

Appendix A - City of Toronto Startup Eco-System Strategy Implementation Update – April 2017

Objective	Action #	Action	City's Role*	Implementation Timeframe**	Current Status
Goal 1: Strengthen the infrastructure that supports a sustainable start-up eco-system.					
To better understand the start-up eco-system landscape and its impacts to inform opportunities and transfer best practices.	1	Support a study of Ontario's business incubator and accelerator landscape in partnership with various organizations.	Collaborator	Short-term	Still to be completed.
	2	Enhance the transfer of knowledge within the start-up eco-system.	Collaborator	On-going	Ongoing – City promotes collaboration between incubators and accelerators in Toronto.
To create awareness and generate buzz about Toronto's start-up eco-system and small business innovation.	3	Celebrate the Toronto story and the strength of the start-up eco-system by developing and communicating a strong brand.	Catalyst	Short-term	The City worked with stakeholders to develop StartUp HERE Toronto as a brand and marketing platform to promote the startup community. See www.startupheretoronto.com .
	4	Work in partnership to develop a portal that acts as the central repository of information for start-up and small business activity in Toronto.	Collaborator	Short-term	The City worked with stakeholders to develop StartUp HERE Toronto (www.startupheretoronto.com) to act as this portal of information and resources for entrepreneurs.
	5	Launch a start-up festival that showcases Toronto's innovative small business community.	Collaborator	Short-term	City staff worked with stakeholders to develop and launch ResolveTO in January 2017. City staff partnered with four key technology event series (TechTO, Hackernest, Startup Grind and Startup Toronto) to promote Toronto's innovation community.
	6	Work in partnership to facilitate the on-boarding of international start-ups.	Collaborator	Medium-term	City staff have worked with a number of organizations to support the onboarding of international startups, including facilitating the Startup Visa Program and working with LatAm Startups to assist Latin American Startups with soft-landing space in Toronto.

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To provide funding opportunities for entrepreneurship infrastructure, including incubators, accelerators, and entrepreneurship programs.	7	Investigate the possibility of establishing a Business Incubator Loan Fund to support capital and equipment for business incubators in the amount of \$5 million.	Catalyst	Short-term	City staff have been working to determine the feasibility of such a fund and potential budget. This will come forward with a detailed implementation plan later in 2017.
	8	Develop and implement a Business Incubator and Accelerator Grant Fund to support the programming and special projects of business incubators and accelerators.	Funder	Short-term	City staff have launched a grant fund to support business incubation. The fund provides operating grants to a number of sector specific incubators and sponsorship for key innovation related events.
To expand the range and impact of the City's financial tools to encourage the development of new financing opportunities for start-up and small business.	9	Investigate the feasibility of a permanent property tax break for bricks and mortar incubators and establish a framework for implementing such an initiative.	Funder	Short-term	City staff are currently investigating the feasibility of a property tax break for innovation related infrastructure.
	10	Contribute updated definitions during the review process of the Imagination, Manufacturing, Innovation, Technology (IMIT) incentive program.	Funder	Medium-term	City staff are currently reviewing and updating the definitions for the IMIT program.
	11	Develop an incubator start-up tool kit that would assist in helping an organization launch a business incubation program.	Catalyst	Medium-term	This has not been completed.
	12	Develop a dedicated funding program to support start-ups in the Greater Toronto Area.	Catalyst	Medium-term	This has not been completed.

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To create an enabling environment to encourage business incubation programming at the neighbourhood level across Toronto.	13	Continually seek out community infrastructure opportunities to encourage business incubation programming at the neighbourhood level across Toronto.	Catalyst	Ongoing	City staff developed and launched StarterSpace @Crossways – an incubator program at a Toronto Employment and Social Services Office. The program is focused on youth that are receiving Ontario Works. The program has serviced 45 young people. City staff supported the development of a platform for micro-enterprises at Moss Park. City staff worked with the Business Out of the Box Program to identify two potential pilot sites for micro-enterprise opportunities in Neighbourhood Improvement Areas.
	14	Encourage dialogue with higher levels of government to support small business development and funding.	Catalyst	Ongoing	There are continuous discussions with higher levels of government on supporting Toronto's innovation community.
	15	Work with other City Divisions to develop a process that would enable the City to be a first adopter and testing ground for new products and services developed by local start-ups.	Catalyst	Medium-term	City staff are currently working on developing an innovation procurement program that will be launched in 2017.
Goal 2: Support regional economic growth by focusing on sectoral convergence opportunities and gaps in the eco-system.					
To increase the new business formation and small business growth by supporting new business incubators of importance in the regional economy.	16	Support the expansion of the Toronto Food Business Incubator.	Catalyst	Short-term	City staff relaunched the Toronto Food Business Incubator in 2015 into an expanded facility. The facility is currently serving over 70 food entrepreneurs.
	17	Collaborate with sector stakeholders to support the development of a FinTech incubation program.	Collaborator	Short-term	City staff are continuing to work with stakeholders to determine opportunities around fintech incubation.

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	18	Assemble a partnership to develop an advanced manufacturing incubator.	Collaborator	Medium-Term	City staff secured 15,000 sq. ft. for a manufacturing incubator as part of a development at 440 Dufferin Street. City staff worked with George Brown College to support their development of a prototyping lab and program to help early stage manufacturers. City staff worked with Seneca College to develop and launch their HELIX incubator focused on healthcare. City staff have been working with partners in the eco-system to develop an overall approach for supporting manufacturers in Toronto.
	19	Mobilize partners and support the development of a construction trades incubator.	Collaborator	Medium-term	City staff continue to explore this opportunity.
	20	Support the development of a green building business incubator in collaboration with the Toronto Regional Conservation Authority at the Living Campus at Kortright located in York Region.	Collaborator	Medium-term	City staff have been working with the Toronto Region Conservation Authority on their development and launching of the BRE Innovation Park at Kortright.
	21	Convene industry stakeholders and start-ups to develop a CleanTech Business mentoring incubator program.	Collaborator	Long-Term	City staff worked with stakeholders to develop the StartUp HERE Toronto Café as a platform to encourage mentoring across sectors, including cleantech.
	22	Provide support for Artscape's proposed creative entrepreneurship centre, Launchpad.	Collaborator	Long-Term	City staff have been working with Artscape on their development and launch of Launchpad – their business incubator for creative businesses.

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	23	Collaborate with the Downtown Yonge Business Improvement Area to establish an urban music incubator program.	Collaborator	Short-Term	City staff have been working with Canada's Music Incubator on expanding their incubator programming. This included piloting a downtown music incubator at in the Downtown Yonge BIA.
	24	Establish a Mobile Music Incubator partnership project that leverages and expands upon existing music incubation programming in various parts of the City.	Collaborator	Medium-Term	City staff have been working with Canada's Music Incubator on expanding their incubator programming.
To increase sector collaboration across the eco-system to continually identify convergence opportunities and generate employment in emerging areas of the economy.	25	Work with Divisional City staff to connect emerging digital mobile media artists and designers to incubators to create opportunities for commercialization and showcasing their accomplishments.	Collaborator	Short-Term, Ongoing	City staff have been working with Artscape on their development and launch of Launchpad – their business incubator for creative businesses. City staff are exploring opportunities to build the digital gaming sector in Toronto and expand business incubation opportunities in collaboration with a number of industry stakeholders and colleges and universities.
	26	Leverage the work of the Arts Lab initiative to support incubation opportunities in the arts sector.	Collaborator	Short-Term	Support for creative entrepreneurs will be developed through the partnership with Artscape and their Launchpad incubator for creative entrepreneurs.
Goal 3: Support community economic development across Toronto's neighbourhoods through entrepreneurial capacity building and business incubation.					

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To stimulate micro-enterprises formation and business incubation across Toronto's neighbourhoods.	27	Collaborate with community partners to encourage micro-enterprise incubation opportunities in Toronto's neighbourhoods.	Collaborator	Short-Term, Ongoing	City staff developed and launched StarterSpace @Crossways – an incubator program at a Toronto Employment and Social Services Office. The program is focused on youth that are receiving Ontario Works. The program has serviced 45 young people. City staff supported the development of a platform for micro-enterprises at Moss Park. City staff worked with the Business Out of the Box Program to identify two potential pilot sites for micro-enterprise opportunities in Neighbourhood Improvement Areas.
To enhance main street business growth and sustainability.	28	In collaboration, build upon the digital main street tool kit to incubate retail businesses across Toronto to leverage digital technology for growth.	Catalyst	Short-Term	City staff developed and launched the Digital Main Street Lab to provide a platform for incubating new retail tech in Toronto. City staff are launching a new program in 2017 that will provide training and grants to existing business retail businesses to adopt digital technologies. City staff are developing a community wifi toolkit to assist BIAs in developing neighbourhood connectivity.
	29	Engage with Business Improvement Areas to explore a framework for the activation of vacant commercial spaces on main streets.	Catalyst	Medium-Term	City staff explored the development of pop-up shops as a platform the City and BIAs could collaborate on to activate commercial spaces on main streets. Development of a future pilot working with a not-for-profit partner will be explored in the future.

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To build on programs delivered and raise the awareness of resources for entrepreneurs at the neighbourhood level.	30	Deliver entrepreneurship training programs across Toronto leveraging existing community spaces and community-based partners.	Catalyst	Short-Term, Ongoing	City staff have been expanding their delivery of entrepreneurship programming to libraries and community groups across the City.
	31	Partner with business incubators and the school boards in Toronto to showcase programming and start-up success stories to high school students.	Collaborator	Medium-Term	City staff worked with the University of Toronto and the Toronto District School Board to launch a week-long program for high school students. The program has run twice and a broader expansion across the City is currently being explored.

*City's Role

- As a **Catalyst**, the City plays an important leadership role and can take the form of initiating, convening, and leading collaborative eco-systems projects in which the City could fund, administer and project manage from inception to implementation. This can also take the form of strong political support and involvement for activities and programs in the eco-system. As a catalyst, the City of Toronto would be the lead in the identified action.
- As a **Collaborator**, the City will act as a connector and supporter for the eco-system partners. This could take the form of hosting meetings, brokering introductions between players in the eco-system, and identifying resources required to move a project forward.
- As a **Funder**, the City could play an active role in moving a project forward through various types of funding (grants, sponsorships) and incentive programs. In this role, the City could also convene various eco-system partners to co-fund opportunities. In addition, the City of Toronto would support the expansion of programming of existing business incubators/accelerators and could assist in funding new business incubation opportunities.

**Timeframe - The strategy takes a collaborative approach to achieving each of the actions over a five-year period ranging from:

- Short-term (1 year) – 2015/2015
- Medium-term (2 – 3 years) 2017/2018
- Long-term (4 – 5 years) 2019/2020
- Ongoing (over the 5 year period)