

# Appendix A

Strategic Goal	Actions	City's Role	Timeframe	Current Status	
<b>Pillar 1: Active Advocacy</b>					
1. Government programs and policies support the continued growth of the film, television and are responsive to the sector's changing needs	1	The City advocate on behalf of the sector to other orders of government	Collaborator	On-going	City staff is in close collaboration and open discussions with the Ontario Media Development Corporation and advocates for stability in tax incentives.
	2	Staff advocate on behalf of the sector within City Hall	Catalyst	2018	City staff to develop education tools on best practices for working with the film industry and the value of the screen industry to Toronto's economic and cultural fabric.
	3	The City and sector partners continue to advocate for good-faith based industry consideration as part of major City planning, policy and budget initiatives	Collaborator	On-going	Ongoing collaboration with City Planning (TOCore, Unilever Precinct), CreateTO and Waterfront Toronto on infrastructure development, and Facilities Management and Transportation Services on location permitting mapping.

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<b>Pillar 2: Strong Fundamentals in Physical Infrastructure and Workforce Development</b>					
1. Toronto's Infrastructure has expanded to meet growing demand from the screen industry and service a wide range of project needs	1	The City actively create and support opportunities for private investment in studio infrastructure, including both purpose-built and converted studios while also removing impediments to studio development	Catalyst	Ongoing to Long term	Ongoing collaboration between EDC and CreateTO, City Planning, Waterfront Toronto on studios relocation and growth (see separate report). Working off consultants NBLC's recommendations and market soundings (both informed by the 2017 Hemson Consulting Ltd. Study on Film and Screen Industry Studios in the Port Lands and South of Eastern Employment District. RFPs for Showline Studio operation will be run by CreateTO with input from EDC staff with a Summer 2018 operation goal.  Decision History: <a href="http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED23.7">http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED23.7</a>
	2	The City ensure that policies related to transportation and mobility encourage location film production in the public-right-of-way	Catalyst	2018	City staff to create inventory of temporary and permanent parking options in the downtown core for productions, and assess long-term options for the downtown core (Queen Street, DVP, Front Street and Bathurst)
	3	The Film Board provide industry expertise to facilitate the development of film-friendly policies for Toronto's downtown as part of the TOCore project	Collaborator	Ongoing	In November 2016, City Council adopted policy directions as part of Phase 2 of TOCore, including a direction to recognize and accommodate the film sector's creative needs in the downtown. EDC staff is working with City Planning to develop film-friendly policies as part of TOCore and other precinct plans.
	4	The City support the development of and access to the best high-speed and	Catalyst	2019	City staff to identify any gaps in broadband service or high-speed, dedicated and secure

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		high-capacity communication and digital tools for the industry			transfer and storage of digital content for production.
2.Toronto is recognized for its top-tier talent both on and off camera, and for creating training and career opportunities that are responsive to the changing needs of the sector	1	The City create a workforce development strategy to develop and retain top-tier talent for the screen industry	Collaborator	2019	City staff have worked with the unions and TESS to identify placement opportunities for workers in needed industry areas. The current situation of being at-capacity with studio space is putting a hold on this, as training programmes should follow the unlocking of significant square footage of new studio space. An injection of new workers is at this moment not needed.
	2	The City advocate for financial incentives for internship and apprenticeship programs	Catalyst	2019	The unlocking of new studio space and the resulting growth of productions in the jurisdiction will lead to a need for City staff to advocate for dedicated financial incentives for job training programmes specific to the screen sector (unions and education institutions)

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<b>Pillar 3: Exceptional Customer Service Enhancements</b>					
1.The City provides timely, professional, responsive service to clients and the community, and resolves issues promptly and efficiently	1	In addition to its one-stop permitting process, the City provide a new concierge service for clients, positioning it to serve as a central point of contact for production planning in Toronto	Catalyst	2018-2019	City staff to devise a Welcome package greatly enhanced from the current logistics-based information sharing that occurs when a production first requests a permit. To include Toronto sector highlights, resources, Neighborhood Give-Backs options.
	2	The City confirm its commitment to issuing permits and resolving customer issues in a timely manner	Catalyst	Ongoing	City staff dedicated to issuing permits within 48 hours. Launch of the online permitting system effective March 2018 to greatly facilitate external requests and internal processing.
	3	The City maintain a client focused, distinctive web presence to serve the	Catalyst	Ongoing	The City underwent a web revamp in 2017 which including the staff's input. It is now

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		film, television and digital media industry			streamlined and updated. The launch of new programmes that service the industry directly will find a home in a timely fashion on the site. Examples: TDSB xoTO schools, Neighborhood Give-Backs.
	4	The City allocate the required human resources to Economic Development and Culture’s Film and Entertainment Industries section to respond to growing demand	Catalyst	2019	In 2016, Economic Development and Culture received approval to expand the staff complement of Permit Coordinators to meet an increase in demand for client services. The staff and the Board to continue monitoring staffing needs to insure Spotlight implementation feasibility.
2.Toronto is widely seen by the screen industry as a film-friendly city, and the industry is recognized by Torontonians to be a major economic driver and partner in community-building	1	The City maintain a no-fee policy for location filming permits and provide other services to the industry on a revenue-neutral basis	Catalyst	Ongoing	City to continue issuing location permits at no charge and continue providing parking and policing on a revenue-neutral basis.
	2	The City support the industry’s social responsibility and outreach efforts such as community give-back programs, green initiatives and waste reduction	Catalyst	2018	xoTO Neighborhood Give-Backs program: short term: in Spring of 2018 starting with three announced productions giving back to the Wards they most utilize, to engage residents in a meaningful and positive light, tying it to xoTO public ad campaign. Medium term: entrench the Give-Backs options in Welcome Package. Long term: consistent visibility of give-backs in wards.
			Collaborator	2020	Monitor advancements of the Sustainability Production Industry Group for potential financing and for implementation recommendations.
	3	Staff work with City Agencies, Boards, Commissions, Divisions and other City partners to accommodate location	Collaborator	2018	A new Agreement is being devised with full collaboration between the City, unions and the TDSB in time for a Spring 2018 launch in 11 pilot

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		filming requests on City properties where appropriate		Ongoing	schools, for simplified access to the in-demand sites.  Continue working with Facilities and Heritage to assess and simplify access to City-owned sites. Example: Mavety police station to be back for usage in Spring 2018.
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<b>Pillar 4: Globally-recognized, Innovative Digital Media Sector</b>					
1.The digital media sector is recognized as a key economic driver by government	1	The City conduct and support sector research to better define the scale, impact and potential of digital media for the screen industry	Collaborator	2018	City is partially financing an industry-led business intelligence research on the digital media industry in Ontario and Toronto to identify gaps, industry appetite and growth areas, in order to complete the larger picture that Interactive Ontario's research provides. This represents the first meaningful step that will guide all future city involvement in the growth of post-production, visual effects and animation fields.
2.Toronto will be a leading international jurisdiction for digital media innovation and	1	The City develop strategies to build capacity in the digital media industry through support for content creation, access to digital infrastructure for	Collaborator	2020	The results from the above-mentioned research papers will be instrumental in guiding City involvement and priorities in digital media sector growth.

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for supporting the development of top-of-class digital talent		business, and the growth of employment clusters			
3. Industry and government partners create opportunities to make connections and foster collaboration for the digital media industry	1	The City support and host events that promote collaboration and capacity-building for the digital media industry		2018 and long term	City to participate in launch event to present CASO (Computer Animation Studios of Ontario) study research in Fall of 2018.

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<b>Pillar 5: Dynamic Branding and Strong International and Business Partnerships</b>					
1. Toronto consistently ranked as a leading screen-based production centre in North America	1	The City and industry partners maintain, expand and leverage relationships with existing and potential treaty, co-production and co-venture partners to promote Toronto as a global film capital, attract new investment and increase market share	Catalyst	Ongoing	Staff to identify opportunities to further expand partnerships and relationships with major markets and assess opportunities that lie with the OMDC and Telefilm Canada.
	2	In light of the importance of Los Angeles based clients, the City promote Toronto's brand and build relationships among key L.A. decision makers	Catalyst	Ongoing	Building on the Mayor's past two business missions to LA in 2016 and 2017, staff is organizing the 2018 mission for April 2018.

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			Collaborator	Ongoing	Continue partnership with OMDC and FilmOntario to fund Toronto/Ontario Film Office in Los Angeles to connect and promote the jurisdiction
	3	The City and industry partners actively seek out opportunities to participate in trade missions and export development initiatives	Collaborator	Ongoing	Staff to seek advice from Film Board and partners for options to integrate strong industry presence at inbound and outbound trade missions.
2.Toronto has an internationally— recognized brand that promotes the high-quality domestic and international products made in Toronto and conveys the City’s promise to provide world-class service and infrastructure for the screen industry	1	The City develop a marketing strategy for xoTO as a brand including xoTO as an official credit for Toronto, to make brand collateral widely available to local stakeholders for use in projects and productions and to collaborate with industry to promote the brand wherever possible	Catalyst	Ongoing	Launched in 2016, the xoTO brand has put a stake in the ground in connecting city residents to local industry, and external industry to the city. The xoTO credit logo appears on most Toronto productions’ credit sequences, a transit shelter campaign happened in the fall of 2017 with a new one coming on 160 transit shelters in April 2018. All industrial advertisement and sponsorship and sizzle reels and our Festival Lounge and LA Missions are xoTO branded. Paraphernalia was also created for City and industry stakeholders to use. The amplification of all these elements and the tie-in with the Give-Backs programme will be key in reaching greater recognition.

\*City's Role

- As a **Catalyst**, the City of Toronto would be the lead in the identified action. Leadership means the initiation, and project management of initiatives from inception to implementation.
- As a **Collaborator**, the City will act as a connector and supporter of initiatives. 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.