and celebrates the vibrancy of Toronto's Caribbean community with visitors from around the world.



Black In Canada Business Networking Event

ABOUT THIS PAPER

In May 2014 the Deputy Mayor of Toronto convened roundtables on Black Business Professionals and Youth Entrepreneurs. An outcome of the Black Business Professionals Roundtable was the creation of the Black Business and Professionals Council Advisory Body (BBPCAB), mandated to review and make recommendations on how the City can improve its outreach to the Black small business community. The BBPCAB is made up of 25 representatives including business owners as well as leaders in the community and not-for-profit sector.

Facilitated by the City of Toronto, the BBPCAB met several times in late 2014 and early 2015 with an objective to survey the Black business community and report on its composition.

The survey was developed and distributed by seven BBPCAB representatives from: Byblacks.com, First Fridays, Black Business and Professionals Association, Black in Canada, Jamaican Canadian Association, A Different Booklist, and Tropicana Community Services. With the support of the City of Toronto's Economic Development and Culture division, this discussion paper seeks to provide a clearer understanding of the composition, size and geographic location of Black businesses in Toronto. In addition, this report will present a series of recommendations on how the City of Toronto can help the various demographics of Toronto's Black businesses prosper and grow.

This primary data will be used to create a more comprehensive profile of the community.

The questionnaire serves two main objectives:

- Create a preliminary database that will detail the size, sector and location of Black-led businesses in Toronto.
- Understand the specific business needs and challenges faced by the community.

This survey and analysis is a significant first step in establishing a stronger and closer working relationship between the Black business community and the City of Toronto. This discussion paper is to be a vehicle for discussion on a wider scale on how the City of Toronto can support and engage with businesses owned by other equity-seeking groups seeking procurement opportunities with the City of Toronto.



Business Networking Event with business leaders

KEY FINDINGS

The survey was held over a number of weeks and resulted in representatives from 242 Black-led businesses responding to the questionnaire. Of these respondents, 133 were located in the city of Toronto.

Survey findings include:

- Black-led businesses in Toronto are predominantly focused on professional services (32% of respondents), which includes business consulting, advertising and legal services. Other industries in which the Black business community is involved are: arts, entertainment and recreation (15%) and educational services (11%).
- Over half of surveyed Black-owned businesses in Toronto (59% of respondents) have operated for five years or less, of which 32% have operated for up to two years.
- Almost half (48% of respondents) are self-employed. Only three businesses employ more than 100 employees (2%). Therefore, almost all businesses surveyed are small businesses.
- A large majority of Black-led business owners (67% of respondents) are between the ages of 35 and 54. Young entrepreneurs (ranging from ages 18 to 34) made up only 19% of total respondents. These individuals are largely engaged in professional services (28%), arts, entertainment and recreation (14%), and educational services (14%).
- The survey found a higher number of responses from Black female entrepreneurs (54% of respondents) in Toronto. These women focus on professional services (29%), arts, entertainment and recreation (15%), and educational services (14%).
- Marketing (51% of respondents), networking and learning opportunities (51%) and accessing financing (48%) are the three most common areas where Black-led businesses need support from the City of Toronto.

METHODOLOGY

This report examines both primary and secondary sources. An independent survey was administered and distributed in June 2015 by seven community organizations and business networks (Byblacks.com, First Fridays, Black Business and Professionals Association, Black in Canada, Jamaican Canadian Association, A Different Booklist, and Tropicana Community Services) to their respective memberships (Appendix B).

In total, the questionnaire received 242 responses, of which 133 were from businesses located in the city of Toronto. Respondents outside of the city of Toronto were not included in the analysis.

While this survey portrays a sample of Black-led businesses in Toronto it is not an exhaustive list of the community. The community organizations that distributed the survey are more recognized within Toronto's Caribbean/West Indian community. This has resulted in a possible overrepresentation of entrepreneurs from the Caribbean/West Indian community and an underrepresentation of entrepreneurs from, or with family connections to various African countries. This is likely to somewhat skew survey results.

Moreover, the survey was conducted under a narrow time frame. As a result, some business indicators, such as revenue and property values, were not addressed in detail. Due to the survey format, primarily quantitative data was collected, with few questions allowing for qualitative information.

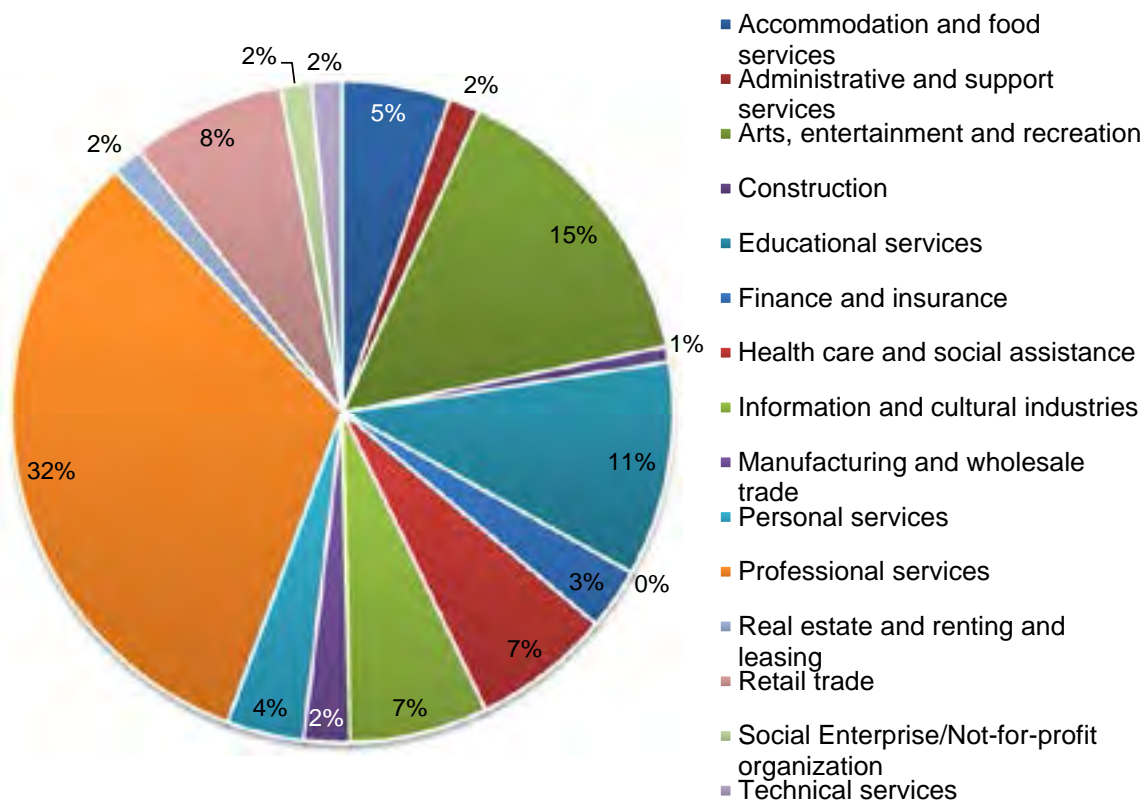
Black Businesses: An Overview

Exhibit 1: Black Businesses by Sector

Sector (Appendix A)	%	#
Accommodation and food services	5%	7
Administrative and support services	2%	2
Arts, entertainment and recreation	15%	20
Construction	1%	1
Educational services	11%	14
Finance and insurance	3%	4
Health care and social assistance	7%	9
Information and cultural industries	7%	9
Manufacturing and wholesale trade	2%	3
Personal services	4%	5
Professional services	32%	43
Real estate and renting and leasing	2%	2
Retail trade	8%	10
Social Enterprise/Not-for-profit organization	2%	2
Technical services	2%	2
Total	100%	133

BBPCAB Survey, Black Businesses by Sector, July 2015.

Exhibit 2: Black Businesses by Sector



Source: BBPCAB Survey, Black Businesses by Sector, July 2015.

The survey found that the top three industry sectors (North American Industry Classification System categories) in which Black-led businesses operate are:

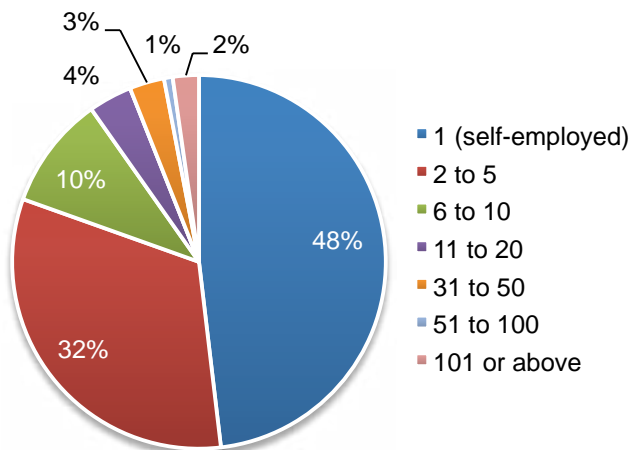
1. Professional services
2. Arts, entertainment and recreation
3. Educational services

Among the 133 respondents within the city of Toronto, almost one-third (32%) are engaged in professional services. This sector encompasses a broad range of services including business consulting, accounting, legal services, and advertising. The sizes of these operations were found to be relatively small (fewer than five employees). The second most common business sector among Black-led firms is arts, entertainment and recreation (15%). This industry includes dancers, artists, fitness facilities, and theatre companies.

By comparison, the 2014 Toronto Employment Survey found that the top five employment sectors in the city were health care and social assistance, accommodation and food services, finance and insurance, professional services, and retail trade. These five industries comprised half of all jobs in the city (50.2%). The survey found that 55% of Black-led businesses also operate in the same top five industry sectors.

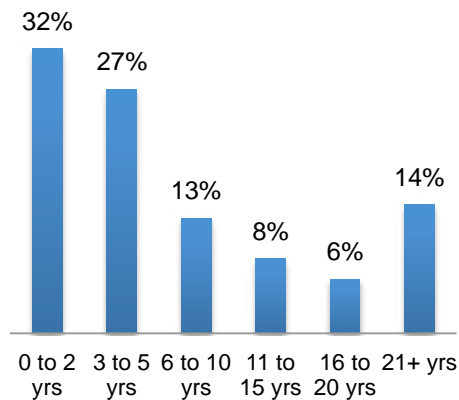
Survey participants from Toronto are predominantly self-employed (48%) and 32% of them employ two to five individuals. However, only 1% of businesses employ at least 101 employees. This suggests that Black-led firms are primarily micro (10 or fewer employees) and small enterprises (100 or fewer employees). Moreover, within the professional services sector, which is the most common among respondents, 84% of respondents employ no more than five people. Many Black-led enterprises (59%) have operated for five or fewer years.

Exhibit 3: Black Businesses by Size



Source: BBPCAB Survey, Black Businesses by Size, July 2015.

Exhibit 4: Black Businesses by Years in Operation



Source: BBPCAB Survey, Black Businesses by Year in Operation, July 2015.

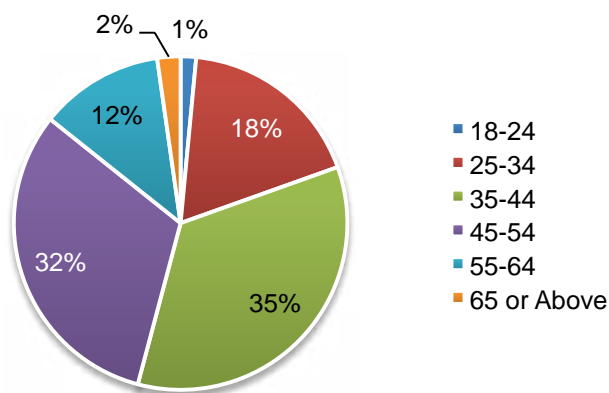
GEOGRAPHIC LOCATION

Within the city of Toronto, there is a higher concentration of Black-led firms in the downtown core. Nevertheless, a substantial number are located in the areas of Etobicoke, North York, York, East York and Scarborough (Appendix C, Map A).

Other respondents in the surrounding municipalities of the Greater Toronto and Hamilton Area (GTHA) are situated in Mississauga, Brampton, Ajax, and Richmond Hill (Appendix C, Map B). The distribution of business sectors among Black-led businesses in this area somewhat differs from that within the city of Toronto. The most apparent difference is in the professional services sector. Although this field continues to be the most prominent industry in the region, there are significantly fewer survey participants in this sector compared to the city of Toronto (20%). Similarly, only 10% of respondents in this region are in the arts, entertainment and recreation field. Industries that are more prevalent in GTHA municipalities than in Toronto are finance and insurance (9%), health care and social assistance (12%), and information and cultural industries (10%).

YOUNG ENTREPRENEURS

Exhibit 5: Young Entrepreneurs by Sector



Source: BBPCAB Survey, Young Entrepreneurs by Sector, July 2015

Exhibit 6: Young Entrepreneurs by Sector

Sector	%	#
Accommodation and food services	12%	3
Administrative and support services	0%	0
Arts, entertainment and recreation	12%	3
Construction	0%	0
Educational services	19%	5
Finance and insurance	0%	0
Health care and social assistance	8%	2
Information and cultural industries	12%	3
Manufacturing and wholesale trade	0%	0
Personal services	4%	1
Professional services	23%	6
Real estate and renting and leasing	0%	0
Retail trade	12%	3
Social Enterprise/Not-for-profit organization	0%	0
Technical services	0%	0
Total	100%	26

Source: BBPCAB Survey, Young Entrepreneurs by Sector, July 2015

Most owners who participated in the survey are between the ages of 35 and 54 (67%). Black entrepreneurs ages 18 to 34 comprise 19% of all Toronto-based respondents. However, only 1% of respondents are between the ages of 18 and 24. In comparison, 18% of respondents from all municipalities are in the 18 to 34 age group. Similar to overall results, professional services are the largest sector among this group, but at a lower percentage (23%). Furthermore, given their age, 96% of firms owned by young entrepreneurs have operated for five years or less and 92% employ up to five individuals.

GENDER

Exhibit 7: Female Entrepreneurs by Sector

Sector	%	#
Accommodation and food services	3%	2
Administrative and support services	1%	1
Arts, entertainment and recreation	15%	11
Construction	0%	0
Educational services	14%	10
Finance and insurance	3%	2
Health care and social assistance	11%	8
Information and cultural industries	7%	5
Manufacturing and wholesale trade	3%	2
Personal services	6%	4
Professional services	29%	21
Real estate and renting and leasing	3%	2
Retail trade	4%	3
Social Enterprise/Not-for-profit organization	1%	1
Technical Services	0%	0
Total	100%	72

Source: BBPCAB Survey, Gender by Sector, July 2015

Exhibit 8: Male Entrepreneurs by Sector

Sector	%	#
Accommodation and food services	8%	5
Administrative and support services	2%	1
Arts, entertainment and recreation	15%	9
Construction	2%	1
Educational services	7%	4
Finance and insurance	3%	2
Health care and social assistance	2%	1
Information and cultural industries	7%	4
Manufacturing and wholesale trade	2%	1
Personal services	2%	1
Professional services	35%	21
Real Estate	0%	0
Retail trade	12%	7
Social Enterprise/Not-for-profit organization	2%	1
Technical services	3%	2
Total	100%	60

Source: BBPCAB Survey, Gender by Sector, July 2015

A higher number of women responded to the questionnaire (54%) than men (45%). More importantly though, female entrepreneur respondents are more likely than men to engage in the educational services (14%), health care and social assistance (11%), and personal services (6%) sectors. On the other hand, Black male entrepreneurs are more concentrated in accommodation and food services (8%), professional services (35%), and retail trade (12%). Black women-led businesses are newer; 68% of firms have operated for no more than five years compared to 48% of male respondents. Furthermore, these firms are smaller with 85% of survey participants employing up to five people. In contrast, 77% of male respondents employ up to five individuals. Additionally, these women tend to be younger as the proportion of young female entrepreneurs (ages 18-34) is 26%, while only 12% of respondents identify as young male business owners.

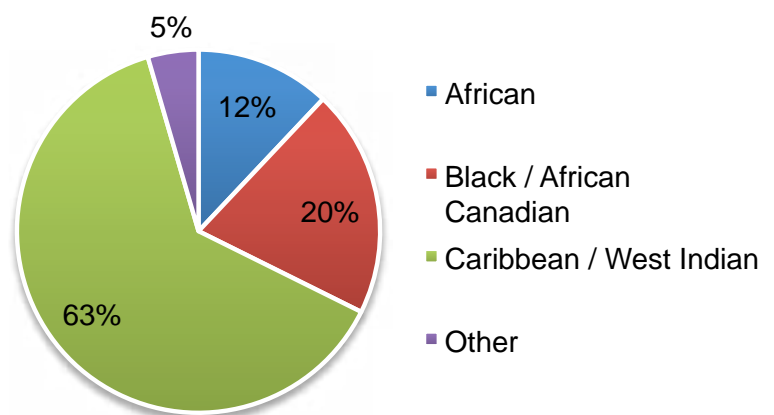


Black In Canada Business Networking Event

ETHNIC BACKGROUND

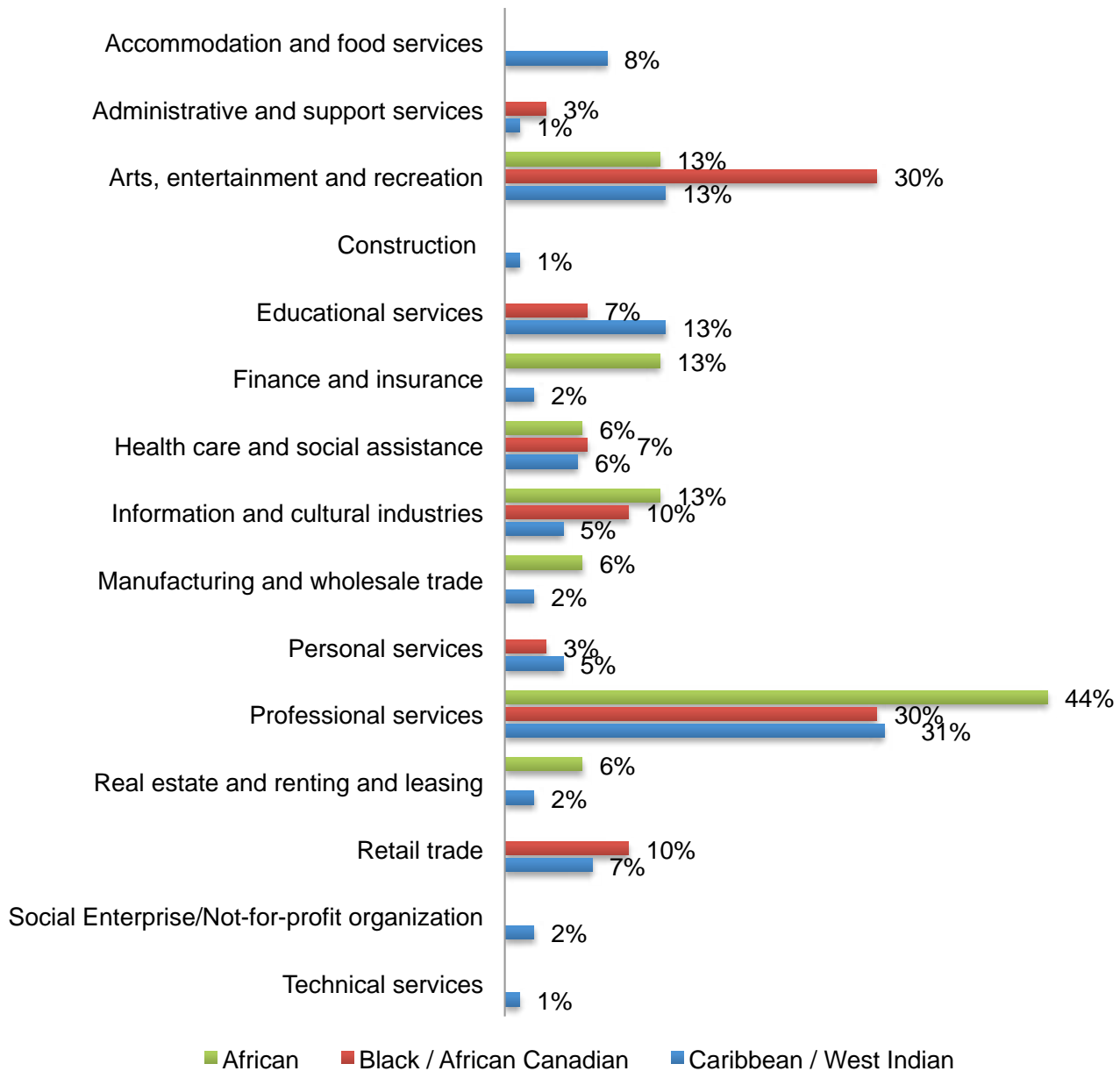
Caribbean/West Indian is the most common ethnic group identified by respondents (63%) followed by Black/African Canadian (20%) and African (12%). However, it is important to note that ethnic background may be seen as fluid. As a result, this may be reflected in the responses of some individuals who may self-identify with multiple groups.

Exhibit 9: Respondents by Ethnic Background



Source: BBPCAB Survey, Ethnic Background, July 2015

Exhibit 10: Ethnic Background by Sector



Source: BBPCAB Survey, Ethnic Background, July 2015

Enterprises led by people who self-identify as being of African heritage tend to be in business for a longer period of time than other Black businesses in the city, with 38% having operated for longer than 16 years. However, the likelihood of these firms being smaller (five or fewer employees) is higher than the average among survey respondents (88%).

There are more Black/African Canadian respondents in the arts, entertainment and recreation industry (30%). On the other hand, the proportion of African survey participants in professional services (44%) and finance and insurance (13%) are substantially higher than the average rate in the study.

EXPANDING OPPORTUNITIES

Exhibit 11: Areas of Support from the City of Toronto

In what areas can the City of Toronto support your business?	%	#
Accessing financing	48%	64
Connecting with knowledgeable mentors	33%	44
Expanding your business and securing affordable space	41%	55
Exporting to international markets	17%	23
Hiring skilled employees	25%	33
Importing from international markets	9%	12
Marketing	51%	68
Networking and learning opportunities	51%	68
Understanding regulations, licenses and permits	18%	24
Other	7%	9
None of the above	4%	5

Source: BBPCAB Survey, Business Support Required from the City of Toronto, July 2015

More than half of entrepreneurs stated that networking and learning opportunities (51%) and marketing (51%) were the two major areas the City could support their business. Respondents from Toronto also stated that accessing financing (48%), expanding their business and securing affordable space (41%), and connecting with knowledgeable mentors (33%) were areas that needed greater support.

Firms operating for five years or less stated that access to financing was the area they needed the most support from the City (60%), followed by marketing (58%) and networking and learning opportunities (55%). Similarly, young entrepreneurs, ages 18 to 34, listed more areas where assistance from the City is needed. Access to financing (65%) and networking and learning opportunities (65%) were found to be mentioned most often by young entrepreneurs.

Connecting with knowledgeable mentors was another area that was cited often by young entrepreneurs (54%). Difficulty accessing financing is likely due to the lack of established credit among both young entrepreneurs and businesses that have been operating for five years or less.



Black Business Profile: RentBark

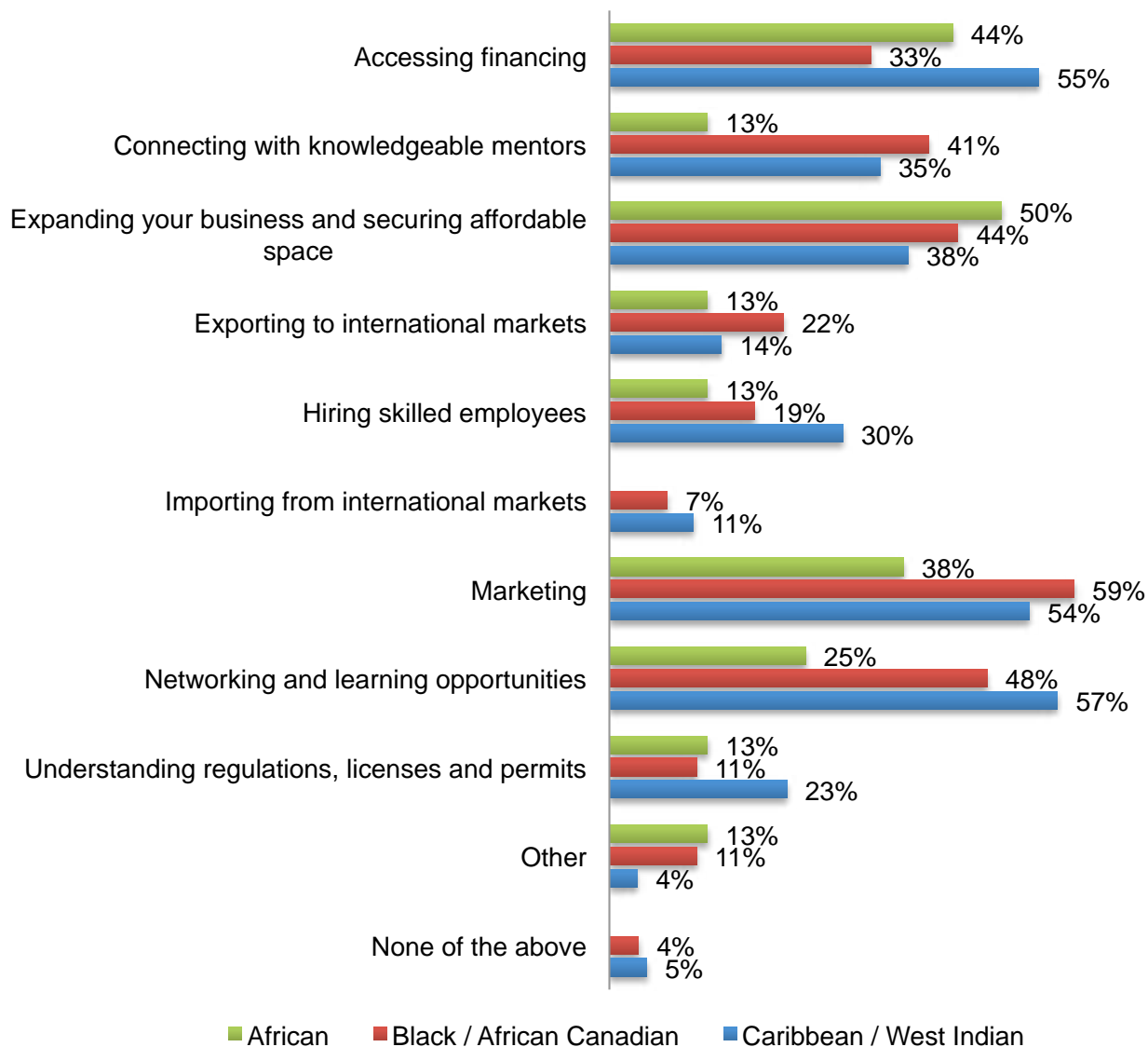
By using voice, text or email, Andre McNaughton's RentBark software makes it easy and fast for landlords to notify tenants about late payments or scheduled maintenance.

With help from the City of Toronto, McNaughton received mentorship and a referral to Futurpreneur for funding support.

Preparing a business plan forced McNaughton to look beyond the technical aspects of his business. He learned how to leverage property management companies to adopt his technology and was able to secure one of Canada's largest property management companies as a client.

Today, RentBark software is used in schools, pharmacies and commercial property management.

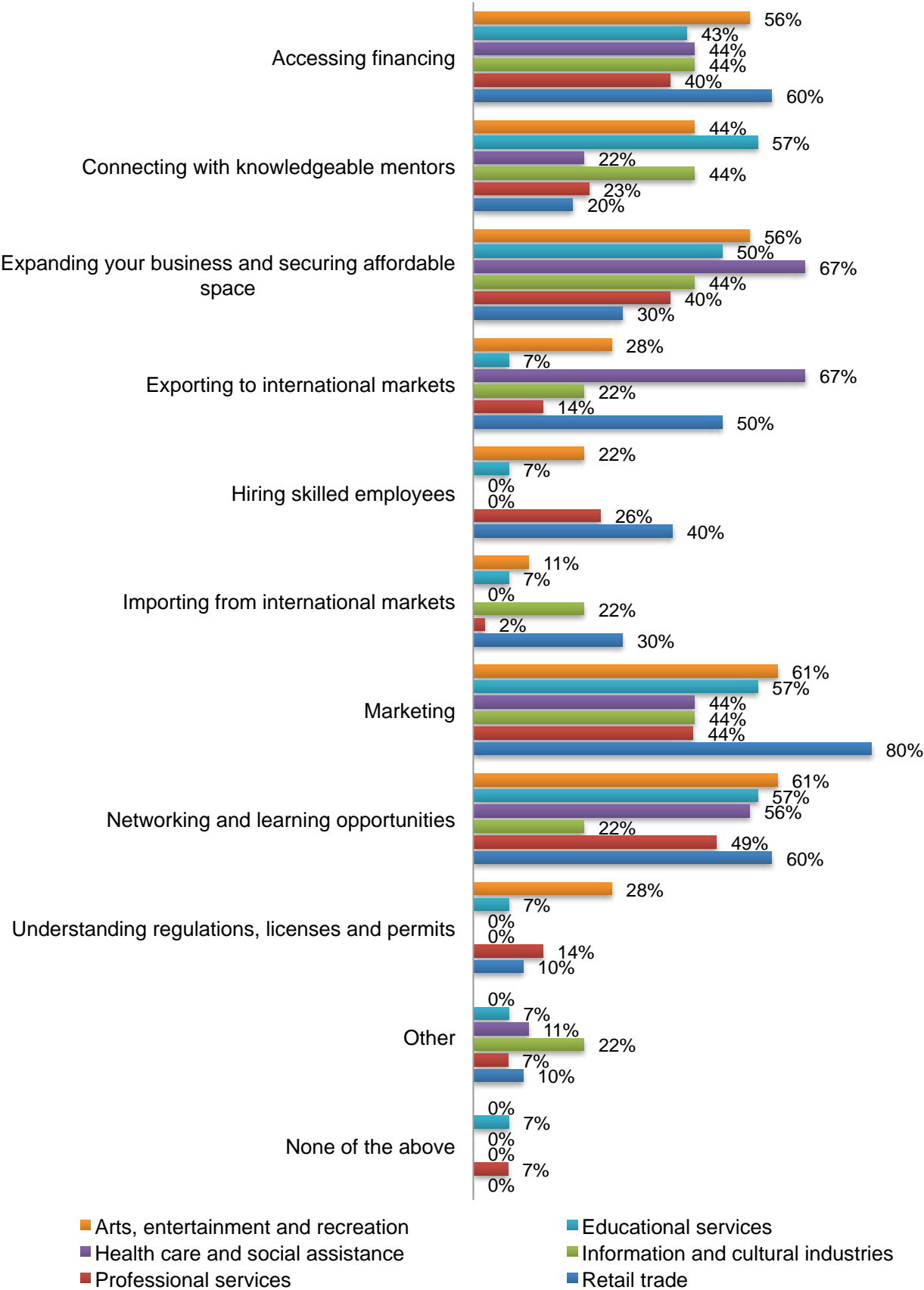
Exhibit 12: In what areas can the City of Toronto support your business? (By Ethnic Background)



Source: BBPCAB Survey, Business Support Required from the City of Toronto, by Ethnic Background, July 2015

The needs of different ethnic groups in Toronto’s Black business community vary. For example, although networking/learning opportunities and marketing are the two most common concerns overall, Toronto business owners who self-identify as being of African heritage say that expanding their businesses and securing affordable space is a particularly critical area that needs support from the City. Meanwhile, Caribbean/West Indian-led firms see accessing financing as a crucial area in addition to networking and marketing.

Exhibit 13: In what areas can the City support your business (By Sector)



Source: BBPCAB Survey, Business Support Required from the City of Toronto, by Sector, July 2015



Black in Canada business networking event

Among the top six most cited business sectors for survey respondents (arts, entertainment and recreation, educational services, health care and social assistance, information and cultural industries, professional services and retail trade), it is clear that there are differences in the areas where support is needed from the City. A significantly higher margin of respondents in the retail trade stated that they needed help with access to financing (60%), marketing (80%), hiring (40%) and exporting (50%), but only 20% of respondents in this sector identified mentorship opportunities. Within the health care and social assistance sector, respondents stated that business expansion (67%) and exporting (67%) were important areas for additional support from the City, while no respondents in this industry stated that hiring, importing and understanding regulations, licenses and permits required support from the City. Given that professional services comprises almost one-third of all respondents, most areas are similar to the overall results. However, fewer respondents in this sector saw access to financing (40%) and connecting with mentors (23%) as important areas for assistance.



Black Business Profile: ShueBoxx

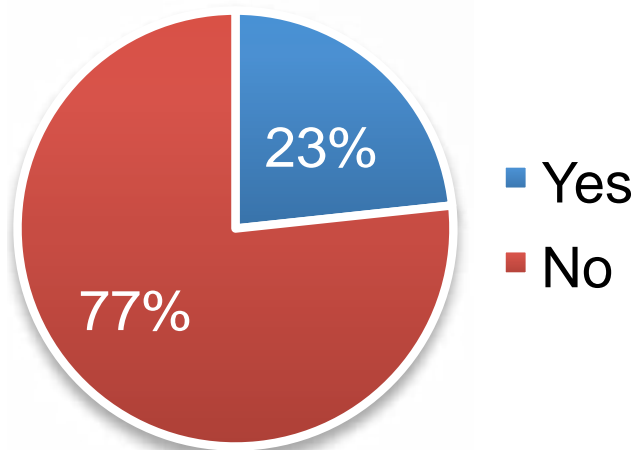
Childhood friends Leslie Roach and Shamere Gentles from Scarborough are the designers behind Shueboxx - a retractable storage

container made of transparent acrylic and used for storing and showcasing fancy sneakers. Capitalizing on the sneaker culture through Instagram, Shueboxx now offers personalized laser etchings and decals and has captured the interest of other collectors looking for novelty storage.

With sales from Alaska, L.A., Texas and Minnesota, Roach and Gentles needed support navigating the complicated world of importing and turned to the City of Toronto. Today, Roach and Gentles consult Enterprise Toronto's YouTube channel and online workshops for ongoing assistance.

Operational for about one year, the designing duo hope to turn this "hobby" into a full-time business.

Exhibit 14: Have you done business with the City of Toronto?



Source: BBPCAB Survey, Doing Business with the City, July 2015

Among respondents, 23% have done business with the City of Toronto. Most of these firms expressed positive experiences working with the City. While a proportion of those who have not engaged with the City in the past due to firms not operating in sectors that would have this opportunity (such as various forms of retail), many entrepreneurs claimed they never viewed the City as a potential client or that they were not informed about the possibility of doing business with the City.

When asked about methods to improve the working relationship between Black-led businesses and the City of Toronto, some individuals called for contracts designated for visible minority businesses or to establish a quota for awarding contracts to visible minorities in order to encourage greater diversity in the City's procurement processes.

Exhibit 15: Doing Business with the City of Toronto (By Sector)



Source: BBPCAB Survey, Doing Business with the City, July 2015

The two most common sectors that have done business with the City are arts, entertainment and recreation (32%) and professional services (26%).

While a slightly larger proportion of Toronto-based firms have done business with the City of Toronto, 18% of respondents in the GTHA have also worked with the City in the past. As a result, it is clear that Black-led businesses outside of Toronto also see the City as a client.



Black Business and Professional Association Men of Honour Awards

More broadly, respondents mentioned the need for the City to increase outreach efforts targeting Black businesses. This applies not only to procurement opportunities, but also to other business services offered by the City of Toronto

STRATEGIES

1. Develop a **targeted marketing campaign** that reaches out to Black-led businesses to promote the wide range of business services offered by the City, including financing and procurement opportunities.
2. **Recognize the contextual differences** among gender, age and racialized groups in Toronto's Black community when marketing services for business.
3. Develop **more mentorship, networking and learning opportunities** targeted towards Black entrepreneurs with a specific **focus on businesses in the start-up phase, young entrepreneurs (ages 18-34) and female entrepreneurs.**



Black Business Profile: Dynesti Williams

Industry management executives Rob Lanni and Eric Lawrence of

Coalition Music, founded Canada's Music Incubator, a space for artists to record, rehearse and write music as they build up their careers.

First imagined as a single course, their initiative has developed into a 10-week incubation program called the Artist Entrepreneur Program. Artists are entrepreneurs too and learn all aspects of the business from the artistry to business fundamentals.

The program accepts around 20 budding musicians a year – some of whom are at-risk youths from underserved areas. Local emcee Dynesti Williams graduated this past October with the help of a grant from the City of Toronto. As a low-income single parent, Williams needed financial support and business knowledge to pursue her craft. The program forced her be creative with limited resources.

PROJECT PLAN

To support the strategies identified and support the growth of Black-led businesses in Toronto, the following are projects that could be undertaken to address the opportunities identified in this discussion paper.

Youth Entrepreneurs

- Leverage the City of Toronto's Starter Company Program that provides grants, training and mentoring support to entrepreneurs, with a specific focus on at-risk Black youth.
- Work with community partners to deliver entrepreneur training and mentoring to Black youth.
- Work with community partners to develop and launch a Black youth business entrepreneur incubator program delivered in the City's Neighbourhood Improvement Areas.
- Develop capacity within the Black youth business community to participate in City of Toronto procurement.

Targeted Marketing Program

- Enhance the City's working relationship with Black-led business community organizations in order to promote the range of services available to entrepreneurs from Toronto, including: training, mentoring and ongoing business support.
- Work with Black-led business community organizations to deliver targeted business support programming to their respective communities.
- Market City of Toronto social procurement opportunities to Black-led business community.
- Help City of Toronto vendors subcontract to Black-led businesses by matching small and medium sized Black-led businesses with large vendors.

Future Research

- Engage with more partners in the Black-led business community in order to have broader representation of the different ethnic groups in future research.
- Conduct a more in-depth study of Black-led businesses in Toronto that increases the sample size of businesses engaged.
- Utilize more qualitative methods such as interviews and focus groups in order to achieve a holistic understanding of Black-led businesses in Toronto.
- Engage City of Toronto's Purchasing & Materials Management Division to better understand the opportunities to potentially sell products and services to the City of Toronto.

Appendix A: Business Sectors List

The following list of industries was used in the analysis of the Toronto Black Business Survey. It has been adapted from Statistics Canada's **North American Industry Classification System (NAICS)**.

- Accommodation and food services (i.e. restaurants, catering, hotels)
- Administrative and support services (i.e. building services, employment services, travel services)
- Arts, entertainment and recreation (i.e. performing arts, heritage institutions, fitness centres)
- Construction (i.e. engineering, general and specialty trade contractors)
- Educational services (i.e. schools, educational support services)
- Finance and insurance (i.e. banks, financial investment, insurance carriers)
- Health care and social assistance (i.e. child care, community services, health practitioners)
- Information and cultural industries (i.e. publishing, broadcasting, telecommunications)
- Manufacturing and wholesale trade
- Professional services (i.e. advertising, accounting, legal services, architecture)
- Personal services (i.e. salons, dry cleaning and laundry services, event/party planning)
- Real estate and renting and leasing
- Retail trade (storefront operations: i.e. clothing stores, grocery stores, building supplies)
- Social enterprise / not-for-profit organization
- Technical services (e.g. technological consulting, computer systems designs)



Appendix B: Toronto Black Business Survey

THE PARTNERSHIP

Several leading Black organizations have partnered to survey the Black business community in Toronto to get a clear understanding of how many Black-led businesses are in Toronto.

They include: Black In Canada, The BBPA, First Fridays, By Blacks, The Jamaican Canadian Association, A Different Booklist and Tropicana Community Services.

THE PURPOSE

The findings of this survey will be used to determine the composition, size, and geographic location of Black-led businesses. The goal is to help identify ways the City of Toronto can assist Black-led businesses to prosper and grow.

*We will not share your personal contact information with the City of Toronto, nor will it be sold or shared with any third party.

TIME: It will take less than 10 minutes to complete.

DEADLINE: Friday, June 26, 2015 at 5PM

*Required

Section 01: ABOUT YOU

Please tell us a little about yourself.

First Name * _____

Last Name * _____

Personal Email * _____

Gender *

Female

Male

Other

What age group do you fall under? *

Under 18

25-34

45-54

65 or above

18-24

35-44

55-64

With which group do you most strongly identify? *

African

South American

Other: _____

Caribbean / West Indian

Black / African Canadian

How did you learn about this survey? *

A Different Booklist

First Fridays

Facebook

BBPA (Black Business and Professionals Association)

Jamaican Canadian Association (JCA)

Twitter

Black in Canada

Tropicana Community Services

Friend

By Blacks

Other

What is your role in this business? *

Owner / operator

President / CEO

Founder

Other: _____

Section 02: ABOUT YOUR BUSINESS

Please tell us a little about your business.

Business Name * _____

Business Address * _____

In what city is your business based? *

- Toronto
- Other (please state)

Province * _____

Postal Code * _____

Business Phone * _____

Business Email * _____

Website link _____

Facebook page _____

Twitter account _____

Instagram account _____

Other social media links for your business _____

Add your social media links _____

What's your average annual business revenue?

- | | | |
|--|---|---------------------------------------|
| <input type="checkbox"/> Up to 50 Thousand | <input type="checkbox"/> 201-500 Thousand | <input type="checkbox"/> 6-10 Million |
| <input type="checkbox"/> 51-100 Thousand | <input type="checkbox"/> 501-999 Thousand | <input type="checkbox"/> 10 Million + |
| <input type="checkbox"/> 100-200 Thousand | <input type="checkbox"/> 1-5 Million | <input type="checkbox"/> Other: _____ |

Section 03: YOUR BUSINESS SECTOR

Please tell us about your business sector.

Identify the sector your business best represents. *

Please select one.

- Accommodation and food services (i.e. restaurants, catering, hotels)
- Administrative and support services (i.e. building services, employment services, travel services)
- Arts, entertainment and recreation (i.e. performing arts, heritage institutions, fitness centres)
- Construction (i.e. engineering, general and specialty trade contractors)
- Educational services (i.e. schools, educational support services)
- Finance and insurance (i.e. banks, financial investment, insurance carriers)
- Health care and social assistance (i.e. child care, community services, health practitioners)
- Information and cultural industries (i.e. publishing, broadcasting, telecommunications)
- Manufacturing and wholesale trade
- Personal services (i.e. salons, dry cleaning and laundry services)
- Professional services (i.e. advertising, accounting, legal services, architecture)
- Retail trade (storefront operations: i.e. clothing stores, grocery stores, building supplies)
- Real estate and renting and leasing
- Other: _____

How long has your company been in operation? *

- 0-2 yrs
- 3-5 yrs
- 6-10 yrs
- 11-15 yrs
- 16-20 yrs
- 21+ yrs

How many employees are employed at your company? *

- 1 (self-employed)
- 2-5
- 6-10
- 11-20
- 21-30
- 31-50
- 51-100
- 101 or above

Have you ever done business with the City of Toronto? *

- Yes
- No

Section 03.1 YOUR BUSINESS VOLUME

What is the volume of business that your business has done with the City of Toronto over the past 12 months?

- | | | |
|--|---|---------------------------------------|
| <input type="checkbox"/> Up to 50 Thousand | <input type="checkbox"/> 201-500 Thousand | <input type="checkbox"/> 6-10 Million |
| <input type="checkbox"/> 51-100 Thousand | <input type="checkbox"/> 501-999 Thousand | <input type="checkbox"/> 10 Million + |
| <input type="checkbox"/> 100-200 Thousand | <input type="checkbox"/> 1-5 Million | <input type="checkbox"/> Other: _____ |

If **YES** to “Have you ever done business with the City of Toronto?”

What has your experience been like working with the City of Toronto? (1-5 Sentences)

If **NO** to “Have you ever done business with the City of Toronto?”

Please share any reasons why you have not done business with the City of Toronto (if any).
(1-5 Sentences)

Section 04: YOUR BUSINESS EXPERIENCE IN TORONTO

What areas can the City support you in growing your business?

Identify opportunities wherein the City and Black-led businesses can better work together. Check all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Understanding and acquiring information about regulations, permits, and licenses | <input type="checkbox"/> Expanding your business and securing affordable space |
| <input type="checkbox"/> Accessing financing | <input type="checkbox"/> Connecting with knowledgeable mentors |
| <input type="checkbox"/> Exporting to new and emerging markets | <input type="checkbox"/> Networking and learning opportunities |
| <input type="checkbox"/> Importing from international markets | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Hiring skilled employees | |

Would you be interested in learning about other business support from the City of Toronto? *

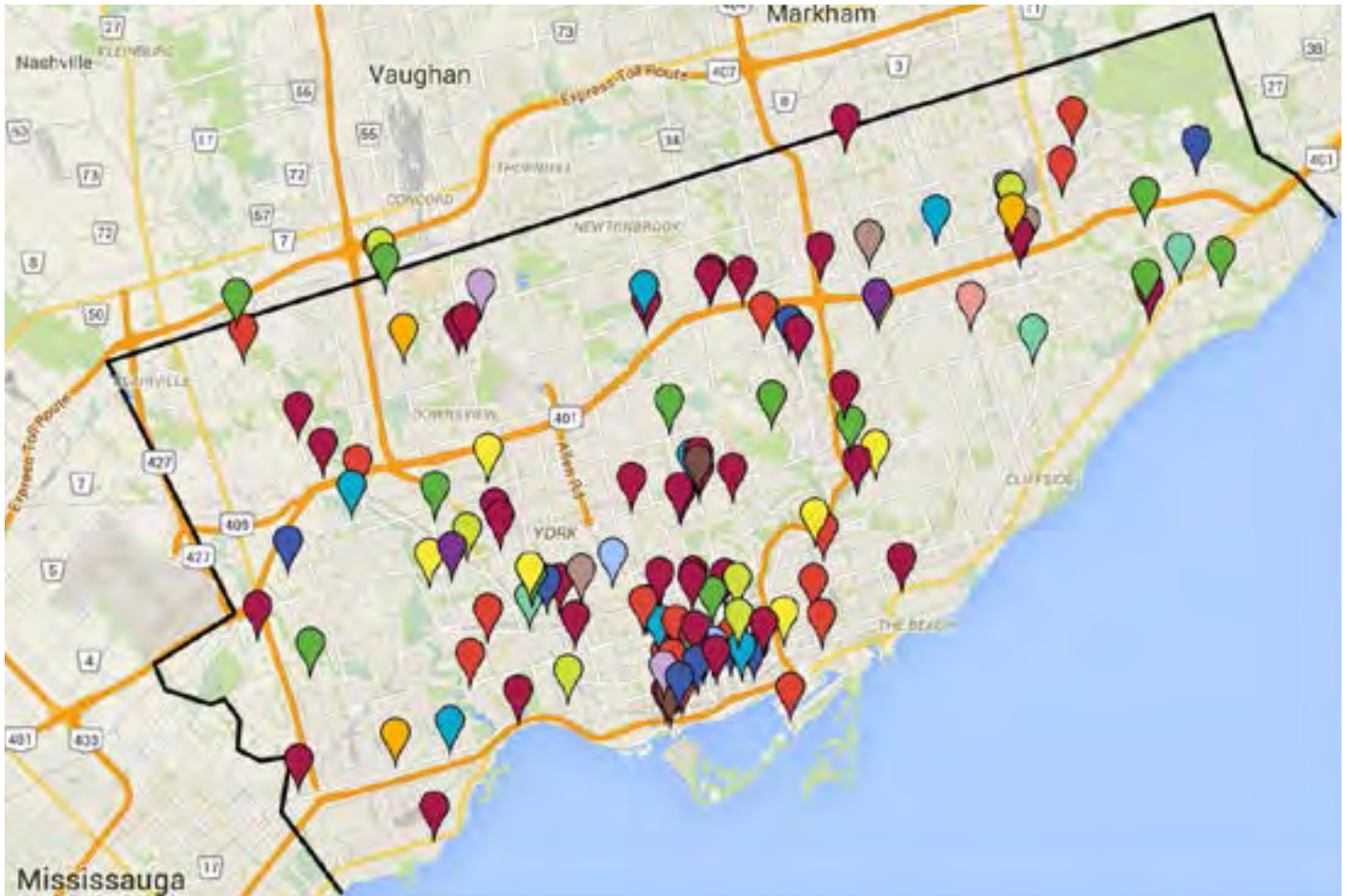
- Yes No

Do you have any suggestions on how the City of Toronto can form a closer working relationship with your business? *(1-5 Sentences)

Is there anything else you would like to share about your experience as a Black-led business operating in the City of Toronto? (1-5 Sentences)

Appendix C: Maps:

Map A: Business Sector (Toronto)



■	Accommodation and food services	■	Finance and insurance	■	Professional services
■	Administrative and support services	■	Health care and social assistance	■	Real estate and renting and leasing
■	Arts, entertainment and recreation	■	Information and cultural industries	■	Retail trade
■	Construction	■	Manufacturing and wholesale trade	■	Social enterprise/Not-for-profit organization
■	Educational services	■	Personal services	■	Technical services

Map B: Business Sector (GTHA)



Accommodation and food services	Finance and insurance	Real estate and renting and leasing
Administrative and support services	Health care and social assistance	Retail trade
Arts, entertainment and recreation	Information and cultural industries	Social enterprise/Not-for-profit organization
Construction	Manufacturing and wholesale trade	Technical services
Educational services	Personal services	Other
Finance and insurance	Professional services	

Appendix D: BBPA Members List

Deputy Mayor's Black Business Professionals Council Advisory Body

Last Name	Title	Organization
Bobby Adore	Marketing Expert & Entrepreneur	
Benn Orrin	Founder & CEO	PanamericanWorld.
Andrew Bromfield	President	Formative Innovations Inc.
Catherine Chandler-Chrichlow	Executive Director	Toronto Financial Services Alliance
Gwyneth Chapman	President	Canadian Black Caucus
D'Juvayne Christian	President	Elite Lifestyle Investments
Pauline Christian	President	Black Business and Professionals Association
Roger Dundas	Creative Director	404 Media Group
Colin Lynch	Engagement Manager	McKinsey & Company Inc.
Trevor Massey	Chair	National Scholarship Fund (BBPA)
Ricardo McRae	Executive Director	Black in Canada
Marlyn Morris	Co-Founder	Canadian Research Centre for Humanities and Science
Remi Ojo	Owner	Corporate Pharmacy
Isacc Jr. Olowolafe	President	Nigerian Professionals & Business Network
Cecil Peter	Band Leader & Community Organizer	Spice Fellas Band/ Annual Nelson Mandela Tribute Concert
Joan Pierre	President	Joan Pierre & Associates
Michelle Richards	Owner & Events Director	Most Unique Events
Selwyn Richards	President	The Art of Catering
Itah Sadu	Owner/Author	A Different Booklist
Warren Salmon	President	First Fridays Toronto
Pennie Santiago	Regional Vice President	Royal Bank of Canada
Samantha Sykes	Investment Advisor	RBC Dominion Securities Inc.
Elaine Thompson	Broker/Owner	Sarpo Real Estate Brokerage
Angelina Williams	Director of Business Development	Skylar Projects

