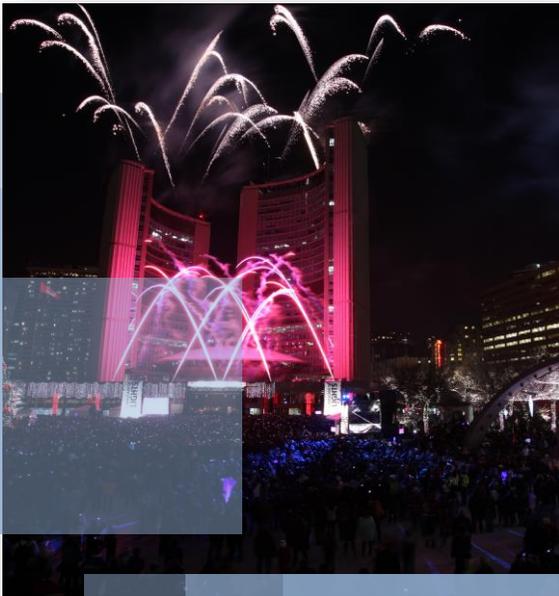


Lessons from Canada's Centennial and Other Celebrations for Planning for Toronto's Participation in Canada 150!

A Toronto Strategy for Canada's 150th in 2017

August 2014



Section 1: Background/Context

Council Direction

The following report was prepared following City Council direction to begin preparing a *regional strategy* for the City of Toronto for Canada's 150th anniversary in 2017. On February 19 and 20, 2014 City Council adopted MM48.1 "150th Anniversary of Canadian Confederation":

<http://www.toronto.ca/legdocs/mmis/2014/mm/bgrd/backgroundfile-66905.pdf>

1. City Council direct the General Manager, Economic Development and Culture to engage with citizens and neighbouring municipalities to create a regional strategy for 2017, and host local sessions in libraries, arenas, and community centres to educate citizens about the Centennial and plan for the Sesquicentennial.
2. City Council direct the General Manager, Economic Development and Culture to promote our community to the Provincial and Federal governments with a view to staging a major Sesquicentennial event in Toronto.
3. City Council direct the General Manager, Economic Development and Culture to review our local Centennial history, and look to other past celebrations which may provide inspiration for 2017 planning.
4. City Council direct the General Manager, Economic Development and Culture to create a TO Canada 150! Planning Committee to begin forming partnerships, consulting with residents, residents associations, as well as private sector organizations in planning Toronto-based 2017 initiatives.

Why Celebrate?

In 2017 Canada will celebrate a milestone, the 150th anniversary of Confederation, beginning with the introduction of the *Constitution Act, 1867*. This historic occasion provides the City of Toronto with a unique opportunity to commemorate its past, while collectively celebrating its future.

National celebrations play an important role in our society. They break down barriers and reinvigorate a sense of national pride and local identity. They engage citizens, encouraging them to come together in celebration. They also serve as catalysts for social and cultural legacies that can positively impact communities for generations.

Centennial Celebrations: Few who were alive at the time can forget the lasting legacy left by the 1967 Centennial Celebrations. During that unforgettable year, record numbers of Canadians came together to celebrate their country. Whether they attended monumental events like *Expo '67* in Montréal, travelled cross-country through *Confederation Train* or *Caravan*, or were engaged in one of the thousands of grass-roots celebrations across the country, Centennial fever took hold of nearly everyone.

The Centennial Celebrations ushered in unprecedented social and cultural investment; leading to the creation of 2,860 arenas, stadiums, cultural centres and programs that continue to shape Canada today. The Centennial offered a:

"Once in a century chance to create conditions for the growth and flowering of Canadian talents in the performing arts. A century ago our forefathers were building the CPR to bind this country together economically and politically. We have an opportunity now of building a chain of concert halls and theatres to bind our country together culturally and socially."

(John W. Fisher, Commissioner, Centennial Commission, 1964)

Centennial in Toronto: Toronto has its own incredible Centennial legacy. The City was involved in the construction and restoration of numerous legacy projects, including the building of the ***St. Lawrence Centre for the Arts***, the restoration of the ***St. Lawrence Hall and Market*** and the construction of the ***Centennial Centre for Science and Technology (Ontario Science Centre)***.

Toronto's Centennial celebrations also helped to ***launch many arts and cultural legacies that continue to impact the city today***. Public art spectacles such as the ***High Park Sculpture Symposium*** and ***Sculpture '67*** captivated Toronto audiences and served as a catalyst for many of the present day art programs in the city.

Even commemorative celebrations can generate HUGE economic impacts. Quebec City's 400th Anniversary in 2008 created 8,742 jobs and contributed \$438 million to the local economy.

Grass-roots celebrations like ***Caribana***, which began with only \$4,000, became the unexpected smash hit of the summer, drawing over 35,000 people to the Islands in one day. This "little event that could" has since developed into one of Toronto's major cultural events, attracting over 1 million attendees each year.

Economic Impacts: Across Canada, celebrations of all types generate positive economic impacts. A 2009 study commissioned by FAME (Festivals and Major Events Canada) found that 15 of Canada's largest festivals attracted more than 12.6 million visitors annually (including 3.3 million tourists), had a collective economic impact of over \$1 billion and contributed more than \$650 million to the local GDP (at the height of the recession). Two of the festivals studied were Toronto based: the ***Toronto International Film Festival*** and ***Luminato***.

In addition, many of the jobs provided as a result of celebrations are entry-level and part-time positions that provide youth and underemployed Canadians with valuable employment opportunities and experience.

Social Impacts: In a report produced by Palmer-Rae celebrations were found to: (1) improve access to cultural programs, (2) direct programs towards at-risk/targeted populations, (3) improve cultural inclusion for at-risk/targeted groups, and (4) build capacity and strengthen cultural/civic organizations.

Strategic Priorities: By celebrating Canada's 150th the City will also support its own ***Strategic Actions, 2013-2018***, including:

Strategic Action #2- Invest in Culture by promoting Toronto as a Creative City regionally and internationally through our cultural institutions, festivals and assets.

Strategic Action #4- Increase Employment Opportunities in Toronto by the end of 2018

Strategic Action #10- Enhance the City's Quality of Life by developing and implementing the Toronto Social Development Strategy that contributes to making Toronto an inclusive and cohesive society.

An Opportunity to Celebrate Toronto: ***TO Canada 150!*** also presents an opportunity to celebrate just how far Toronto has come over the past 50 years. Since the Centennial, the City has grown to become a prominent, global centre at the forefront of Canadian growth and prosperity. Toronto surpassed Montréal to become Canada's largest city and the fourth largest in North America, and is now home to an exceptionally diverse population of about 2.8 million people. Today, Toronto is consistently ranked amongst the world's most livable cities, and is a world leader when it comes to business, finance, arts and culture.

Canadians want to celebrate. In a 2010 Survey, conducted by Environics Research Group, more than 80% of Canadians, spanning all age groups and income levels, said that it is important to celebrate Canada's 150th (Mass LBP, 2012, p. 14).

In 2017, the City of Toronto has the opportunity to become a major player in Canada's 150th celebrations. By contributing to this significant Canadian milestone the City can engage its diverse communities, coordinate support, reinvigorate a sense of national pride and generate positive economic and social impacts.

Celebrations generate positive economic impacts. A 2009 study commissioned by FAME (Festivals and Major Events Canada) found that 15 of Canada's largest festivals attracted more than 12.6 million visitors annually (including 3.3 million tourists), had an economic impact of over \$1 billion and contributed more than \$650 million to local GDP (at the height of the 2008 recession). Two of the festivals studied were Toronto based: the *Toronto International Film Festival* and *Luminato*. In 2012, *TIFF* alone attracted over 400,000 people with an economic impact of \$189 million.

The report also stressed that many of the jobs provided as a result of these celebrations were entry-level, part-time positions that provided the youth and underemployed with valuable employment opportunities and experience (*Canada, F. a., 2013, p.2*).

Even commemorative celebrations can generate huge economic impacts. Québec City's 400th Anniversary in 2008 generated 8,742 jobs and contributed \$438 million to the local economy. That year Québec City obtained the highest commercial activity index ever, up 11.3% over 2007.

During the year, Québec City also experienced a boom in its tourism industry with the highest tourist activity index ever obtained in a given year. Overall, 71% of the 1.8 million visitors to the city said they were motivated to come because of the festivities.

Celebrations have social benefits. In a report produced by Palmer-Rae, celebrations were found to: (1) improve access to cultural programs, (2) direct programs towards at-risk/targeted populations, (3) improve cultural inclusion for at-risk/ targeted groups, and (4) build capacity and strengthen cultural/civic organizations (*Richards & Palmer, 2010,p.365*).

Québec City's 400th Anniversary were also found to help:

- boost civic pride and stimulate regional dynamism,
- better position Québec City on the international market, thus raising its profile as a tourist destination,
- expand the boundaries of creativity and ingenuity and achieve technological advances, as well as
- demonstrate the region's capacity to organize and host shows of an international calibre.

During the year public participation was also at an all-time high. 93% of all Québec City residents, participated in the anniversary festivities (*400e, 2009, p.6*).

National celebrations can garner considerable public and private support for legacy projects and initiatives. The Centennial celebrations in 1967 ushered in extraordinary social and cultural investment, leading to the creation of 2,860 arenas, stadiums, cultural centres, and programs that continue to shape Canada today. The *Alberta Centennial in 2005* was commemorated with over \$300 million in provincial investment to construct hundreds of legacy projects across the province.

Celebrations directly support many of the City of Toronto's Strategic Actions, 2013-2018, including:

Strategic Action #2- Invest in Culture by promoting Toronto as a creative City regionally and internationally through our cultural institutions, festivals and assets.

Strategic Action #4- Increase Employment Opportunities in Toronto by the end of 2018

Strategic Action #5- Accelerate Economic Growth

Strategic Action #9- Strengthen Neighbourhoods

Strategic Action #10- Enhance the City's Quality of Life by developing and implementing the Toronto Social Development Strategy that contributes to making Toronto an inclusive and cohesive society.

Strategic Action #11- Advance Toronto's Motto 'Diversity our Strength' by ensuring access, equity and diversity are advanced through all City services, policies and programs.

So why should Toronto celebrate Canada's 150th? Celebrations can provide the city with countless social, cultural and economic benefits, in addition to aligning and supporting the City of Toronto's overall strategic priorities.

Why Toronto?

Since the Centennial Celebrations in 1967, Toronto has emerged as a diverse, global centre of about 2.8 million people, home to some of the country's most prominent business, finance, arts and cultural industries. ***The city's extraordinary growth and development over the past 50 years should be used to highlight Toronto as a regional hub for Canada's 150th celebrations.***

Population trends

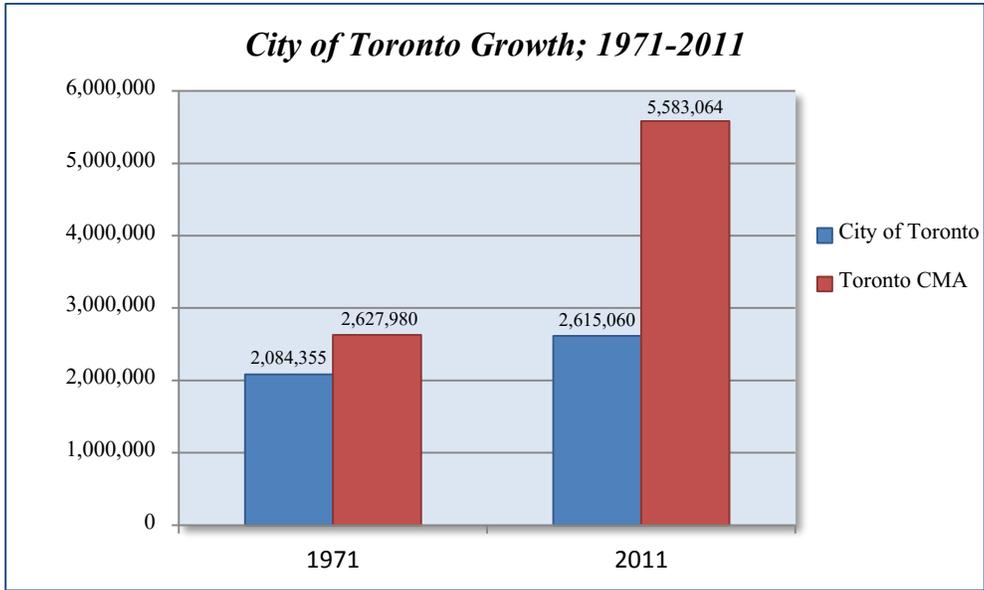
1) 1867

In 1871, Canada had a total population of 3,689,257, about 10% of what it is today (*Stats Can, table A1*). Montréal was Canada's largest city, with a total population of 107,225 (*Stats Can, table A70-74*). Canada at the time was primarily a rural, agricultural society. Of the total population 80.4% lived in rural communities (*Stats Can, table 67-69*).

2) 1967

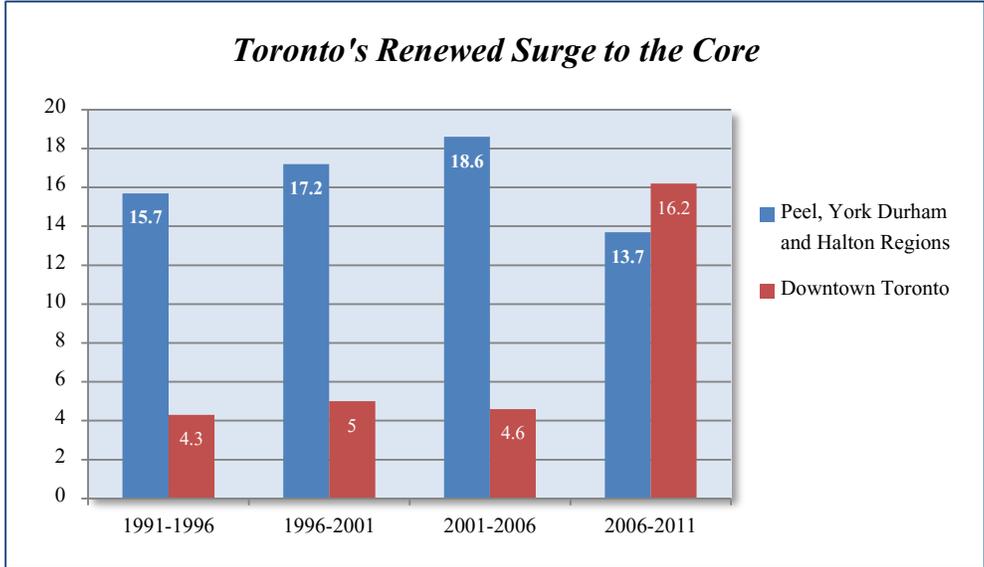
100 years after Confederation Canada had changed dramatically. The rural population had migrated en masse to urban centres across the country. In 1966, 74% of the population resided in urban centres, up from 19.6% at the time of Confederation (*Ibid.*).

In 1971, Canada had a population of 21,568,000. Montréal remained Canada's largest City with a CMA population of 2,743,208. Toronto was slightly smaller at the time, with a CMA population of 2,627,980 (*Stats Can, 1971 Census*).



3) Now

Beginning in the late 1960's, Montréal grew at a rate much slower than in previous decades. This was due, in part, to the growing separatist movement in the province. During this period many corporate head offices unsure about the political climate in Québec packed up and moved to Toronto resulting in a period of rapid growth and development for the city (Linteau, 2009).



Fifty years later, Toronto has grown to become Canada's largest, most prominent city. Similar to most urban centres at the time, Toronto's massive population growth was the result of the unprecedented expansion of its surrounding suburban communities. The city itself experienced only mild growth from 1971 with a population of 2,084,355 to 2011 with a population of

2,615,060. However, the CMA of Toronto more than doubled from 1971 with a population of 2,627,980 to 2011 with a population of 5,583,064. Toronto is now the largest metropolitan region in the country with one-quarter of Canada's population is located within 160 km (100 miles) of the city.

Today, Toronto continues to grow at a rate much faster than the rest of country. Between 2006 and 2011 the city grew at a rate of 9.2%, compared to the 5.9% growth in the rest of the country (Stats Can, 2011).

Since 2006, the City has also experienced a renewed surge to the core. Between 2006 and 2011 the City grew at a rate of 16.2%, compared to 13.7% in the surrounding GTA communities. This was the first time the growth in the core surpassed surrounding suburban communities since the major expansion of Halton, York, Peel, and Durham regions during the 1970's (Fong, 2013).



Multiculturalism

Beginning in the late 1960s, Canada introduced dramatic new immigration policies that opened the country's doors to immigrants from around the world (McIntyre, 2001). During this period Toronto immigrant communities began to develop and prosper. These diverse groups quickly settled in pockets throughout the city, adding character to Toronto's now famous 140 neighbourhoods. The growth of these communities quickly outpaced the

European population, resulting in the multicultural landscape that has come to characterize Toronto today.

1) 1867

In 1871, approximately 93% of Canada's population was of British or other European origin. At the time the Asian population consisted of a mere 4 individuals (Stats Can, Table A125-163).

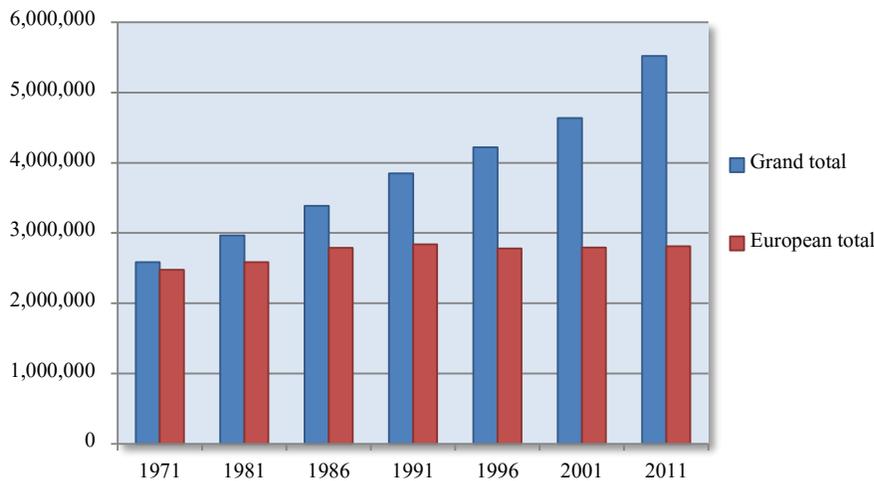
2) 1967-Now

Despite Canada's homogenous beginnings, in the late 1960s Toronto began developing as the multicultural hub of the nation. The city witnessed a substantial influx in diverse ethno-racial groups, while experiencing relatively little growth in the European population.

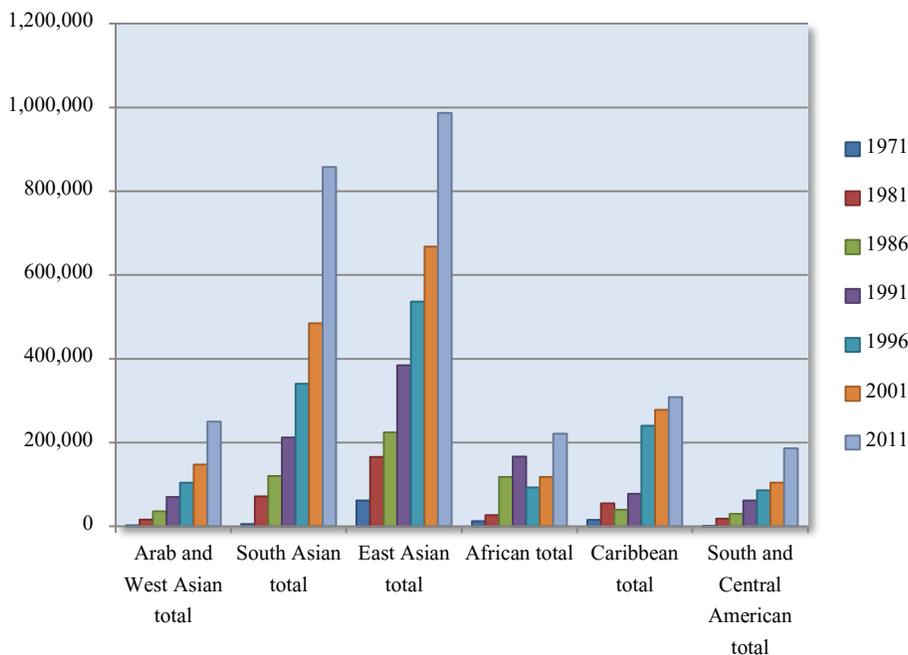
In 1971, members of non-European ethno-racial groups accounted for only 5% of the CMA population (Orstein, 2006, p. 3). In 2011, more than half (51%) of Toronto's residents were born outside of Canada representing 37.4%

of the entire foreign-born population of Canada (Stats Can, 2011). 49% of the population also identified as a visible minority, which is expected to rise to over half of the population by 2017.

Toronto CMA European Population; 1971-2011



Toronto CMA Ethno-Racial Groups, 1971-2011



Economic Trends

Since the late 1960s, goods-producing industries were increasingly exported to low-cost jurisdictions around the world. This forced cities like Toronto to focus less on manufacturing and more on service-based industries to drive economic growth and prosperity (*Ministry of Finance, 2014, p.72*).

During this time Toronto saw occupations in **goods-producing industries decline from 40% of the total labour force in 1971 to 16.1% in 2011**. Meanwhile, **service-based industries rose from 60% of the total labour force in 1971 to 80.8% in 2011** (*Stats Can, 1971 Census & 2011 National Household Survey*).

As these trends continued the financial and business sectors have played an increasingly significant role in driving the country's economy. Today, Toronto is undisputedly the financial and business capital of Canada. The city is home to an impressive 84,500 businesses and a workforce of 1.4 million people (one sixth of Canada's workforce). Toronto has the largest financial services presence in Canada and is the fastest growing financial services headquarters in North America. The city itself is also home to 5 of Canada's largest banks, with a 2013 GDP of \$157.3 billion.

Information Communication Technologies (ICT)

It is not a stretch to say that technological developments over the past few decades have quite literally transformed the way we live our lives as Canadians. In 2012, 83% of Canadians were connected to the Internet, 88% in Toronto. More than one-half of Internet users (58%) accessed the Internet in 2012 via a wireless handheld device such as a cell phone or tablet. Up to 70% of Canadians use mobile devices. In 2012, the value of orders placed online in Canada was 18.9 billion and Canadian enterprises sold almost \$122 billion of goods and services over the Internet (*Stats Can, 2013*).

As technology continues to play a larger role in our daily lives, the Information Communication Technology (ICT) sector has since developed as one of the most significant drivers of economic growth and prosperity in the country. Toronto happens to be home to the largest concentration of private ICT facilities in Canada, the 3rd largest in North America. Toronto's ICT sector is comprised of 11,522 companies, employing over 161,000 workers and generating \$52.2 billion in annual revenues.

Arts and Cultural Growth

The Centennial Celebrations in 1967 were instrumental in directing government funding towards arts, cultural and civic legacy projects. Since then, arts and culture have become integrated into urban development strategies across the globe as cities look to raise the profile of their local museums, cultural amenities, events and heritage sites with the goal of attracting tourists and creative talent (*Jenkins, 2005*). This shift helped to facilitate a period of rapid cultural and artistic growth in Toronto.

Cultural Renaissance:

Between 2003 and 2010, public support helped to spur a 'cultural renaissance' in Toronto. During this period the city saw the dramatic reconstruction of eight of its major cultural attractions. The capital campaigns of these organizations attracted \$338 million in federal and provincial grants and more than \$1 billion in matching funds and in-kind donations from the private sector. This funding helped contribute to the redevelopment of the Royal Ontario Museum by Daniel Libeskind as well as the expansion of the Art Gallery of Ontario by Frank Gehry.

City of Toronto Support for Arts and Culture:

In 2003, the City of Toronto produced the seminal report: *Culture Plan for the Creative City*, which helped the City to commit to its current cultural investment target of \$25 per capita. The City of Toronto currently works with and through the following programs to support arts and culture:

- **The Toronto Arts Council**, first established in 1974, is funded by the City of Toronto to invest in a broad range of cultural activities from start-up projects to some of Canada's largest and most renowned arts institutions. Recent funding increases have drastically improved the Toronto Art's Council's capacity to support artists and organizations.

In January 2014, Toronto City Council approved a funding increase of \$2 million to the Toronto Arts Council's Grants Program budget, adding to an increase of \$4 million in 2012, to bring the total 2014 grants budget to \$16.079 million.

- **The Major Cultural Organizations** program is a City program that funds organizations that have significant cultural and economic impacts on the city. In 2014, 11 organizations (including the AGO, Artscape, Pride Toronto, Luminato, Caribana and TIFF) were provided a total of \$7.39 million. In 2013, the majors had a combined attendance of over 6.3 million.
- The City of Toronto also supports six **Local Arts Services Organizations (LASOs)**. These organizations provide services in priority neighbourhoods and underserved geographic areas. In 2014 six LASOs received a total of \$1,333,410 from the City of Toronto up from \$833,410 in 2013.
- Through the **Culture Build Investment Program** the City of Toronto also provides matching funds to assist the City's not-for-profit cultural sector with financing for state of good repair capital projects. In 2014, Toronto City Council earmarked \$330,000 for the program. To date, the *Culture Build Investment Program* has helped bring 71 cultural facilities closer to a state of good repair.

Events:

Over the past 50 years, cultural events throughout the City of Toronto have grown to become some of the most prestigious in the world.

- The **Toronto International Film Festival (TIFF)** started from humble beginnings in 1976, but has since grown to become the premiere film festival in North America and one of the top three in the world. In 2012 TIFF attracted over 400,000 people to enjoy the 372 films from 72 countries.
- The **Toronto Festival of Arts Creativity and Culture (Luminato)** was conceived in 2003, and has continued to develop into one of the preeminent art festivals in North America. The event has commissioned over 66 new works and featured 7,500 artists from 40 countries.



(Photo Courtesy of Toronto Star; August 14, 1967)

- The **Scotiabank Caribbean Carnival (Caribana)**, now in its 47th year, has become a major international event and the largest cultural festival of its kind in North America.

Arts and Culture in the City:

Today, Toronto reigns as Canada's cultural capital. The city is host to a diverse, thriving arts and culture community, home to more than 125 art galleries and some of Canada's largest collecting institutions.

Toronto is a hub for the performing arts. The city contains the world's fourth most prominent English theatre scene, surpassed only by New York and London and Chicago. Toronto boasts 70 film festivals, 200 professional performing arts organizations, in addition to internationally recognized and renowned symphony, ballet and opera companies. Overall, arts and culture in the City of Toronto contributes \$11.3 billion annually to the City's GDP.

Section 2: A Look Back at the Centennial Celebrations

Introduction

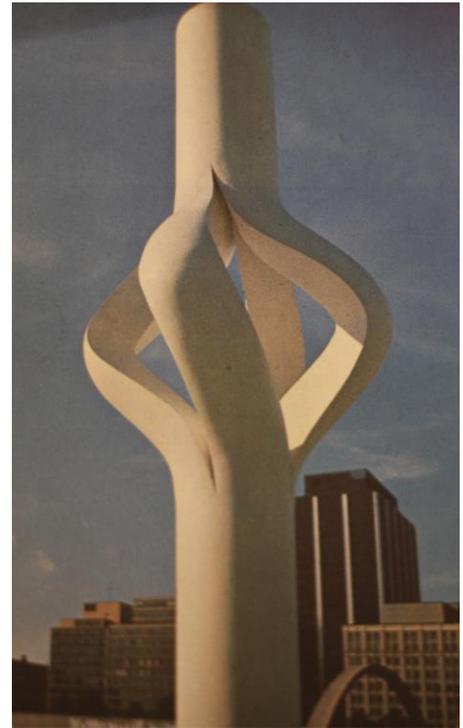
To begin the planning process for *TO Canada 150!* it is important to understand the city's own Centennial legacy. ***Knowing about Toronto's past can provide inspiration for future initiatives and be used to highlight past legacies for TO Canada 150!***

As the Hon. Rob Moore, the former chair of the House of Commons Standing Committee on Canadian Heritage noted:

"It wouldn't exactly be a great 150th celebration to have the infrastructure from the 100th celebration falling apart. We want to do a full assessment of how these arenas are doing and what part the government can take in that." (House of Commons, 2011, No 006, 920)

Peter Macleod of the consulting firm Mass LBP similarly stated:

*"I would suggest that just doing an inventory of every centennial and memorial project in this country... part of the infrastructure question about 2017 is just **taking stock of the previous legacies**, thinking about whether they can be **rehabilitated or improved**, and then thinking about the sort of infrastructure that's appropriate to 21st century Canada as well" (House of Commons, 2011, No 010, 940)*



(Photo Courtesy of Sculpture '67)

The Centennial

In 1967, the City of Toronto was comprised of six distinct municipalities: the former City of Toronto, East York, Etobicoke, North York, York, Scarborough, in addition to the Regional Municipality of Toronto.

The federal Centennial Commission allotted \$100 million (\$765.6 million in 2014 dollars) for Centennial projects throughout Canada. Included in this amount was \$25 million (\$191.4 million in 2014 dollars) for the Centennial Grants Program, which was designed to fund legacy projects of lasting significance. The federal government arrived at this figure by committing **\$1 to every Canadian resident, provided these figures were equally matched by the provinces and municipalities**. This allowed the City of Toronto and surrounding municipalities to undertake a variety of capital legacy projects. The Centennial Commission was also responsible for the administration of \$20 million (\$140.2 million in 2014 dollars) of joint federal/provincial funding for the acquisition, construction or restoration of buildings or other capital works of historical or architectural significance (*Standing Committee on Canadian Heritage, 2012*).

Another **\$20 million** (\$140.2 million in 2014 dollars) was dedicated to geographically dispersed programs (not capital projects) of national significance. This funding helped the Centennial Commission engage and encourage youth participation. Through this funding programs such as the 'Youth Travel Exchange Program' allowed for 12,000 youth from across Canada to visit and learn about a province or territory other than their own.

The Commission also allotted **\$7 million** (\$48.9 million in 2014 dollars) to two significant and highly successful travelling exhibits: (1) the Confederation Train and (2) the Confederation Caravans. In the end, 9 million Canadians came out to visit and tour with these unique travelling exhibits.



(Photo of St. Lawrence Hall in 1967; Courtesy of: St. Lawrence Hall Restoration)

Legacies

The former **City of Toronto** was involved in two capital legacy projects: (1) \$2.72 million (\$20.76 million in 2014 dollars) restoration of the **St. Lawrence Hall and St. Lawrence Market**, (2) \$5.4 million (\$33.3 million in 2014 dollars) construction of the **St. Lawrence Centre for the Arts** (*Arthur & Rogers, 1964*).

East York undertook the \$229,000 restoration of *Todmorden Mills* (\$2.8 million in 2014 dollars).

Leaside prior to amalgamation with East York built the *Tracey Manes Community Centre* at a cost of \$100,000 (\$699,441 in 2014 dollars).

Etobicoke's Centennial project was the construction of the elaborate and highly celebrated *Centennial Park* at a projected cost of \$6.2 million (\$44.6 million in 2014 dollars). **Mimico**, prior to amalgamation with Etobicoke, constructed the *Mimico Centennial Library* at a cost of \$400,000 (\$2.8 million in 2014 dollars).

A number of other municipalities were involved in the construction of various Centennial recreation centres.

North York constructed the *Herbert H. Carnegie Centennial Centre* at a cost of \$1.5 million (\$10.5 million in 2014 dollars).

York built its own *Centennial Recreation Centre* at a cost of \$560,000 (\$3.9 million in 2014 dollars).

Scarborough constructed the *Centennial Civic Recreation Centre* at a cost of \$1.25 million (\$8.7 million in 2014 dollars).

Despite delays and controversy, the **Province of Ontario** was able to construct the *Centennial Centre for Science and Technology (Ontario Science Centre)* completed September 26, 1969 at a cost of \$27 million (\$172.5 million in 2014 dollars).

Events

1) Visual Arts

Several highly regarded sculpture events were commissioned as a part of the 1967 Centennial celebrations. These events helped cast Toronto's art scene in a new light and served as a catalyst for many public art campaigns and events in the decades to come.

High Park Sculpture Symposium

The 1967, the International Sculpture Symposium in High Park was declared an overwhelming success. Sculptures were displayed across the park from notable international artists such as:

- Jason Seley, Mark di Suvero, and Frank Galley from the United States,
- Menashe Kadishman of Israel,
- Hubert Dalwood and Bernard Schottlander from England,
- Wessel Couzijn from Holland, and
- William Kouchin and Pauta of Canada.

Of the \$212, 900 (\$1.5 million in 2014 dollars) for this Centennial project, \$70,000 (\$489,608 in 2014 dollars) came from the federal government, \$40,000 (\$279,776 in 2014 dollars) came from the province and **\$101,600 (\$710,632 in 2014 dollars) came from the City of Toronto.**

Sculpture '67

For three months in 1967 Canadian artists displayed their sculptures in Civic Square as a part of the National Gallery of Canada's contribution to the Toronto celebrations. The exhibition, at a cost of \$60,000 (\$419, 664 in 2014 dollars), was the most expensive installation the National Gallery had ever put on outside of its own space.

Dr. William S.A. Dale, the acting director of the National Gallery at the time wanted the exhibition to *"get Toronto used to the idea of sculpture in an outdoor setting, it doesn't need to be a one-shot thing but a continuing idea of sculpture in the heart of this city"* (Kritzwisser, 1966).

Dorothy Cameron, the coordinator of the event, believed the exhibition offered sculptors *"a chance and a challenge to demonstrate what they could do on a major scale, freed of the restrictive red tape of specific commissions [with the intention to] stir the Canadian consciousness to a new awareness of our potential for public sculpture [Overall for Cameron] the experience of Sculpture '67, both for the sculptors and their many thousands of visitors, was somehow akin to the opening of a door"* (Cameron, 1968, pg. 1).



(Photo Courtesy of Sculpture '67)

Perspective '67

Perspective '67 was a nationwide art contest held at the Art Gallery of Ontario. The event was open to artist across Canada aged 18-35 and was designed to showcase the talent and gain exposure for young Canadian artists. Organized by the Ontario Centennial Commission, there was a total of **\$32,000** (\$223,821 in 2014 dollars) awarded in cash prizes provided in four separate categories. The work of the award winners was showcased in the AGO throughout July, August and September 1967.

2) *Caribana*

Caribana began as a Centennial initiative in 1967. The ambitious program was the brainchild of the Caribbean Centennial Committee to celebrate Toronto's Caribbean population of 12,000. The affair, which took place on Olympic Island was dubbed '*Caribana'67 Week*' and was to "*blow the Centennial works in a whing-ding, one-week [August 5-12, 1967] celebration designed to pale the '67 efforts of any other Metro ethnic community*" (Gerein, 1967).

Caribana '67 was an unexpected smash hit. Statistically it was the event of the year, attracting a record one day crowd of 35,000 to the Toronto Islands to join in the festivities. The week began on August 5 with a jubilant carnival parade travelling from Varsity Stadium down University Avenue.

Each day, from 10 am to midnight, performers representing each of the Caribbean Islands entertained the crowds, while simultaneously showcasing their culture. Perhaps the most popular was the Trinidad and Tobago show that was imported from Expo '67.

The event cost **\$50,000** (\$349, 720 in 2014 dollars), of which only **\$4,000** was provided in advance (**\$1,000** from the Ontario Centennial Commission). The rest of the costs were covered by the Toronto Caribbean community as they occurred.

3) *Confederation of Tomorrow*

The Confederation of Tomorrow Conference, on the 54th floor of the newly built Toronto-Dominion Centre brought together all of the Premiers from across Canada (with the exception of W.A.C. Bennet of British Columbia) to discuss the future of confederation after 100 years.

Beginning on November 27, 1967 the Conference spanned 4 days (14.5 hours a day) with discussions focussing on 15 different areas of importance. The topics centralized around: (1) ways in which the federal system is not working, (2) the broad objectives confederation should try to achieve, (3) the existing structure of federal-provincial and inter-provincial relationships in the country, and finally (4) English-French relations.

The conference received considerable attention and despite some intense debates was successful in furthering difficult narratives in the country.

Ross H. Munro from the Globe and Mail reported "*Robarts uttered few memorable phrases in his nearly 20 years as an MPP. But three words will last- Confederation of Tomorrow. The 1967 conference of that name- conceived, promoted and presided over by Mr. Robarts- marked a turning point in Canadian affairs*" (Munro, 1970).

4) *Canada Day*

In Toronto, the culmination of the 1967 celebrations was Canada Day, which provided an eclectic and exciting mix of parades, fireworks, special services and contests spread across the city. The festivities began at 9am with the **Centennial Dominion Parade**.

From 9:30 am to 11:30 pm, **City Hall** played host to a wide array of activities including: clowns, pony and hay rides, First Nations dancers, concerts, puppet shows, the judging of the Centennial Beard Contest, barber shop quartet, musical performances, and finally a torchlight parade and fireworks.

Section 3: Current Canada 150 Planning

The City of Toronto should immediately begin planning and marketing initiatives for TO Canada 150! Many public and private organizations across Canada have already begun planning for Canada's 150th anniversary in 2017. If the City of Toronto does not begin the planning process soon it risks falling behind and missing opportunities.

Planning from the Government of Canada on the 'Road to 2017'

Currently, the federal government is focussed on commemorating significant historical milestones on the 'Road to 2017'. The Government of Canada has already committed a significant investment towards the creation of a new *Canadian Museum of History* to commemorate 2017.

In 2014, the Government of Canada honoured the 100th anniversary of World War I and the 75th anniversary of World War II by providing \$5 million towards the construction of a permanent *Visitor Centre at the Canadian National Vimy Memorial* in France.

The Government of Canada has also introduced the *Here is Canada: Road to 2017* national bilingual contest that will invite 300 young people aged 19 to 25 to choose a significant milestone and discuss its impact on Canada's past, their present and the country's future. Ten winners will be selected from the entries received. The Government of Canada has provided funding of \$160,000 for the contest.

Canadian Heritage is already testing logos for Canada's 150th, to lend a visual identity to the 2017 planning process. The federal government hired *TNS Canadian Facts Inc.* to carry out the \$40,000 project.

Current Planning in Montréal

Montréal will be celebrating its 375th Anniversary in 2017 and will be linking these celebrations to Canada's 150th anniversary. The *Society for the Celebration of Montréal's 375th Anniversary (mtl375)* is a non-profit organization, active since the spring of 2013. Their mission is to organize and execute exciting projects and celebrations to make 2017 an exceptional year for Montréal.

Presently the Québec Government has agreed to offer financial support for the celebrations up to \$60 million from now until 2017.

In addition, the City of Montréal announced in its *Three Year Capital Plan: 2013-2015*, a commitment of \$206 million to support 2017 legacy projects. Current projects include:

- **The Aboriginal Cultural and Artistic Centre:** This project aims to create a permanent cultural and artistic centre, expressly dedicated to the present and the future of First Nations Peoples in the City.
- **Cité Mémoire:** *Montréal en Histories* has been developing its *Cité Mémoire* project for several years now. It's an innovative concept that will utilize projections, animation and urban intervention to highlight the rich

"the 2017 celebrations present an opportunity to leave a lasting legacy for future generations. New installations will see the light of day, while many current attractions will be upgraded"(375mtl, 2014).

history of Montréal.

- **City Walks:** is a legacy project that will provide new pathways in unique and unusual places throughout the city. It is designed to help people discover some well-known and some lesser known attractions. The idea is to highlight heritage features, public places, historical places, green spaces, public art, design and architecture.
- **Montreal Museum of Fine Arts:** In 2017, the *Montréal Museum of Fine Arts (MMFA)* will unveil its new *International Art and Education Pavilion*. This pavilion's contemporary architecture was designed by the consortium of *Manon Asselin Architecte* and *Jodoin Lamarre Pratte Architectes*. To fund this project the Government of Québec has provided **\$18.5 million**, however, 85% of this project will be privately funded.
- **Mount Royal Discovery Path:** Starting in 2017, the *Parcours-découverte (Mount Royal Discovery Path)* will provide a new trail allowing visitors to discover more of Mount Royal and the City.
- **Parc Jean-Drapeau:** The *Parc Jean-Drapeau*, home to Expo '67, is working to revamp its spaces for Expo's 50th anniversary in 2017. The revitalization will breathe new life into the site, while highlighting 1967's most iconic features.
- **Pointe-à-Callière's:** For 2017, the museum plans to develop new sites, including the Archaeology and History Complex. A major fundraising campaign is already underway, with the ultimate goal of raising **\$10 million**. Currently they have received donations exceeding **\$9.4 million**.

While *mtl375* celebrations and initiatives will be connected to both the City's 375th and Canada's 150th anniversaries, this distinction may not necessarily be made by the rest of Canada. In 1967, the Expo celebrations were in no way a Centennial event, however, for most Canadians the two events remain synonymous (*Davies, 2010, p.9*).

Ottawa 2017

The City of Ottawa has developed a **2017 Task Force** for Canada's 150th anniversary to get the ball rolling for the celebrations. It is comprised of Mayor Jim Watson and co-chaired by City Councilors Katherine Hobbs and Rainer Bloess. The Task Force will begin the planning process to make the celebrations in 2017 an overwhelming success. They have established a website and a logo to begin the process of public consultations and engagement.

Currently, the City of Ottawa is ramping up its 2017 marketing activities by decorating cars and partnering with local artists to paint murals across the City. According to Mayor Jim Watson:

"Ottawa is getting in the spirit of 2017...with only thirty months to go, now is the time to start showing the world that there will be no better place to celebrate Canada's 150th birthday. These new initiatives will remind residents and visitors of the big celebration yet to come, and will encourage everyone to get involved in planning Canada's big year" (City of Ottawa, 2014)

"Celebrations like our sesquicentennial bring more benefits than just parades, fireworks and goosebumps. It is a once in a generation economic opportunity for businesses and communities... Simply put, these celebrations can bring in tens of thousands of new visitors and hundreds of millions of dollars... The City of Ottawa, as a municipal government, can't do this alone. To be successful, we need to have a broad, community-based effort"

-Ottawa Mayor Jim Watson

Past Milestone Celebrations and TO Canada 150!

Through the *Ottawa Events Office*, the City is hoping to attract the Juno Awards, the Grey Cup and an outdoor NHL game between the Ottawa Senators and the Montreal Canadiens in 2017.

2017 Starts Now!

To help inspire planning and ideas for the 150th celebrations CBC/Radio Canada, VIA Rail Canada and the *Community Foundations of Canada* have collaborated to launch **2017 Starts Now!** The initiative is designed to help foster citizen engagement to generate grass-roots movements and build momentum from the ground up. Through this organization a series of conferences, conversations and events were held in 12 cities, including Toronto, to help get the 2017 conversation started.

Section 3: Partnerships and Opportunities

City of Toronto Framework for Partnerships

Building effective partnerships will help to ensure a successful TO Canada 150! program. Currently, the *Toronto Office of Partnerships (TOP)* actively seeks out strategic partners for initiatives that support programs and services offered by the City of Toronto to improve the quality of life in the City. The *TOP* maintains policies that govern all partnership activities. When building partnerships for *TO Canada 150!* the City must abide by (not exhaustive):

1. **City of Toronto Sponsorship Policy**, which recognizes that mutually beneficial sponsorships can enrich the lives of residents by enhancing City properties and programs. The policy establishes a City-wide sponsorship protocol:
http://www1.toronto.ca/city_of_toronto/toronto_office_of_partnerships/files/pdf/sponsorship-policy.pdf
2. **Donations to the City of Toronto For Community Benefits Policy**, which seeks to ensure that all partnership opportunities that provide valuable contributions to city building respect all relevant legislative and policy provisions and occur within an ethical framework that preserves the integrity of municipal decision making processes:
http://www1.toronto.ca/city_of_toronto/toronto_office_of_partnerships/files/pdf/donation_policy.pdf

Stakeholders and Partnership Opportunities

TO Canada 150! will require significant buy-in and participation from public and private organizations within and outside of Toronto. Event stakeholders most commonly include: public authorities (municipal, provincial, federal), event organizers, staff and performers, the tourism sector, the private sector (local businesses and organizations), donors (foundations, trusts, patrons), the media and local residents.

Potential Partners

1. Economic Development and Culture (ED&C)

- **City-funded and City-programmed cultural institutions:**
 - Majors, LASOs, City-run events, City-run museums
- **Agencies and Corporations**
 - **Toronto Arts Council:** The TAC will play a key role in connecting *TO Canada 150!* initiatives to local arts and cultural organizations in Toronto.
 - **Heritage Toronto:** Heritage Toronto can connect Toronto residents with the city's culture and heritage for the 2017 celebrations. Heritage Toronto, provides city-wide programs and services, including: free neighbourhood walking tours,

the annual Heritage Toronto Awards and William Kilbourn Memorial Lecture, a heritage plaque and markers program, participation in Doors Open and photography exhibitions.

- **Business Improvement Areas (BIAs):** Toronto has a total of 81 BIAs, up from 42 in 2001- the largest number of anywhere in North America. These organizations represent over 35,000 businesses, together generating more than \$30 million in funding towards things like marketing and promotional campaigns, street festivals and neighbourhood revitalization campaigns.
- **Tourism Toronto:** Tourism Toronto works in partnership with the City of Toronto in addition to other public and private organizations to function as the official destination marketing organization for Toronto's tourism industry. Tourism Toronto focuses on promoting and selling the greater Toronto region as a remarkable destination for tourists, convention delegates and business travellers.

2. The City of Toronto

- **Divisions**

- City Manager's Office (CMO), Transportation Services, Social Development Finance and Administration (SDFA), Parks Forestry and Recreation (PF&R).

- **Agencies and Corporations**

- **Toronto Public Libraries (TPL):** Toronto boasts one of the most extensive library systems in the world, having recently opened its 100th branch in Scarborough. Today, the Toronto Public Libraries serve as community and cultural hubs dispersed throughout the city. They are currently involved in a wide array of events and programs including the annual, month-long *Keep Toronto Reading* event. The TPL contributed the *Pan Am Poetry Slam* and the *Pan Am Spectator Jam* to the *Pan/Parapan Am Games 2015*.
- **Waterfront Toronto:** The revitalization of Toronto's waterfront is the largest urban redevelopment project currently underway in North America. Waterfront Toronto was established in 2001 to oversee and lead the renewal of Toronto's waterfront and can connect the people of Toronto with waterfront initiatives for Canada's 150th.
- **Toronto Transit Commission (TTC):** The Toronto Transit Commission moves 465 million people every year - about 1.6 million riders every weekday. The TTC can contribute to *TO Canada 150!* through transportation, advertising, promotion and 2017 focussed initiatives.

3. Province of Ontario

To ensure *TO Canada 150!* is a success the City of Toronto should form a strong partnership with the province. The City should also look to leverage relationships with provincial agencies, including:

- **Ontario Trillium Foundation (OTF):** As one of the largest grant distributors in Canada, the OTF administers over 1,500 grants each year to community not-for-profits in the arts, recreation, environment and human and social services sectors. The agency has an annual

budget of over \$100 million and will be another valuable resource to connect *TO Canada 150!* to the exciting initiatives supported by the OTF.

4. *Government of Canada*

For *TO Canada 150!* the City of Toronto should strategically partner with federal departments, including:

- Canadian Heritage
- Ministry of Tourism, Culture and Sport
- Ministry of Citizenship and Immigration

5. *Municipalities*

When developing *TO Canada 150!* initiatives, the City of Toronto may also wish to build partnerships with other municipalities and jurisdictions (i.e. Ottawa and Montréal). To facilitate this process the City can work with and through the:

- Association of Municipalities Ontario; and the
- Federation of Canadian Municipalities

Not-for-profit Partners

- **Post-Secondary institutions:** Toronto is home to eight post-secondary institutions which have an average annual enrolment of 24,000 students. In addition to being hubs for conferences, thoughtful discussions and youth activity, these institutions are also dispersed throughout the City, making them ideal partners for *TO Canada 150!* initiatives.
- **CivicAction:** Formed in 2002, CivicAction is a coalition of civic leaders, whose mandate is to address the environmental, social and economic challenges in the City of Toronto and the Greater Toronto and Hamilton Area. CivicAction's focus on high impact, collaborative initiatives will make them a key partner for *TO Canada 150!*
- **Toronto Community Foundation:** The TCF is one of Canada's largest charitable foundations, administering over \$290 million, through 500 active funds annually. The TCF can help link *TO CANADA150!* to a variety of community foundations, who are dedicated to improving communities in specific geographic areas.
- **Harbourfront Centre:** Harbourfront Centre can also play a significant role in the *TO Canada 150!* celebrations. The Centre operates on a 10-acre site on Lake Ontario and attracts over 12 million visits each year. They offer year-round arts programming, renowned events (4,000 annually) and world-class performances. Harbourfront Centre partners with more than 450 community and cultural groups annually and also hosts a renowned Canada Day celebration each year.
- **ArtReach Toronto:** ArtReach can play a significant role for *TO CANADA150!* by supporting arts initiatives that engage youth in under-served areas of Toronto.

Section 4: Comparator Celebrations

- (1) For the *Pan/Parapan Am Games*, Toronto City Council endorsed an investment of up to \$20 million in a *Host City Showcase Program*, including:

Program Themes

1. *Economic Development and Tourism*
2. *Sport Development and Healthy Living*
3. *Cultural Celebration*

Funding

- **\$2.5 million** for a celebration/cultural festival in Nathan Phillips Square
- **\$2.7 million** for a Welcome and Engagement Program
- **\$1.76 million** for Pan Am Community Projects initiative to support community based Games related activations and projects which “reflect the broad objectives of the Showcase Program”. This includes the following grant streams:

Local Community Animation through Collaboration - \$660,000

This grant stream will support community and neighborhood based activities across the city by leveraging the existing infrastructure of the City of Toronto’s Community Festivals and Special Events Program.

Pan Am Path Community (Arts) Activation -- \$315,000

This funding stream will have a "dollar for dollar" matching requirement to ensure that the City’s investment triggers an equivalent degree of financial or in-kind support from other partners in order to help the Pan Am Path activations achieve critical mass.

- (2) In 2008, the Québec City government contributed \$5 million towards the 400th anniversary for the purposes of organizing the festivities.

Program Themes

1. *Economic Development and Tourism*
2. *Resident Engagement*
3. *Cultural Celebration*
4. *Social Benefits- Community Building, Identity and Inclusion*

- (3) The City of Montréal in its *2014 Operating Budget* already contributed \$1 million (up by \$400,000 from the previous year) to *mtl375*, the society responsible for orchestrating the 2017 celebrations.

Program Themes

1. *Economic Development and Tourism*
2. *Resident Engagement*

3. *Cultural Celebration*

4. *Social Benefits- Community Building, Identity and Inclusion*

- (4) To commemorate Alberta's Centennial, Canadian Heritage provided \$3.1 million for the commemorative and celebratory events, and \$2.9 million for operating costs of the department and PCH to deliver their respective initiatives. These included cultural celebrations and the 2005 World Masters Games in Edmonton.

Program Themes

1. *Economic Development and Tourism*

2. *Cultural Celebration*

3. *Social Benefits- Community Building, Identity and Inclusion*

- (5) The City of Vancouver invested \$5 million in a public "live site" celebration during the Vancouver 2010 Winter Olympic & Paralympic Games.

Program Themes

1. *Economic Development and Tourism*

2. *Social sustainability programs for socially disadvantaged*

3. *Public realm and look of the city*

4. *Cultural Celebration*

- (6) Overall, PEI's 150th celebrations cost just under \$29 million: \$18.5 million from the province, and the rest from the federal and municipal governments.

Program Themes

1. *Economic Development and Tourism*

2. *Resident Engagement*

3. *Cultural Celebration*

4. *Social Benefits- Community Building, Identity and Inclusion*

- (7) The *Edinburgh International Festival* is one of that city's largest events. It takes place throughout the month of August and brings the finest creators and performers from around the world to Edinburgh. In 2010/2011, **the City of Edinburgh contributed £2.5 (\$4.5M in 2014 CAD) towards the event.**

Program Themes

1. *Economic Development and Tourism*

2. *Resident Engagement*

3. *Cultural Celebration*

- (8) In 2007 Manchester, UK, introduced the *Manchester International Festival*. The festival is the world's first event featuring strictly original, new works and special events. **The inaugural event in 2007 cost £9 million to produce, of which the City contributed £2.3 million (\$4.75M in 2014 CAD).** In 2011 the festival attracted over 230,000 people, featured 213 performances and had an economic impact of £37.6 million (\$72.6M in 2014 dollars).

Strategies for City of Toronto Funding

Funding for the *TO Canada 150!* celebrations can be spread across divisions and earmarked in both the 2016 and 2017 base operating budget submissions. This is based on the July 2013 Staff Report outlining the funding mix and schedule for specific Pan/Parapan Am events:

Program	Anticipated Cost	Funding Source	Schedule
<i>Public Celebration and Cultural Festival at Nathan Phillips Square</i>	\$2.5 million	Included as part of the EDC base operating budget submission in 2014 and 2015.	2014: \$0.296M 2015: \$2.204M
<i>Host City Welcome and Engagement Plan (Residents, Visitors and Businesses)</i>	\$2.7 million	From the Major Special Event Reserve Fund.	2014: \$1.016M 2015: \$1.684M

Major Special Events Reserve Fund

The Major Special Event Reserve Fund was added to the Corporate Discretionary Reserve Funds (*through By-law No. 1046-2013*) for the Pan/Parapan Am Games. Following the Games the reserve will be designed to:

"provide funding and budget stabilization for the non-recurring bidding, municipal service delivery and enhanced City programming costs associated with major special events."

This addition to the Toronto Municipal Code can potentially be leveraged for the *TO Canada 150!* celebrations. The Pan/ Parapan Am report, which was adopted by Council on July 16, 2013, estimated that up to \$12.178 million of the gross City expenditures on the Pan/ Parapan Am Games were to be drawn from the Major Special Event Reserve Fund. This represented, at the time, approximately 78% of the total funding allocated for the Pan/ Parapan Am Host City Showcase Program.

Alternative Funding Arrangements

The City of Toronto's goal should be to leverage \$1 for every \$1 invested through public and private partnerships, cost-sharing agreements, sponsorship opportunities, grants and donations.

Events are becoming increasingly expensive. According to a recent UK study, from 1985-2014 there has been significant and steady increases in the cumulative capital and operating expenditure of large events in UK cities (Richards & Palmer, 2010, p.209). Despite the growing costs, municipalities continue to play a major role in funding events and celebrations. To help alleviate the financial burden, cities across the globe are increasingly building partnerships and adopting alternative funding arrangements.

A) Sponsorships, Grants and Donations and Cost-Sharing Agreements

Most cities supplement the cost of staging events through a combination of sponsorships, grants and donations. According to the European Capitals of Culture (ECOC), sponsorships on average account for 10% of the total budget of the event, in addition to revenue generated through donations, earned income and other public and private cost-sharing agreements (Richards & Palmer, 2010, p. 221).

Centennial Celebrations Cost-Sharing

Cost-sharing agreements were prevalent throughout the 1967 Centennial Celebrations. The federal Centennial Commission allotted \$25 million (\$191.4 million in 2014 dollars) for the Centennial Grants Program, which was designed to commit **\$1 to every Canadian resident, provided it was equally matched with \$1 from the province and \$1 from the municipality.**

- In 1967, the High Park Sculpture Symposium was one of the most significant City of Toronto funded Centennial events. **The City invested \$101,600 (\$710,632 in 2014 dollars) towards the event, which represents roughly half of the total symposium cost of \$212, 900 (\$1.5 million in 2014 dollars).** Of the additional funding, \$70,000 (\$489,608 in 2014 dollars) came from the federal government and \$40,000 (\$279,776 in 2014 dollars) came from the province.

B) Sponsorship and Third Party Support for the Pan/Parapan Am, Showcase Program Initiatives

Public Celebration and Cultural Festival

Toronto's investment of \$2.5 million could represent less than 30% of the total investment made towards the Public Celebration and Cultural Festival during the Pan/Parapan Am Games.

The City's commitment of \$2.5 million for the Public Celebration and Cultural Festival in Nathan Phillips Square has been matched by TO2015. The City has also applied to the Government of Ontario for \$2 million and to the Government of Canada for \$1.4 million to further enhance the Celebration.

Overall

Current Pan/Parapan Am fundraising has potential to attract modest to significant amounts of corporate sponsorship are now underway and starting to produce results. For example:

- Toronto Public Library secured \$36,000 for the Pan Am Spectator Jam and Pan Am Poetry Slam initiatives.
- Private partners contributed \$200,000 to support the Wayfinding Strategy Pilot initiative.
- The City's investment in Pride HouseTO positioned the initiative to secure almost \$700,000 in additional funding from other government partners and supporters.

C) Alberta Centennial and the Federal Centenaries Program

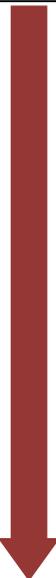
The Centenaries program, which was introduced by Canadian Heritage to provide funding to commemorate the 100th anniversaries of Alberta and Saskatchewan, was able to leverage \$3.37 from other funding sources for every departmental dollar spent. For **Alberta Branded celebratory events, the fund was able to leverage \$2.8 for every dollar invested from public and private partners.**

D) Vancouver 2010 Winter Olympic & Paralympic Games

Vancouver's investment of \$5 million in a public "live site" celebration during the Vancouver 2010 Winter Olympic & Paralympic Games **generated a corresponding \$13 million investment from its partners.**

Marketing Strategy

Many commemorative celebrations in Canada and abroad have been criticized for not generating sufficient awareness, 'buzz' and connection between the events (Appendix B). The City of Toronto must develop an effective marketing strategy for TO Canada 150! This is especially important when establishing partnerships with other Toronto-based celebrations. An effective marketing strategy will provide the City with an operational means of communicating to audience members the importance of participating in the TO Canada 150! program.

Step 1: Planning		
Strategic Decisions		How will the City of Toronto approach the TO Canada 150! celebrations? How can the City of Toronto use its marketing strategy to communicate core and affiliate initiatives? How can the strategy activate public/private engagement and participation?
Target Market Positioning		Who is the City of Toronto's target audience? How does the City want to position TO Canada 150! to its audience? What is the TO Canada 150! brand?
Marketing Objectives		What is the City of Toronto hoping to achieve with its marketing strategy?
Step 2: Implementation		
Action Plan		The City of Toronto must develop a task list. In doing so, the City must also develop specific, achievable targets.
Marketing Mix		The City of Toronto must develop a means of communicating with the target audience to attract them to TO Canada 150! initiatives.
Step 3: Monitoring		
Monitoring and Feedback		Measuring the overall success of the program against the original targets set.

Modify	The process of monitoring is fluid and should occur continuously. If a single strategy is deemed ineffective it should be adjusted and/or replaced with an alternative strategy immediately.
---------------	--

Focus

The overall focus of the strategy should be to:

1. *encourage diverse audiences to create and participate in grass-roots celebrations across the city,*
2. *build public and private partnerships to add to the TO Canada 150! program,*
3. *encourage audience members to attend official and affiliate TO Canada 150! celebrations, and*
4. *build a connection between the core and affiliate TO Canada 150! Program.*

What to include in the Marketing Strategy task list for TO Canada 150!?

1. *Develop A Brand:*

By developing a brand identity for *TO Canada 150!* early, the City will establish and develop the public perception of the event. A strong brand identity will also create an overall expectation about whether or not the City will deliver an interesting and engaging experience. A strong brand identity can generate 'buzz' and encourage public and private participation.

2. *Website/ Stakeholder Consultation:*

Drawing inspiration from the Ottawa's current 2017 planning, the City of Toronto should develop a web presence early on. This website can serve two purposes: (1) generate awareness and encourage participation in 2017 initiatives, (2) act as a site for stakeholder consultations, encouraging the citizens of Toronto to have a say in the *TO Canada 150!* celebrations.

3. *Media Campaign:*

The City of Toronto should select the appropriate message and channel to reach all of its target audiences. In doing so, the City should attempt to strike a balance between reach and cost. Examples of potential media outlets for 2017 advertisements include: (1) public signage, (2) ethnic media to reach diverse audiences, (3) other broadcast media (i.e. radio, television), (4) Print ads, and (5) social media.

4. *Mapping and Data Tools:*

The City of Toronto can also utilize a wide array of mapping and data tools to generate awareness and excitement for 2017 initiatives. This can include a centralized, self-populating events calendar to encourage and advertise grass-roots participation and initiatives.

Business and Tourism Opportunities

Toronto is a top tourism destination. Each year the city attracts more than 25 million visitors who collectively support more than 329,000 people in the tourism and hospitality industries. Four times as many tourists visit the City of Toronto for culture than for sports.

Large celebrations and events rely heavily on the presence of tourists. From a planning perspective, tourists are the only participants who inject additional revenue into the City through their expenditures (*Richards & Palmer, 2010, p. 315*). Tourists at an event are believed to benefit the City in four distinct ways:

1. *Cultural Expenditure*, as tourists consume cultural programming and events,
2. *City Image*, as the presence of tourists from around the world can generate positive global impressions of the city,
3. *Atmosphere*, as the presence of tourists can significantly improve the overall atmosphere of an event,
4. *Political Capital*, as tourists from abroad can become international 'ambassadors' for the city.

Given the important role tourists play, the City of Toronto should develop a comprehensive tourist strategy for *TO Canada 150!* This strategy should leverage the city's existing reputation as a tourist hub, while building collaborative initiatives with other municipalities, government agencies and private organizations to attract tourists throughout the year. Overall, the strategy should:

- *communicate the benefits of participating in the celebrations,*
- *be linked to all core and affiliate events, and*
- *be included in the overall marketing strategy.*

Events from Doors Open to Scotiabank Nuit Blanche

While this list is not exhaustive, it does provide a clear snapshot of some of the major festivities the City of Toronto can look to leverage for *TO Canada 150!* in 2017.

- **May:**
 - Doors Open
- **June**
 - National Aboriginal History Month
 - Pride Toronto
 - Luminato
- **July**
 - Canada Day, 2017
 - Toronto Fringe Festival
 - Summerlicious
- **August**
 - Caribana
 - Taste of the Danforth
 - Canadian National Exhibition
- **September**
 - TIFF
- **October:**
 - Scotiabank Nuit Blanche

The City of Toronto should supplement these existing summer events by building additional *TO Canada 150!* programs to increase participation, build awareness and generate excitement for the occasion.

Section 5: Focus of 2017 Legacy Projects

National celebrations can generate extraordinary public and private support for legacy initiatives that can impact communities for generations to come. With this in mind, it is important to consider the types of legacies the City of Toronto should create in 2017?

Most of us, as Canadians, still benefit from the 2,860 legacy initiatives linked to the Centennial Celebrations in 1967. While these legacies were instrumental in shaping Canada's cultural identity, this investment was only made possible because of the public fiscal climate at the time. In 1967, every province, aside from Newfoundland, had reported a surplus. At the same time, the federal government was willing to spend. In May of the same year, the finance minister Mitchell Sharp, budgeted for the second-largest federal deficit in Canada's peacetime history (*Berton, 1997, p.16*).

Today, the public financial landscape has changed dramatically. Since the 1990's, fiscal policies at all three levels of government in Canada, have concentrated on balanced budgets and deficit reduction (*Grady, 2014*). This reached a pinnacle following the 2008 recession when the net direct debt of all three levels of government increased from \$872.2 billion to \$1.2 trillion between 2007/08 and 2011/12.

With the budget for the Pan/Parapan Am Games at \$1.392 billion and the Government of Canada and the Province of Ontario each investing \$500 million towards the city, it is unlikely that large-scale legacy projects will be possible for *TO Canada 150!*

However, this does not mean the City cannot develop meaningful legacies for *TO Canada 150!* As noted by Janice Price, legacies are not limited to large-scale capital construction projects. To commemorate Canada's 150th, the City of Toronto can instead focus its efforts on cultural programming and public initiatives to generate long-lasting community benefits. These soft cultural legacies can include:

- (1) investments in historic, cultural and artistic programming,
- (2) technological initiatives designed to commemorate the City's historic and cultural resources, and
- (3) grants programs to engage the public and support 2017 focussed grass-roots projects.

The City of Toronto can also look to repurposing or expanding on existing capital projects to be completed in 2017 to add to the *TO Canada 150!* legacy.

As **Janice Price**, the Chief Executive Officer of Luminato, noted:

*"We know that the reach and the impact of Canada's centennial in 1967 was monumental. It was a fantastic impetus for investing in what are now landmark cultural buildings across the country—bricks and mortar. That was much-needed hardware. Perhaps a **far-reaching legacy for Canada 150** is an equally ambitious program to invest in what I call the **"software"**, the **landmark cultural content that will now fill these buildings and share our stories with one another and create a different kind of legacy.**" (*House of Commons, 2011, 011, 905*)*

Section 6: What We Have Heard

Beginning in May 2014, EDC began its first round of stakeholder meetings to help initiate the planning process for *TO Canada 150!* Most stakeholders expressed a strong willingness to become involved in Canada's 150th celebrations. Many were also eager to reframe and/or expand on existing programming for *TO Canada 150!* The following are some of the exciting ideas and opportunities we have heard:

Themes/Focus

- Frame *TO Canada 150!* as the 'next big event' after the *Pan/Parapan Am Games*.
- The celebrations should highlight the City's diversity, allowing different cultures to **'tell their story'**. These stories should be included as a part of the broader Toronto narrative. This will generate considerable community buy-in and allow for people to experience one another's culture in 2017.
- The Aboriginal story should play a major role in the *TO Canada 150!* celebrations. In doing so these communities can highlight their past, present and future in the City of Toronto. Currently the Aboriginal community is larger and more visible than ever, due in no small part to a thriving arts community.
- The celebrations should avoid a strict top-down, historical narrative, allowing for Torontonians to celebrate their own unique Canadian experience.

Celebrations

- June is *National Aboriginal History Month* and should be used to highlight the Aboriginal community.
- The City of Toronto can work with BIAs to develop '*150 block parties*' in 2017.
 - Toronto currently has 140 neighbourhoods, this could be increased to 150 by 2017, each hosting their own celebrations.
- The City can stage a major commemorative event at Fort York.
- Currently the province is expanding the Molson Amphitheatre as a part of the Ontario Place revitalization. This may present an opportunity to host a concert event featuring Canadian artists.
- The Toronto Maple Leafs will also be celebrating their 100th anniversary in 2017. The City can work with MLSE to highlight the event in conjunction with the *TO Canada 150!* festivities.
- Heritage Toronto, the Toronto Public Libraries, and Museums and Heritage Services can work to develop a major speaker series for 2017.
- The City can develop a '*cultural passport*', which can promote access to Toronto's cultural and heritage sites in 2017.
- Similarly, the City can develop a '*culinary passport*', to promote the City's great culinary and cultural diversity.
- Heritage Toronto can help to facilitate 2017 programming by:
 - Offering historically focussed tours, and
 - Developing a historical plaque series that highlights different neighbourhoods.

Legacies

- The City of Toronto can leverage existing resources to create a temporary public art exhibition. Presently, commissioning permanent pieces of art may not be feasible for 2017.
 - Currently a large portion of the public art budget comes from city building and private development through the *Percent for Public Art Program* and *Section 37* of the *Planning Act*.

While these programs are successful, they take a considerable amounts of time will likely not align with the 2017 deadline.

- An online resource and mobile app could be developed in conjunction cultural, heritage and arts organizations to highlight important events and sites throughout the City of Toronto in 2017.
 - Current efforts are underway to digitize the public art collection with the intention of making this information public. There is an opportunity to use this information to create a soft cultural legacy to commemorate *TO Canada 150!*
- The City of Toronto can develop a 150-year strategic plan to address significant issues and guide the City into the future.
- The City of Toronto can work with partners to promote local artists across the City. Ideas include:
 - Replace bus shelter advertisements with displays from local artists.
 - Develop a *TO Canada 150!* theme for the City-run 'Outside the Box' program that seeks to transform traffic light cabinet infrastructure into beautiful displays for art.
 - Work with Art-in-Transit to promote local artists.
 - Work with BIAs to develop more legal mural laneways to promote *TO Canada 150!*
- The revitalization of Union Station presents an opportunity to create a legacy project that highlights the famous Toronto landmark, while also commemorating 150 years of Canadian travel.
- The Trans Canada Trail is set to be fully complete by 2017. The Pan Am Path, which will frequently overlap Trans Canada Trail can be highlighted for 2017.

Tourism

- Toronto could be highlighted as a destination for cross-country travelling initiatives similar to the 1967 'Youth Travel Exchange Program'.
- The City of Toronto can develop a program encouraging expatriates from around the world to come home for 2017.
- The City of Toronto should open a dialogue with its sister cities to develop a program to send Toronto performers and artists abroad as a 'gift for 2017'. This would not only market the city, but also gain exposure for Toronto area artists.

Partnerships

- The Toronto Public Library offers a wide array of event programming that offers a local lens for significant public festivals. There may be an opportunity for the libraries to develop regionally focussed 2017 initiatives.
- The City of Toronto should collaborate with Caribana which will be celebrating its 50th anniversary in 2017.
- The City of Toronto should work with community-focused organizations to develop 2017 initiatives that focus on neighbourhood improvement areas and underserved geographic areas to provide inclusive opportunities to participate across the City.
 - The City of Toronto can also leverage the existing *Cultural Hotspot* program to highlight neighbourhoods outside of the downtown for 2017.
- There are a variety of organizations that can help the City of Toronto to tell the Aboriginal story:
 - The Native Canadian Centre of Toronto,
 - The ImagineNATIVE Film Festival, Red Sky Contemporary Dance, Theatre and Music,
 - The Native Men's Residence, as well as
 - The Art Gallery of Ontario and the Toronto International Film Festival.

Section 7: Measuring Success

Given the increased level of public sector support for events, there has been more and more attention paid to:

- *transparency and accountability in the allocation public resources for events,*
- *value-for-money and quality of programming, and*
- *support and contribution of events to the strategic direction of the City*

To measure the success of the celebrations, the City of Toronto should focus on three key metrics: (1) **social impacts**, (2) **cultural impacts**, (3) **economic impacts**.

- (1) **Social Impacts** should be considered above all else when evaluating *TO Canada 150!* given the celebrations focus on community building, identity and inclusion. Recently, significant attention has been paid to capturing specific social outcomes. Some social impacts of interest include:

Improved access to cultural programs and projects

Increases in social programs for at-risk/ targeted groups

Cultural inclusion for at-risk/ targeted groups

Building capacity and strengthening cultural/civic organizations

Improved sense of community and belonging

- (2) **Cultural impacts** are of equal importance. The key metrics typically include:

Levels of cultural participation (audience/visitor figures)

Collaboration between cultural organizations

Levels of cultural production (number of events, participation of cultural organizations)

Changes in cultural funding and the number of new creations

- (3) **Economic impact** studies help to evaluate the celebration's impact on the local economy. In general, there are five key economic metrics to estimate the success of an event.

Direct Expenses, which is a measure of the cost of staging the event.

Indirect Effects, which measures the expenditure of the participants.

Induced Effects, which measures the positive impacts indirectly stimulated by the events

Employment Figures, which seek to determine not only employment figures, but also the jobs provided to youth and underemployed workers

Ability to Generate Additional Funding, additionally the success of a program is also determined based on an events ability to generate additional public and private support

Appendices

The following appendices supply additional information that was reviewed for this study.

Appendix A (Centennial Celebrations)

Appendix B (Comparator Events)

Appendix C (Who we met with)

Appendix A (Centennial Celebrations)

Municipality	Project	Description	Cost Then	Cost 2014 Dollars
City of Toronto	<i>St. Lawrence Hall & St. Lawrence Market</i>	<p>In 1964 the City of Toronto prepared a comprehensive proposal for the rehabilitation of the St. Lawrence Hall and St. Lawrence market as a major project for Toronto in 1967 under the National Centennial Act.</p> <p>The procedure for the restoration was outlined in 2 phases. <u>Phase I</u> involved the 'rehabilitation of the St. Lawrence Hall'. <u>Phase II</u> involved the 'restoration of the Farmers Market' (<i>Arthur & Rogers, 1964, p.4-5</i>).</p> <p>The private opening gala did not take place until January 1, 1968 (<i>the Globe and Mail, Dec 14, 1967</i>).</p>	<p>Phase I: \$1.2 million Phase II: \$550,000 City Assets: \$562,800 (in land) Depreciation: \$408,000</p> <hr/> <p>Total \$2.72 million*</p>	<p>Phase I: \$9.2 million Phase II: \$4.2 million City Assets: \$4.3 million (in land) Depreciation: \$3.1 million</p> <hr/> <p>Total \$20.76 million</p>
	<i>St. Lawrence Centre for the Arts</i>	<p>The St. Lawrence Centre was initially proposed by the Toronto Planning Board to the Toronto City Council in 1962. The centre was to be Toronto's premiere cultural hub, with centralized state of the art performance venues, rehearsal halls, schools and gallery spaces. The proposal for the centre was approved as a part of the Toronto Centennial project in 1963 (<i>Arthur & Rogers, 1964, p.4-5</i>). Despite all of the delays in construction, the 831 seat theatre was opened on February 26, 1970 (<i>Cherry, 1970</i>).</p>	<p>Overall Cost: \$5.4 million (<i>Ibid.</i>)</p> <p>Cost to City of Toronto: \$2.35 million (<i>Sagi, 1968</i>)</p>	<p>Overall Cost: \$33.3 million</p> <p>Cost to City of Toronto: \$14.5 million</p>
East York	<i>Restoration of Todmorden Mills</i>	<p>East York, the smallest of the boroughs, undertook a unique and ambitious Centennial project that saw several of Metro Toronto's oldest buildings at Todmorden Mill's resorted to their original glory.</p> <p>Spearheaded by Mayor True Davidson, the project included the restoration of two of Toronto's oldest surviving homes- one built in 1794, the other, in 1820. The project also included the conversion of an old brewery into a museum and art gallery, as well as the repurposing of an old paper mill as a period restaurant and small theatre (<i>the Globe and Mail, May 23, 1967</i>).</p>	<p>Project Cost: \$229,000 (<i>Anderson, 1967</i>)</p> <p>Cost to East York: \$80,000 (<i>the Globe and Mail, August 5, 1967</i>)</p> <p>Federal Contribution: \$140,000 (<i>the Globe and Mail, Dec 8, 1965</i>)</p>	<p>Project Cost: \$2.8 million</p> <p>Cost to East York: \$559,533</p> <p>Federal Contribution: \$1.05 million</p>

Past Milestone Celebrations and TO Canada 150!

<p>Leaside</p>	<p><i>Construction of the Tracey Manes Community Centre</i></p>	<p>Before Leaside was amalgamated with East York, the municipality constructed the Tracey Manes Community Centre in Tracey Manes Park, which included a drop-in centre for seniors, a tennis club and an ice rink (<i>Anderson, 1967</i>).</p>	<p>Cost: \$100,000</p>	<p>Cost: \$699,441</p>
<p>Etobicoke</p>	<p><i>Centennial Park</i></p>	<p>In the spirit of the Centennial, Etobicoke began the highly ambitious construction of Centennial Park, which is still often regarded as the "Crown Jewel in Toronto's Park System" (<i>Vernon, 2005</i>). Today the park features numerous attractions including the Etobicoke Olympium multi-use sporting facility, the Centennial Arena, the Centennial Park Ski Hill, and the Centennial Park Conservatory, in addition to numerous amenities including wading pools, golf courses and a pond.</p> <p>The master plan for this diverse park was developed in 1965 by landscape architects Sasaki, Strong and Associates (<i>Ibid.</i>).</p>	<p>Overall: \$6.2 million**</p> <p>Acquisition of 525 acre park: \$1.6 million</p> <p>2,500 seat Centennial Arena: \$465,000 **</p> <p>Etobicoke Olympium multi-use sporting facility: \$1.2 million**</p> <p>Conservatory & Arboretum: \$600,000**</p> <p>Artificial Ice Rink: \$800,000**</p> <p>A par-three golf course: \$450,000 (<i>the Globe and Mail, July 12</i>)</p>	<p>Overall: \$44.6 million</p>
<p>Mimico</p>	<p><i>Mimico Centennial Library</i></p>	<p>Before Mimico and Etobicoke amalgamated, the municipality constructed its own Centennial Library at Station and Stanley Roads. Along with the construction of the library, Mimico was also involved in publishing the novel: 'the History of Mimico' (<i>Anderson, 1967</i>).</p>	<p>Cost: \$400,000</p>	<p>Cost: \$2.8 million</p>

Past Milestone Celebrations and TO Canada 150!

<p>North York</p>	<p><i>Herbert H. Carnegie Centennial Centre</i></p>	<p>North York's major project was the construction of the <i>Herbert H. Carnegie Centennial Centre</i> at Bathurst St. and Finch Ave., completed in 1966. The spacious facility included a library, an arena with a year-round ice surface, lounge facilities for community organizations, as well as a portable stage for concert and theatre performances (<i>Anderson, 1967</i>).</p>	<p>Cost: \$1.5 million</p>	<p>Cost: \$10.5 million</p>
<p>York</p>	<p><i>Centennial Recreation Centre</i></p>	<p>The municipality of York constructed its Centennial Recreation Centre by February of 1967. The facility was designed around an Olympic sized swimming pool, but also included rooms for senior citizens, community groups, activities and offices (<i>Ibid.</i>).</p>	<p>Cost: \$560,000</p>	<p>Cost: \$3.9 million</p>
<p>Scarborough</p>	<p><i>Centennial Civic Recreation Centre</i></p>	<p>Scarborough created its own <i>Centennial Civic Recreation Centre</i> by November 1966. The centre at Ellesmere and Markham roads featured an arena, an auditorium, a swimming pool and a health club (<i>Ibid.</i>).</p>	<p>Cost: \$1.25 million</p>	<p>Cost: \$8.7 million</p>
<p>Ontario</p>	<p><i>Centennial Centre for Science and Technology (Ontario Science Centre)</i></p>	<p>The Province of Ontario's major Centennial contribution was the construction of the brand new, state of the art <i>Centennial Centre for Science and Technology</i>, today the Ontario Science Centre. The initial design of the facility consisted of 3 buildings (two for exhibits, one for reception) to occupy the then 180 acre Don Valley parkland property. The project was intended to showcase Canadian and international scientific achievements, placing them in the broader historical and social context (<i>the Globe and Mail, April 15, 1965</i>).</p> <p>The construction of the facility was riddled with delays and controversy. Premier Robarts originally estimated that <i>phase 1</i> of the project was to be completed by July 1, 1967, however, a series of delays set the project well off track (<i>Spurgeon, 1969</i>). The construction firm J.J. Pigott filed close to \$1-million in damages, claiming the province failed to provide the necessary information. The Centre officially opened on September 26, 1969 (<i>Brydon, 1968</i>).</p>	<p>Cost: \$27 million</p> <p>Original Estimate: \$14 million (<i>Spurgeon, 1969</i>)</p>	<p>Cost: \$172.5 million</p> <p>Original Estimate: \$97.8 million</p>

*All Costs for the St. Lawrence Hall and St. Lawrence Market are projected from a 1964 proposal, project later reported on budget. ** As of July 12, 1966

Appendix B (Comparator Events)

Celebration	Planning and Investment	Legacies	Program	Lessons Learned
<p><i>Alberta Centennial 2005</i></p>	<p>In 2005 Alberta celebrated its Centennial. For the province the "celebration activities must foster pride in past successes and confidences in the future" (<i>Rosenberg, Dean & Granzow, 2010, p. 396</i>).</p> <p>(1) Government of Alberta established the <i>Centennial Legacy Grants Program</i>, which provided:</p> <p>1) \$114 million to 103 separate community projects</p> <p>2) \$200 million was also allocated to 12 major provincial projects to build long-lasting legacies for Albertans. The federal government contributed \$60 million.</p> <p>(2) In addition, the Per Capita Municipal Grant Program awarded a total of \$10 million to incorporated municipalities throughout Alberta (<i>Alberta Centennial, 2002</i>).</p>	<p>1) Calgary was involved in a number of legacy projects as a part of the \$114 million allocation, including:</p> <p>(1) \$1.225 million to the Archives Society of Alberta to develop an electronic catalogue of records to give Albertans quick and easy access to their documentary heritage through the Internet.</p> <p>(2) \$2.2 million for the creation of the Cardel Place for community, sports and recreation.</p> <p>(3) \$2.5 million for the EPCOR CENTRE for the Performing Arts.</p> <p>(4) \$4 million to the Glenbow Museum to create the Maervicks Gallery.</p> <p>2) The 12 major provincial projects included:</p> <ol style="list-style-type: none"> 1. <i>Royal Alberta Museum (Edmonton)</i> 2. <i>Jubilee Auditoria (Edmonton and Calgary)</i> 3. <i>Dinosaur Provincial Park</i> 4. <i>Turner Valley Gas Plant Historic Site</i> <p>(<i>Alberta Centennial, 2002</i>)</p>	<ol style="list-style-type: none"> 1. <i>Celebrate Alberta: Kickoff Party:</i> This event featured many notable Albertan performers including Michael Carey, Senator Tommy Banks, Jens Lindemann, the Black Pioneer Heritage Singers and the White Buffalo Dancers and Drummers. 2. <i>Royal Visit:</i> The royal couple <i>Her Majesty Queen Victoria II and His Royal Highness the Duke of Edinburgh</i> visited Alberta from May 23-25 officially welcomed at the Centennial Kick-off Party in Edmonton. 3. <i>Alberta Spirit: The Party of the Century:</i> To commemorate Alberta's official 100th birthday on September 1st, 2005 a total of ten communities throughout Alberta hosted simultaneous parties involving massive fireworks displays and the best in Albertan entertainment. 4. <i>Alberta Scene:</i> Alberta Scene was a 13-day festival hosted in the National Arts Centre, Ottawa. It showcased over 600 Albertan artists in 95 events and 19 venues in Ottawa. This represented a rare opportunity to celebrate Albertan culture with the rest of Canada. 5. <i>Community Events:</i> Over 300 communities across Alberta contributed to the Centennial. From sporting events, to parades and local fairs communities across Alberta were able to participate. In total, 1964 community inspired Centennial events were posted to the calendar during 2005. 	<p>The 2005 Centennial in Alberta was enormously successful in terms of the construction and restoration of legacy projects across the province. However, for many, the celebrations themselves were somewhat of a letdown. Despite the provinces best efforts, it was widely noted that the actual events in 2005 were either too low key or too few and far between.</p> <p>A reporter from the Edmonton Journal described the celebrations halfway through the year as a <i>"series of small unconnected activities around the province. [with] a decided lack of excitement or buzz about this big birthday."</i></p> <p>Overall for many Albertans <i>"what [was] missing were the public events and public celebration. Perhaps the organizers thought that part wasn't as important as long-term projects like legacy buildings. If so, they were wrong"</i></p>

<p><i>Québec City's 400th Anniversary, 2008</i></p>	<p>2008 was a seminal year for Québec City, marking the 400th anniversary founding of French Canada by Samuel de Champlain in 1608. The event garnered national and international attention.</p> <p><i>Canadian Heritage</i>, the department responsible for coordinating federal efforts, contributed \$40 million to support commemorative programming. In addition, <i>Canada Economic Development and Parks Canada</i> invested \$70 million for infrastructure projects to support the federal legacy for the people of Québec City and Canada (<i>Government of Canada, 2012</i>).</p> <p>The Québec provincial government provided \$40 million and the Québec City municipal government provided \$5 million for the purpose of organizing the festivities (<i>400e, 2009, p.6</i>).</p>	<p>Legacy projects included:</p> <ol style="list-style-type: none"> Baie de Beauport: A total of \$19.3 million was invested to restore existing facilities and redevelop and enhance the site, this included: an upgrading of zones for sports and aquatic activities, a new bicycle path, a conservation area and a service building. Pointe-à-Carcy: This architectural, heritage project involved an investment of \$16.4 million, primarily for the restoration of the outdoor performance venue, a new park, an extension of the riverside promenade, an upgraded reception area and enhancements of the <i>Place de la Marine marchande</i>. Bassin Brown: This \$7.1 million dollar project was designed to commemorate the city's 400th anniversary with an interpretation centre with a panoramic view of the Saint Lawrence River, a bicycle and walking path, a promenade and a fishing area. Espace 400e: Parks Canada was responsible for the <i>Espace 400e</i> project. Located on Bassin Louise, this was the main space for the 400th celebrations. A total of \$24 million was invested to restore the existing building and establish a new administrative centre for the <i>Société du 400e</i> (<i>Government of Canada, 2012</i>). 	<p>The official program for the Québec City's 400th Anniversary included:</p> <ol style="list-style-type: none"> Le Coup d'envoi kickoff event took place in Québec City on December 31, 2007. It featured a midnight fireworks display, winter festivities, musical acts and comedy performances. The event attracted over 50,000 spectators. Espace 400e as the official site for the festivities was host to 120 days of celebratory activities from June 3 to September 28, 2008. Passagers / Passengers was an interactive multi-media exhibition by well-known filmmaker Patrice Sauvé. It was designed to commemorate over 400 years of human migration and attracted over 30,000 visitors. Le Moulin à images, l'histoire de Québec en mégaprojection was an audiovisual mosaic representing each of the four centuries of Québec's history. This exhibit was not only attended by over 600,000 spectators, but was also the largest outdoor architectural projection ever created. In collaboration with Festival d'été de Québec, on July 20, 2008 Sir Paul McCartney put on a free concert on the Plains of Abraham for 270,000 fans. On August 22, 2008 Céline Dion presented in front of 250,000 spectators on the Plains of Abraham to commemorate the Québec's 400th 	<p>(<i>Edmonton Journal, 2005</i>)</p> <p>In the end, Québec City's 400th anniversary was a massive success.</p> <p>However, there were some hiccups along the way. Originally the celebrations were highly criticized for not generating enough buzz, especially throughout the rest of Canada. In a poll conducted by the federal government in 2007, it was found that 80% of the of Canadians weren't aware of the anniversary. Pierre Boulanger, president of the organizing committee confessed that they "<i>have not been that proactive in terms of publicizing the event in normal publicity manners</i>" (<i>Perreux, 2007</i>).</p> <p>The organizers were instead counting on high-profile dignitaries and events to build momentum for the celebrations. Shortly thereafter Pierre Boulanger resigned as the president of the organizing committee (<i>the Globe and Mail, Jan 3, 2008</i>).</p> <p>Negative headlines about the anniversary regularly surfaced regarding the organizing committee's lack of transparency, massive expenses, poor planning and allegations of conflict of</p>
--	---	--	---	--

Past Milestone Celebrations and TO Canada 150!

				interest (<i>the Ottawa Citizen, 2007</i>)
<p><i>PEI's 150th, 2014</i></p>	<p>The <i>PEI 2014 Fund</i> was established to support the initiatives across Prince Edward Island for the 150th anniversary of the 1864 Charlottetown Conference. The fund was designed to raise awareness of the celebrations across the province, encourage community, grass-roots participation, enhance the identity as the Birthplace of Confederation, as well as provide economic impact. Recipients were categorized as Large, Medium and Small (<i>PEI, 2014</i>).</p> <p>Overall, the celebrations cost just under \$29 million: \$18.5 million from the province, and the rest from the federal and municipal governments (<i>Wright, 2014</i>).</p>	<p>1) <u>Large Recipients</u> included:</p> <p><i>Historic Hillsborough River Commons:</i> \$200,000 was provided to develop a pedestrian friendly space at the entrance to Charlottetown from the Hillsborough Bridge to tell the story of the 1864 Conference.</p> <p><i>Celebrating 150 Years with 150 Community Programs and Celebrations:</i> \$150,000 was provided for a year-long series of 150 community programs, challenges, and celebrations across the Island.</p> <p>2) <u>Medium Recipients</u> included:</p> <p><i>Lecture Series: History, Heritage, and Culture:</i> \$22,500 was provided to the Belfast Historical Society to put on a series of six lectures showcasing the history, heritage and culture of PEI.</p> <p><i>Eptek Summer Exhibition:</i> \$25,000 was provided to the <i>PEI Museum and Heritage/Eptek Art & Culture Centre</i> to put on two consecutive art exhibitions commemorating the Charlottetown Conference and life in the 1860's.</p> <p>3) <u>Small Recipients:</u> \$1,000 to \$3,000 contributions were provided to local, grass-roots initiatives across the province for events, exhibits and project.</p>	<p>The Celebrations for the 150th anniversary of the Charlottetown Conference spanned almost the entire summer and were some of the most elaborate events ever put on in the province.</p> <p>1) <i>Canada Day 2014</i></p> <p>The PEI 2014 Canada Day celebrations were the largest in the province's history. This free event featured performances from Tegan & Sarah and Classified, as well as an entire days worth of events at the Charlottetown Event Grounds.</p> <p>2) <i>Celebration Zone</i></p> <p>For 70 days the historic Confederation Landing hosted the PEI 2014 Celebration Zone. The zone was the hub of the celebration, featuring daily concerts from artists across Canada, a lounge and culinary area, interactive walking tours, children's activities, arts & heritage exhibits, theatre arts and dance.</p> <p>3) <i>Founders Week</i></p> <p>Founders week took place from August 28th to September 7th, and was a celebration of the Fathers of Confederation. Shania Twain kicked off the event. The week was full of historical commemorations, food festivals, fireworks as well as a notable Tall Ship tour.</p> <p>(<i>PEI, 2014</i>)</p>	<p>Overall the 2014 celebrations were hugely successful. According to Penny Walsh Mcguire, executive director of P.E.I. 2014 "<i>P.E.I. [was] the buzz across the country</i>" (<i>CBC, 2014</i>).</p> <p>As a result of the celebrations, PEI experienced a boom in its tourism industry. The Hotel Association of P.E.I. stated that accommodation bookings are up as much as 10% to 15% for August, September and October (<i>CBC, 2014</i>).</p>

<p><i>Italy's 150th Celebrations of Unification, 2011</i></p>	<p>To begin preparations for the celebrations the 'Il Comitato Interministeriale' was formed, comprised of a wide array of ministers and government agencies. On April 24, 2007, the President of the committee announced that planning for the event would commence in collaboration with local governments and agencies. The focus of the committee was twofold:</p> <ol style="list-style-type: none"> 1. Planning for infrastructure, cultural and scientific legacy projects across Italy to promote national unity. 2. The development of economic plans and multi-year expenditure commitments for the funding of these projects. Most involved co-financing strategies between public and private organizations as well as between different levels of government. <p>The committee also assumed responsibility for coordinating events, exhibitions, conferences and celebrations across the country.</p> <p><i>(150° Anniversario Unità d'Italia, 2011)</i></p>	<p><u>I Luoghi della Memoria</u></p> <p>To commemorate the 150th anniversary of unification a vast project to restore monuments, ossuaries, museums and memorials took place in 12 regions across Italy. The restoration projects focused on works that either exemplified or took place during the period Italian unification. Overall the Italian government spent over 35 million Euro (\$51.9 million 2014 Canadian Dollars) to complete the 90 projects, all supported by the 'Il Comitato Interministeriale'.</p> <p><i>(150° Anniversario Unità d'Italia, 2011)</i></p>	<p><u>National Celebrations: La Notte Tricolour</u></p> <p>Events took place throughout the year to commemorate the 150th anniversary of the unification of Italy, however, the largest national celebration by far was <i>La Notte Tricolour</i>. Between March 16 and 17 cities and regions across Italy, in particular Rome, were host to massive celebrations, including concerts , theatre performances, street entertainment , readings , light projections , fireworks and keynote speakers <i>(150° Anniversario Unità d'Italia, 2011)</i>.</p> <p><u>ItaliaMobile</u></p> <p>To engage citizens and make the 150th celebrations more accessible the free ItaliaMobile Smartphone App was created. The App simultaneously outlined a timeline of important historical events, mapped museums, monuments, and regions linked to the Unification of Italy, and mapped the agenda for the official celebrations in Italy <i>(150° Anniversario Unità d'Italia, 2011)</i>.</p>	<p>Overall, the celebrations were a success. Over 3 million Italians reported in a poll that they expected to participate in a celebration activity. Despite this, many refused to participate because of existing regional tensions <i>(The Economist, 2011)</i>.</p>
--	---	---	--	--

Past Milestone Celebrations and TO Canada 150!

<p><i>Sesqui 150, Wellington New Zealand</i></p>	<p>In 1990 New Zealand celebrated the 150th anniversary of the signing of the signing of the Treaty of Waitangi on February 6, 1840.</p> <p>As a part of the celebrations Auckland was home to the 14th annual Commonwealth Games. During the same time a five week series of Polynesian and Maori arts and cultural festival took place in the city (<i>New York Times, 1989</i>).</p> <p>In addition, the capital City of Wellington decided to host a massive spectacle: <i>Sesqui 150</i>. Branded as the 'biggest event ever', Sesqui 150 turned out to be a massive flop. Today in New Zealand, the event is synonymous with administrative failure and corporate mismanagement (<i>Dominion Post, 2014</i>).</p>	<p>For six weeks Wellington was to be home to festivities and concerts. An outdoor stage would feature 12 hours of entertainment a day from 170 groups and 40 solo exhibitors. Sixty exhibitors had set up displays over the two sites. However, despite what was described as "intense" hype around the events several missteps helped ensure the events eventual failure (<i>Dominion Post, 2014</i>).</p> <p>Financial and management issues arose immediately. On April 5, 1988, the Wellington City Council set up a the Wellington 1990 Trust to establish, organize and promote culture, art, sport, trade, national and historic commemorations throughout 1990 (page 4). To promote and conduct Sesqui 150, the Wellington 1990 Trust joined with the Wellington Show Association Inc (who was to act as the manager of Sesqui) to form the Sesqui Board (<i>Wellington City Council, 1990, p. 5</i>).</p> <p>Initially Council was asked to loan \$103,000 for immediate cash flow purposes (<i>Wellington City Council, 1990, p. 6</i>). Council was also asked for long-term underwriting to November 30 1989 of \$400,000 (<i>Wellington City Council, 1990, p. 9</i>). Despite no estimates for the number of attendees, the board projected a surplus of \$1.2 million (expenditure of \$7.1 million against revenue of \$8.3 million).</p> <p>Cash flow issues had arisen because of low advanced ticket sales causing the board to require an additional \$500,000 (13). By February 23, 1990, Council had committed just over \$1 million dollar (\$1.7 million in 2014 dollars) to the Board (<i>Ibid.</i>).</p> <p>The event itself was a disaster. On opening night of the 30,000 people were expected to attend, 18,500 showed up. Popular music acts were booked, however, schedules were not released until later in the event, resulting in bands performing in front of empty venues. Plans for a 2000-year walkthrough of New Zealand history and Maori culture never materialised. On February 27, 150 contractors walked off the job because they had not yet been paid.</p> <p>According to one report by Historian Redmer Yska: <i>"The atmosphere was lifeless: thin crowds and halls full of lamentable exhibits. I remember a pile of rusting pieces of farm equipment piled on the ground. The Taranaki wharf venue was even sadder, with smaller, more bewildered crowds looking for something to do"</i> (<i>Dominion Post, 2014</i>).</p> <p>Overall the event which was meant to run for six weeks closed after two weeks. Sesqui organisers had racked up \$6.6 million in debt. Unsurprisingly the Wellington City Council's financial commitment was never paid back forcing the taxpayers to pay for a loss of over \$1 million dollars (\$1.7 million in 2014 dollars) (<i>Ibid.</i>).</p>	<p>The issues with Sesqui 1990 were the result of unreliable information, poor governance, unrealistic financial commitments as well as poor event organization and coordination.</p> <p>In the report to the Wellington City Council on the Sesqui 1990 Festival it was concluded that: <i>"both Councils had been lead to rely on a series of projections originating from the Sesqui Board. The projections were supported by the assurances of the elected representatives who had attended meetings of the Sesqui Board. If the Councils should find themselves in a similar position in the future, they should ensure proper examination and assessment of the proposal is undertaken so that they are fully informed of the likely risks and consequences of the financial commitment being sought"</i> (<i>Wellington City Council, 1990, p. 20</i>).</p>
--	---	--	--

<p><i>Canada's 125th, 1992</i></p>	<p>The federal government allocated \$50 million (\$80.5 million in 2014 dollars) to the not-for-profit corporation <i>Canada 125</i>. Overall the corporation spent \$44 million (\$70.8 million in 2014 dollars). The population of Canada in 1992 was 28.4 million.</p> <p>Between March 1991 and the end of 1992, the Board of Directors examined 850 national proposals, funding 50 and endorsing a further 125 (<i>Standing Committee on Canadian Heritage, 2012</i>).</p>	<p>Legacy projects included the creation of a celebratory set of quarters for each province and territory by the Royal Canadian Mint, the displaying of the original British North America Act by the Senate, and the 125th Anniversary Medal that honoured Canadians who made a significant contribution to their fellow citizens.</p> <p>The 125th also gave rise to two significant projects:</p> <ol style="list-style-type: none"> 1 The National Capital Commission (NCC) developed the Confederation Boulevard, a scenic, ceremonial drive past Parliament Hill, decorated with a series of confederation banners. Each year following, the NCC has replaced the banners along the boulevard to commemorate each of the provinces and territories. 2 In 1992 the construction of the TransCanada trail also began. This trail, which is set to be complete for the 150th anniversary in 2017 will stretch 22,500 kilometers for the Atlantic to the Pacific to the Arctic Oceans. This trail will link 34 million Canadians in 1000 communities (<i>Canadian Capital Cities Organization, 2013, p. 7-8</i>). 	<p>Most Canadians experienced the 125th through community driven events and initiatives. Throughout the year over 22,000 local events took place, each with its own unique identity and character.</p> <p>Although, these were complemented by some notable events nationwide. Ottawa hosted an exceptionally large Canada Day celebration, kick-started by a visit from Queen Elizabeth. Toronto held massive parades, fireworks and air shows and Calgary unveiled it's Peace Park to celebrate the 125th and commemorate the men and women who served in the First and Second World War and the Korean War.</p>	<p>The organizing committee <i>Canada 125</i> did not receive the level of corporate sponsorship it had hoped for. Initially the corporation anticipated that private industries would contribute \$15 million, but only received \$9.7 million in cash, services, goods and promotions (<i>Standing Committee on Canadian Heritage, 2012</i>).</p> <p>In addition, the \$50 million budget for <i>Canada 125</i> was also regular point of contention throughout Canada. Many believed the price tag was too high especially given the initial failure of their consultation/promotional campaign (<i>Aubrey, 1992</i>).</p>
---	--	--	--	---

Appendix C

Who we met with

City of Toronto:

Margaret Chan, Arts Services ● Mae Maracle, Equity Diversity & Human Rights ● Marilyn Nickel, Marketing ● Larry Ostola, Museums & Heritage Services ● Clara Hargittay, Public Art Officer, Cultural Partnerships ● Jane Perdue, Public Art ● Vanna Petropoulos; Sister Cities ● Shane Gerard, Strategic Communications ● Lilie Zendel, Beautiful Streets ● Rob Berry, Tourism Services ● Paul Martin, Toronto Youth Cabinet ● Julian Sleath, Cultural Events Programming ● Kerri MacDonald, Special Events ● Tobias Novogrodsky, Pan/Parapan Am Games Strategic Planning and Implementation, City Manager's Office

Other:

Paola Poletta, Art Gallery of Ontario ● Gary Miedema, Heritage Toronto ● Justina Klein, Maple Leafs Sports & Entertainment ● Maggie Gosselin, Toronto Public Libraries ● Miriam Scribner, Toronto Public Libraries ● Rosalyn J. Morrison, Toronto Community Foundation ● Sevaun Palvetzian, CivicAction

Appendix D

Works Cited

- 150° Anniversario Unità d'Italia. (2011). *I Luoghi della Memoria*. Retrieved from http://www.beniculturali.it/mibac/multimedia/MiBAC/documents/1332243637579_LuoghiMemoria_web.pdf
- 150° Anniversario Unità d'Italia. (2011). *Il Comitato Interministeriale*. Retrieved from <http://www.italiaunita150.it/il-comitato-interministeriale.aspx>
- 150° Anniversario Unità d'Italia. (2011). *Progetto 150 Italamobile: Unità tra storia e innovazione*. Retrieved from <http://www.italiaunita150.it/progetto-150italiamobile.aspx>
- 150° Anniversario Unità d'Italia. (2011). *Programma delle Celebrazioni*. Retrieved from <http://www.italiaunita150.it/programma-delle-celebrazioni.aspx>
- 2017 Ottawa. (2014). *About 2017*. Retrieved from <http://www.ottawa2017.ca/about/>
- 2017 Starts Now. (2013). *Message from CBC/Radio Canada*. Retrieved from <http://www.2017startsnow.ca/>
- 375mtl. (2014, June 4). *2014-2015 budget: the Québec government wholeheartedly committed to Montréal's 375th anniversary success*. Retrieved from <http://www.375mtl.com/en/medias/2014-2015-budget-the-quebec-government-wholeheartedly-committed-to-montreals-375th-anniversary-success/>
- 375mtl. (2014). *Projects and Legacies of the 375th*. Retrieved from <http://www.375mtl.com/en/projects-and-legacies-of-the-375th/>
- 400e, Q. (2009). *Study of the economic spin-offs of Québec City's 400th anniversary*.
- Alberta Centennial. (2002). *Centennial Grants Program*. Retrieved from <http://www.albertacentennial.ca/programs/grant.html>
- Alberta Centennial. (2002). *Government Legacy Projects*. Retrieved from <http://www.albertacentennial.ca/programs/legacy.html>
- Alberta Centennial. (2002). *Official Events*. Retrieved from <http://www.albertacentennial.ca/events/default.html>
- Anderson, S. (1967, December 27). Centennial projects pepper Metro--except in city. *the Globe and Mail* .
- Art Toronto. (2013). *About*. Retrieved from <http://arttoronto.ca/about/>

- Arthur, E., & Rogers, H. M. (1964). *St. Lawrence Hall 1850 : 1967 : a proposal for the rehabilitation of St. Lawrence Hall as a major project for Toronto under the National Centennial Act.*
- Aubrey, J. (1992, February 20). Canada's 125th birthday party planners get shaky start. *The Ottawa Citizen.*
- Berton, P. (1997). *The Last Good Year.* Doubleday Canada.
- Brydon, A. (1968, January 30). Centennial Centre a disgrace, fiasco, contractor charges.
- Cameron, D. (1968). *Sculpture '67.* Queen's Printers.
- Canada's Economic Action Plan. (2014). *Road to 2017.* Retrieved from <http://actionplan.gc.ca/en/initiative/road-2017>
- Canadian Capital Cities Organization. (2013). *Project Canada 150: Connecting Canadians and Celebrating Canada in 2017.*
- Canadian Heritage. (2012, May 11). *Harper Government Investment in the Toronto 2015 Pan and Parapan American Games.* Retrieved from <http://www.pch.gc.ca/eng/1336755434249/1336755946644>
- Canadian Heritage. (2014). *The Harper Government Announces Support for Project Connecting Young Canadians with Canada on the Road to 2017.* Retrieved from <http://www.pch.gc.ca/eng/1382386026328>
- Canadian Heritage. (2012). *Evaluation of the Centenaries Program.* Retrieved from: <http://www.wd.gc.ca/eng/12546.asp>
- CBC. (2014, July 02). *Canadians gather for Charlottetown celebration.* Retrieved from <http://www.cbc.ca/news/canada/prince-edward-island/canadians-gather-for-charlottetown-celebration-1.2693788>
- CBC. (2014, July 03). *Tourism booms in P.E.I. with summer heat and celebrations.* Retrieved from <http://www.cbc.ca/news/canada/prince-edward-island/tourism-booms-in-p-e-i-with-summer-heat-and-celebrations-1.2695958>
- Cherry, Z. (1970, February 26). St Lawrence Centre opening. *the Globe and Mail* .
- City of Ottawa. (2014, June 26). *Ottawa ramps up for 2017 celebrations.* Retrieved from <http://ottawa.ca/en/news/ottawa-ramps-2017-celebrations>
- City of Toronto. (2011). *2011 National Household Survey: Immigration, Citizenship, Place of Birth, Ethnicity, Visible Minorities, Religion and Aboriginal Peoples.*
- City of Toronto. (2013). Retrieved from 2013 Toronto World Rankings:
<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=da70dce9014df310VgnVCM10000071d60f89RCRD&vgnextchannel=535adce9014df310VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *2014 – 2023 Capital Budget and Plan Highlights*. Retrieved from Pan Am Games:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=81e1b09bd0692410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *Arts and Culture*. Retrieved from Toronto Facts:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=ea5067b42d853410VgnVCM10000071d60f89RCRD&vnextchannel=57a12cc817453410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *Business and Economic Development*. Retrieved from
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=41e067b42d853410VgnVCM10000071d60f89RCRD&vnextchannel=57a12cc817453410VgnVCM10000071d60f89RCRD>

City of Toronto. (2011). *Creative Capital Gains: An Action Plan for Toronto*.

City of Toronto. (2014). *Culture Build Investment Program*. Retrieved from Grants:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=496719942e801410VgnVCM10000071d60f89RCRD&vnextchannel=e2b91ba53b450410VgnVCM10000071d60f89RCRD&vnextfmt=default>

City of Toronto. (2013). Toronto Pan/Parapan Am Games Host City Showcase Program & Major Special Event Reserve Fund. Retrieved from:
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-59687.pdf>

City of Toronto. (2014). *Delivering the Games*. Retrieved from 2015 Pan Am and Parapan Am Games:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=24f62a14b5512410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *Diversity*. Retrieved from Toronto Facts:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=dbe867b42d853410VgnVCM10000071d60f89RCRD&vnextchannel=57a12cc817453410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *Entertainment and Tourism*. Retrieved from
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=830f67b42d853410VgnVCM10000071d60f89RCRD&vnextchannel=57a12cc817453410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). *Local Arts Services Organizations (LASOs)*. Retrieved from Community Arts:
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=a1df6da437faf310VgnVCM10000071d60f89RCRD&vnextfmt=default>

City of Toronto. (2013). *Strategic Actions: 2013- 2018*.

City of Toronto. (2014). *Toronto Neighbourhoods List*. Retrieved from
<http://www1.toronto.ca/wps/portal/contentonly?vnextoid=100c861b9fdb1410VgnVCM10000071d60f89RCRD&vnextchannel=1e68f40f9aae0410VgnVCM10000071d60f89RCRD>

City of Toronto. (2014). Toronto Municipal Code, Chapter 227, Reserves and Reserve Funds. Retrieved from http://www.toronto.ca/legdocs/municode/1184_227.pdf

Davies, H. (2010). *The Politics of Participation: Learning from Canada's Centennial Year*. Mass LBP.

Deputy City Manager, Cluster A. (2014). *Update on the 2015 Pan American / Parapan American Games Host City Showcase Program*. City of Toronto.

Dominion Post. (2014, February 1). Millions lost in ill-fated festival.

Edmonton Journal. (2005, June 29). Alberta's centennial too low-key.

Festivals and Major Events Canada. (2013). *Briefing Document*. FAME.

Fong, F. (2013). *Toronto- a Return to the Core*. TD Economics.

Gallaugher, A. (2014, January 1). *Caribana*. Retrieved from The Canadian Encyclopedia : <http://www.thecanadianencyclopedia.ca/en/article/caribana-emc/>

Gerein, C. (1967, July 13). Caribbean comes to Canada. *The Toronto Star* .

Glasgow 2014. (2013). *Progress Report*.

Government of Canada. (2012). *Concrete Actions*. Retrieved from Québec 2008: <http://www.quebec400.gc.ca/ac-ca-eng.cfm>

Government of Canada. (2012). *Overview*. Retrieved from Québec 2008: <http://www.quebec400.gc.ca/apercu-overview-eng.cfm>

Grady, P. (2014). *Fiscal Policy*. Retrieved from <http://www.thecanadianencyclopedia.ca/en/article/fiscal-policy/>

Harris, K. (2013, December 03). Canada's 150th birthday logos tested ahead of 2017 anniversary. *CBC* .

House of Commons. (2011). *Standing Committee on Canadian Heritage (no 006, 0920)*. Retrieved from <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5183297&Language=E&Mode=1&Parl=41&Ses=1>

House of Commons. (2011). *Standing Committee on Canadian Heritage (no 010, 940)*. Retrieved from <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5243759&Language=E>

Jenkins, B. (2005). Toronto's Cultural Renaissance. *Canadian Journal of Communications* , 30 (2).

Kritzwisser, K. (1966, April 21). Three-month display for centennial celebrations: Sculpture to decorate civic square. *The Globe and Mail* .

Linteau, P.-A. (2009). *Montréal*. Retrieved from The Canadian Encyclopedia: <http://www.thecanadianencyclopedia.ca/en/article/montreal/>

Luminato Festival. (2014). *Festival History*. Retrieved from <http://luminatofestival.com/pages/luminato-festival/history/>

Manchester International Festival. (2011). *Evaluation Report 2011*.

Mass LBP. (2012). *The Power of Public Imagination: Planning Canada's Sesquicentennial*.

McIntyre, T. (2001, January). *History of Canadian immigration policy*. Retrieved from Canadian Geographic: http://www.canadiangeographic.ca/magazine/jf01/culture_acts.asp

Ministry of Finance. (2014). *Ontario's Lone-Term Report on the Economy*. Government of Ontario.

Munro, R. H. (1970, December 9). Confederation of Tomorrow conference a turning point: John Robarts. *The Globe and Mail* .

New York Times. (1989, December 10). New Zealand's Birthday Party.

Newman, P. (1967, November 25). They'll test the tap-roots of Confederation. *The Toronto Star* .

Orstein, M. (2006). *Ethno-Racial Groups in Toronto, 1971-2001: A Demographic and Socio-Economic Profile*. Toronto: York University.

Palacios, M., MacIntyre, H., & Lammam, C. (2014). *Canadian Government Debt 2014*. Fraser Institute.

PEI 2014. (2014). *PEI 2014 Fund*. Retrieved from <http://pei2014.ca/fund>

Perreux, L. (2007, December 27). QUEBEC'S 400TH ANNIVERSARY: Few Canadians aware of birthday bash. *The Globe and Mail* .

Pride Toronto. (2014). *The Official WorldPride Pride Guide, 2014*.

Province of Ontario. (2014). *Pan Am and Parapan Am Games Highlights Document*.

Richards, G., & Palmer, R. (2010). *Eventful Cities: Cultural Management and Urban Revitalisation* . Oxford: Butterworth-Heinemann.

Rosenberg, S., Dean, A., & Granzow, K. (2010). Centennial hauntings: Reckoning with the 2005 celebration of Alberta's history. *Memory Studies* , 3 (4), 395-412.

Sagi, D. (1968, March 14). Council finally approves Centennial arts centre. *The Globe and Mail* .

Serebin, J. (2014, April 07). Mayor Watson wants business buy in for 2017 celebrations. *Ottawa Business Journal* .

Spurgeon, D. (1969, February 12). Centennial project: September opening for science centre.

Standing Committee on Canadian Heritage. (2012). *Canada's 150th Anniversary in 2017*. House of Commons.

Statistics Canada. (2011). *Census metropolitan area of Montréal, Quebec*. Retrieved from Focus on Geography Series, 2011 Census: <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=462>

Statistics Canada. (2011). *Census metropolitan area of Toronto, Ontario*. Retrieved from Focus on Geography Series, 2011 Census: <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=535>

Statistics Canada. (2011). *Immigration and Ethnocultural Diversity in Canada*. Retrieved from <https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-010-x/99-010-x2011001-eng.cfm>

Statistics Canada. (2013). *Individual Internet use and e-commerce, 2012*. Retrieved from <http://www.statcan.gc.ca/daily-quotidien/131028/dq131028a-eng.htm>

Statistics Canada. (2014). *Section A: Population and Migration (Table A1)*. Retrieved from Historical Statistics of Canada: <http://www.statcan.gc.ca/pub/11-516-x/sectiona/4147436-eng.htm>

Statistics Canada. (n.d.). *Section A: Population and Migration (Table A125-163)*. Retrieved from Historical Statistics of Canada: <http://www.statcan.gc.ca/pub/11-516-x/sectiona/4147436-eng.htm>

Statistics Canada. (n.d.). *Section A: Population and Migration (Table A67-69)*. Retrieved from Historical Statistics of Canada: <http://www.statcan.gc.ca/pub/11-516-x/sectiona/4147436-eng.htm>

Statistics Canada. (n.d.). *Section A: Population and Migration (Table A70-74)*. Retrieved from Historical Statistics of Canada: <http://www.statcan.gc.ca/pub/11-516-x/sectiona/4147436-eng.htm>

The Economist. (2011, March 19). Happy-ish birthday; Italy at 150.

The Globe and Mail. (1965, April 15). \$5,000,000 for 3 Buildings: Introduce Bill on Centennial Science Centre.

The Globe and Mail. (1966, September 16). Centennial art contest set up.

The Globe and Mail. (1967, December 14). Centennial hall open to public in New Year.

The Globe and Mail. (2008, January 30). Director of Quebec celebrations quits.

The Globe and Mail. (1967, August 5). East York's Centennial project is all ready to be shown off.

The Globe and Mail. (1966, July 12). Etobicoke costs centennial park at \$6,200,000.

The Globe and Mail. (1969, June 17). High Park symposium: Sculpture show called success.

The Globe and Mail. (1967, May 23). Mayor proudly welcomes public to East York Centennial project.

The Globe and Mail. (1965, December 8). Metro's 13 municipalities race ahead with centennial projects for 1967.

The Globe and Mail. (1967, August 14). Record 35,000 Persons Take Ferries To Island.

The Guardian. (2011). *Edinburgh festivals funding: see what they get, before the cuts bite*. Retrieved from Data Blog: <http://www.theguardian.com/news/datablog/2010/aug/16/edinburgh-festivals-funding>

The Ottawa Citizen. (2007, December 31). Controversy can't stop Quebec City celebrations.

TIFF. (2012). *History*. Retrieved from <http://www.tiff.net/explore/history>

TIFF. (2013). *News Release*.

Toronto Arts Council. (2013). *Priorities for New Funding: 2013- 2016*.

Toronto Arts Foundation. (2014). *Toronto Arts Facts*. Retrieved from <http://torontoartsresearch.org/artsfacts/>

Toronto, C. o. (2014). *Major Cultural Organizations*. Retrieved from Grants: <http://www1.toronto.ca/wps/portal/contentonly?vnextoid=2cb93b0b30901410VgnVCM10000071d60f89RCRD&vnextchannel=e2b91ba53b450410VgnVCM10000071d60f89RCRD>

Vernon, C. (2004, July 17). Centennial Park - a gem in Toronto's park system. *Etoibicoke Guardian* .

Ville de Montréal. (2014). *Population totale*. Retrieved from http://ville.montreal.qc.ca/portal/page?_pageid=6897,67887840&_dad=portal&_schema=PORTAL

Ville de Montréal. (2013). *Three Year Capital Plan at a Glance: 2013-2015*. Retrieved from http://ville.montreal.qc.ca/pls/portal/docs/page/service_fin_fr/media/documents/PTI-2013-2015_bref_ANG.pdf

Ville de Québec . (2014). *La Société du 400e* . Retrieved from http://www.ville.quebec.qc.ca/apropos/portrait/400e/societe_400e.aspx

Ville de Québec. (2014). *Les grands événements de la Société du 400e*. Retrieved from <http://www.ville.quebec.qc.ca/apropos/portrait/400e/evenements.aspx>

Wellington City Council. (1990). *Report to the Wellington City Council and Wellington Regional Council on their involvement with New Zealand Sesqui 1990*. Wellington.

World Cities Culture Forum. (2014). *Toronto*. Retrieved from <http://www.worldcitiescultureforum.com/cities/toronto>

Wright, T. (2014). *Tourism operators hope \$29M spent on 2014 draws visitors*. The Guardian.