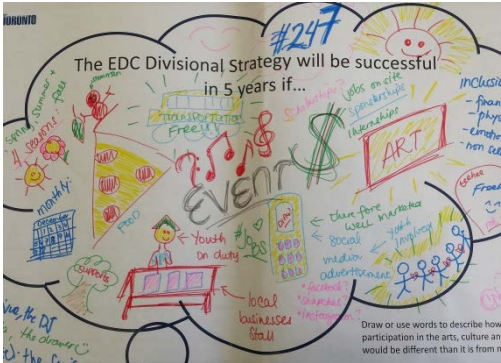


Moving Toward a New Economic Development and Culture Divisional Strategy for 2018-2022



Consultation Summary Report

Prepared by Lura Consulting for:
Economic Development and Culture Division, City of Toronto
October 2017

This report was prepared by Lura Consulting, the independent consultation specialist and facilitator for the Economic Development and Culture Divisional Strategy Consultations held between August and October 2017. If you have any questions or comments regarding this report, please contact:

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Executive Summary

Backdrop for the Consultations

The Economic Development and Culture (EDC) Division was established by Toronto City Council in 2007, and is responsible for a wide range of programs and services that support the creation of a thriving environment for businesses and culture in the City of Toronto.

Two related City strategies, *Collaborating for Competitiveness (2013)* and *Creative Capital Gains (2011)*, have guided EDC's work over the past six years and helped advance City Council's goals of economic vitality, quality of place, and opportunities for cultural participation.

Building on the directions and completed actions in the two strategies, EDC is currently undertaking the development of a new integrated Economic Development and Culture Divisional Strategy. The purpose of the new Strategy is to update the Division's key objectives, and set priorities for the next five years (2018-2022).

A Conversation Guide was developed by EDC to support widespread stakeholder engagement as part of developing the new strategy. Four lenses are proposed within the Conversation Guide to inform priorities for the new Strategy, and include: Creativity and Technology; Inequality and Inclusion; Toronto's Global Connections; and Toronto's Local Foundations.

Consultation and Communication

Recognizing the importance of stakeholder and public consultation to the strategy development process, a multi-channel consultation and communication approach was initiated by EDC in August 2017 to engage internal and external audiences and seek input to the new Divisional Strategy. The consultation and communication approach was designed to achieve broad participation from stakeholders and the public, representative of the city's diverse population.

Key consultation activities included four town halls in each of the City's community planning districts, Indigenous Consultation, and three focus group sessions with: Newcomers; Black, African and Caribbean Communities, and Youth. Multiple communication tools – including the City's consultation webpage, e-newsletters, e-mail invitations and social media – were used to generate awareness about the consultations and promote participation.

What We Heard

The EDC Divisional Strategy consultations engaged over 400 individuals, generating significant feedback, ideas and actions to inform the new Divisional Strategy.

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The following is a high-level synopsis of the overarching recurring comments, concerns and/or advice received through all consultation activities:

Opportunities and Challenges

Recurring feedback revealed multiple barriers to participation or consumption of the culture and economic development, as well as opportunities to address these barriers. The emerging themes in this feedback also highlight the cross-cutting nature of the challenges and opportunities:

Affordability and Access – The high cost (i.e., ownership and rents) of living and working in Toronto was repeatedly raised as a barrier to supporting the growth of culture and economic development. In relation to this, recurring feedback expressed concern that opportunities to participate in the culture and economic development are concentrated in the city's downtown core. Increasing access to affordable venue and studio space, increasing the availability of supportive services (e.g., affordable housing, child care, reliable and convenient transit options), increasing funding and capital, reducing property taxes, reviewing zoning and land use, decentralizing programs and services, and reducing fees or providing subsidies were suggested as cross-cutting strategies to address these barriers to participation.

Equity and Inclusion – Equity and inclusion emerged as an important theme in the feedback. Participants raised issues pertaining to systemic and institutionalized discrimination as well as disparities (e.g., income, ethnicity, culture, geography, gender, ability, age, etc.) related to accessing and participating in the culture and economic development. Participants suggested that equity and inclusion should be integrated as a cross-cutting theme across the new Divisional Strategy, instead of a stand-alone lens, as well as specific strategies (e.g., decentralizing programs and services, increasing investment to ensure equity and inclusion, etc.) to address these challenges.

Communications and Awareness – A challenge raised repeatedly by participants is a lack of awareness of EDC programs, services, events and resources, specifically those targeting certain groups (e.g., newcomers, youth, etc.) and how to navigate them. Participants advised that targeted communications, particularly with under-represented populations should continue during the action planning and implementation phases of the new Strategy to ensure these issues are addressed, and support access and participation in the culture and economic development sectors by Toronto's diverse communities. Feedback also raised the need for more opportunities and training within the formal education system to promote the culture and economic development.

Funding and Investment – There was general consensus among participants about the need for more investment and funding to support the growth of the culture and economic development (i.e., higher per capita investments). Participants suggested that an increase in funding and investment should be used to address issues related to scarce resources, low incomes/wages and limited venue and studio space. However, there were diverging views about how the funding and investment should be allocated. Feedback also suggested leveraging existing funding mechanisms and tools (e.g., Section 37 benefits

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under the Planning Act) to access more funding and investment for the culture and economic development.

Partnerships and Collaboration – Participant feedback recommended enhancing EDC partnerships to improve the coordination and delivery (while reducing the duplication) of the Division’s programs and services. It was also noted that promoting partnerships and collaboration also leads to synergies between different City Divisions, levels of governments, sectors and organizations, as well as achieving shared goals by aligning strategic priorities. Participants also raised the need for the Division to foster partnerships and collaboration between individuals and organizations in the culture and economic development sectors to promote growth and vibrancy within and across them.

Connection between Culture and Economic Development and the Role of EDC

Participant feedback affirmed the connection between culture and economic development, noting that there is often a symbiotic relationship between these sectors. Feedback highlighted that thriving arts and culture sectors enable economic prosperity (e.g., provide employment, and attract skilled workers, tourism and investment), while businesses also support growth in the arts and culture (e.g., grants, sponsorships, etc.). Comments from some participants, however, cautioned that there is a need to balance the emphasis placed on the connection between culture and economic development to ensure the value placed on one sector does not impact or overshadow the others.

In addition to EDC’s role in providing programs and services, recurring comments identified multiple other roles for the EDC Division that involve advocating for sector and industry interests; collaborating and partnering with other City Divisions, level of governments and organizations to achieve shared goals; facilitating partnerships between sectors, organizations and individuals; communicating with and engaging stakeholders and the public on an ongoing basis; and facilitating community development.

Proposed Lenses

Recurring feedback conveyed general support for the proposed lenses; however, comments also noted the lenses are cross-cutting and should not be applied in isolation of each other. The “Inequality and Inclusion” lens was the focus of most of the feedback relating to the lenses. Feedback affirmed the need to apply this lens to the development of the new Strategy to ensure the prosperity of Toronto’s cultural and business sectors and benefit the city’s diverse communities. Participants suggested changing the lens title to “Equity and Inclusion”. Feedback also highlighted the need to continue engaging underrepresented populations (e.g., Indigenous communities) in the development, implementation and measurement of the Strategy’s actions.

Measurements and Indicators of Success

Participant feedback on measuring success highlights the need to use a diversity of sector specific quantitative and qualitative indicators and metrics to assess the outcomes of the new Divisional Strategy. Examples of potential measures and indicators of success, by sector or area of interest, include: economic growth (e.g., number of new start-up companies); social well-being (e.g., impact of poverty reduction strategies); development (e.g., improvements in infrastructure); arts and culture

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growth (e.g., access to capital and funding); and equity and diversity (e.g., increase under-representation populations in the culture and economic development).

Next Steps

Input obtained through the Divisional Strategy consultations will be used by EDC staff to inform the development of the new Economic Development and Culture Divisional Strategy (2018-2022). The EDC Strategy will be released in early 2018.

1. Introduction

1.1. Project Background

The Economic Development and Culture (EDC) Division was established by Toronto City Council in 2007, and is responsible for a wide range of programs and services that contribute to an economically strong and culturally vibrant City of Toronto. These programs and services are delivered through five sections within the Division:

- Arts and Culture Services;
- Business Growth Services;
- Film and Entertainment Industries;
- Museum and Heritage Services; and
- Program Support

Two related City strategies, *Collaborating for Competitiveness (2013)* and *Creative Capital Gains (2011)*, have guided EDC's work over the past six years and helped advance City Council's goals of economic vitality, quality of place, and opportunities for cultural participation.

Building on the directions and completed actions in the two strategies, the Division is currently undertaking the development of a new integrated Economic Development and Culture Divisional Strategy. The purpose of the new Strategy is to update key objectives and establish Divisional priorities for the next five years (2018-2022), drawing a link between culture and economic development. The Strategy will include actionable recommendations for the Division and seek to advance inclusive economic and cultural opportunities across the city.

A Conversation Guide was developed by EDC staff to support widespread stakeholder engagement as part of developing the new Strategy, and provide more information about the Division's roles and responsibilities as well as the key emerging economic and cultural trends and challenges facing Toronto. Four lenses, based on a review of current conditions and relevant government policies and strategies, are proposed within the Conversation Guide to inform the



Figure 1: Two strategies have guided EDC's work over the past six years.

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development of the new Strategy, and include: Creativity and Technology; Inequality and Inclusion; Toronto's Global Connections; and Toronto's Local Foundations.

Recognizing the importance of stakeholder and public consultation to the strategy development process, a multi-channel consultation and communication approach was initiated by EDC in August 2017 to engage internal and external audiences and seek input to shape the new Divisional Strategy.

1.2. Report Contents

This report documents the consultation and communication activities, and the feedback received as a result of those activities, in the following sections:

- Section 2 – Describes the consultation and communication approach;
- Section 3 – Summarizes feedback received from consultation activities; and
- Section 4 – Outlines next steps in the Strategy development process.

2. Consultation and Communication Approach

2.1. Consultation Purpose and Objectives

Consultations were designed to generate awareness and feedback about emerging opportunities, challenges and areas of focus relating to economic development and culture in Toronto. The following objectives guided the design of the consultation and communication approach:

- Share the purpose and intent of the new Economic Development and Culture Divisional Strategy;
- Provide stakeholders and the public with an opportunity to contribute to the development of the new Divisional Strategy;
- Encourage broad participation that is reflective of the city's diverse population;
- Encourage discussion about the value of culture and business to quality of life in the City of Toronto; and
- Seek input on:
 - The interconnection between culture and business;
 - Opportunities to enhance culture and business in Toronto;
 - Strategies or actions to ensure culture and business benefit the city's diverse communities; and
 - The Conversation Guide discussion questions.

2.2. Consultation and Communication Activities

Consultation and communication activities were combined as part of a multi-channel approach to generate broad awareness and participation. A summary of the key consultation and communication activities that were deployed between August and October 2017 is presented in the table below. Participation results for each activity are also included in the table.

Targeted industry consultations with Arts and Museums Groups, Business Improvement Areas (BIAs), Business Associations, and other City Divisions and Social Service Agencies were undertaken in parallel by the EDC Division and engaged 164 individuals. The results of those consultations as well as written submissions received by EDC are documented separately.

Table 1: Consultation and Communication Activities

Activity	Description	Participation Results
Consultation Activities		
Town Halls	Four Town Halls were held in September 2017, one in each community planning district of the city, to provide multiple opportunities for participation. Each Town Hall included a brief overview presentation, a panel discussion featuring local experts, followed by facilitated roundtable discussions and a report back session. Copies of the EDC Conversation Guide, and a Workbook created specifically for the Town Halls, were provided to participants to support discussion and feedback. A total of 22 completed workbooks were submitted by Town Hall participants.	Etobicoke – 25 North York – 18 Scarborough – 25 Toronto and East York – 56
Indigenous Consultation	Representatives of Indigenous communities as well as those involved in Indigenous arts, culture and business activities participated in a focus group style session on September 26, 2017 to learn about and provide input to the Divisional Strategy development process. The session format incorporated an elder blessing and smudging as well as facilitated discussions in a conversation circle.	14
Focus Groups	Three Focus Groups were held in September and October 2017 to invite feedback on the new Divisional Strategy from the following stakeholders: <ul style="list-style-type: none"> • Newcomers (i.e., members of the Toronto Newcomer Council); 	Newcomers – 15 BAC Communities – 25 Youth – 30

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Activity	Description	Participation Results
	<ul style="list-style-type: none"> • Black, African and Caribbean (BAC) Communities; and • Youth (i.e., members of the Toronto Youth Cabinet) <p>Each Focus Group was customized to enable meaningful conversation using a combination of consultation formats and feedback mechanisms (i.e., facilitated plenary discussions, facilitated small group discussions, and interactive exercises using sticky notes and worksheets).</p>	
Online Survey	An online survey based on the Conversation Guide discussion questions provided another mechanism for interested individuals to provide input during the consultation process. A link to the survey was available on the City's consultation webpage and circulated via e-mail and social media.	59
Total public, stakeholder and online survey consultation participants		267
Total number of participants from EDC-led consultations		164
Grand total		431
Communication Activities		
Consultation Webpage	Consultation activities were featured and promoted on the City's consultation webpage. Consultation materials such as the Conversation Guide, and the online survey were also made available on the webpage.	N/A
E-Communications	An e-blast was sent to over 500 contacts, including the Mayor and Members of Toronto City Council, via EDC's General Manager, on August 14, 2017, launching the Divisional Strategy consultations. E-mail invitations were also sent to existing and new stakeholders and community members inviting participation in the Town Halls. Additional e-blasts were sent out between August 2017 and October 2017, via BIA newsletters, Enterprise Toronto, the Business Retention and Expansion Newsletter, and the Festival and Events Calendar to encourage participation in consultation sessions.	N/A
Social Media	The City's @GetInvolvedTO Twitter account was used to promote the Town Halls and share relevant project information (e.g., online survey link).	N/A

3. Summary of Participant Feedback

3.1. What We Heard

The EDC Divisional Strategy consultations engaged over 400 individuals, generating significant feedback, ideas and actions to inform the new Divisional Strategy. The sub-sections below provide a high-level synopsis of the feedback received through consultation activities. Additional summaries of the Town Hall, Indigenous Consultation and Focus Group consultations are included in the report appendices.

3.1.1. Overarching Themes

This section provides a cross-cutting summary of the overarching recurring comments, concerns and/or advice received through all consultation activities.

Opportunities and Challenges

Recurring feedback revealed multiple barriers to participation or consumption of culture and economic development, as well as opportunities to address these barriers. The emerging themes in this feedback also highlight the cross-cutting nature of the challenges and opportunities:

Affordability and Access – The high cost (i.e., ownership and rents) of living and working in Toronto was repeatedly raised as a barrier to supporting the growth of culture and economic development. In relation to this, recurring feedback expressed concern that opportunities to participate in culture and economic development are concentrated in the city’s downtown core. Increasing access to affordable venue and studio space, increasing the availability of supportive services (e.g., affordable housing, child care, reliable and convenient transit options), increasing funding and capital, reducing property taxes, reviewing zoning and land use, decentralizing programs and services, and reducing fees or providing subsidies were suggested as cross-cutting strategies to address these barriers to participation.

Equity and Inclusion – Equity and inclusion emerged as an important theme in the feedback. Participants raised issues pertaining to systemic and institutionalized discrimination as well as disparities (e.g., income, ethnicity, culture, geography, gender, ability, age, etc.) related to accessing and participating in culture and economic development. Participants suggested that equity and inclusion should be integrated as a cross-cutting theme across the new Divisional Strategy, instead of a stand-alone lens, as well as specific strategies (e.g., decentralizing programs and services, increasing investment to ensure equity and inclusion, etc.) to address these challenges.

Communications and Awareness – A challenge raised repeatedly by participants is a lack of awareness of EDC programs, services, events and resources, specifically those targeting certain groups (e.g., newcomers, youth, etc.) and how to navigate them. Participants advised that targeted communications, particularly with under-represented populations should continue during the action planning and

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implementation phases of the new Strategy to ensure these issues are addressed, and support access and participation in culture and economic development sectors by Toronto's diverse communities. Feedback also raised the need for more opportunities and training within the formal education system to promote culture and economic development.

Funding and Investment – There was general consensus among participants about the need for more investment and funding to support the growth of culture and economic development (i.e., higher per capita investments). Participants suggested that an increase in funding and investment should be used to address issues related to scarce resources, low incomes/wages and limited venue and studio space. However, there were diverging views about how the funding and investment should be allocated. Feedback also suggested leveraging existing funding mechanisms and tools (e.g., Section 37 benefits under the Planning Act) to access more funding and investment for culture and economic development.

Partnerships and Collaboration – Participant feedback recommended enhancing EDC partnerships to improve the coordination and delivery (while reducing the duplication) of the Division's programs and services. It was also noted that promoting partnerships and collaboration also leads to synergies between different City Divisions, levels of governments, sectors and organizations, as well as achieving shared goals by aligning strategic priorities. Participants also raised the need for the Division to foster partnerships and collaboration between individuals and organizations in culture and economic development sectors to promote growth and vibrancy within and across them.

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Participant feedback affirmed the connection between culture and economic development, noting that there is often a symbiotic relationship between these sectors. Feedback highlighted that thriving arts and culture sectors enable economic prosperity (e.g., provide employment, and attract skilled workers, tourism and investment), while businesses also support growth in the arts and culture (e.g., grants, sponsorships, etc.). Comments from some participants, however, cautioned that there is a need to balance the emphasis placed on the connection between culture and economic development to ensure the value placed on one sector does not impact or overshadow the others.

In addition to EDC's role in providing programs and services, recurring comments identified multiple other roles for the EDC Division that involve advocating for sector and industry interests; collaborating and partnering with other City Divisions, level of governments and organizations to achieve shared goals; facilitating partnerships between sectors, organizations and individuals; communicating with and engaging stakeholders and the public on an ongoing basis; and facilitating community development.

Proposed Lenses

Recurring feedback conveyed general support for the proposed lenses; however comments also noted the lenses are cross-cutting and should not be applied in isolation of each other. The "Inequality and Inclusion" lens was the focus of most of the feedback relating the lenses. Feedback affirmed the need to apply this lens to the development of the new Strategy to ensure the prosperity of Toronto's cultural and business sectors and benefit the city's diverse communities. Participants suggested changing the

lens title to “Equity and Inclusion”. Feedback also highlighted the need to continue engaging underrepresented populations (e.g., Indigenous communities) in the development, implementation and measurement of the Strategy’s actions.

Measurements and Indicators of Success

Participant feedback on measuring success highlights the need to use a diversity of sector specific quantitative and qualitative indicators and metrics to assess the outcomes of the new Divisional Strategy. Examples of potential measures and indicators of success, by sector or area of interest, include: economic growth (e.g., number of new start-up companies); social well-being (e.g., impact of poverty reduction strategies); development (e.g., improvements in infrastructure); arts and culture growth (e.g., access to capital and funding); and equity and diversity (e.g., increase under-representation populations in culture and economic development).

3.2. Town Halls

The summary in this section is based on feedback obtained at the Town Halls via facilitated roundtable discussions and submitted Town Hall Workbooks, and is organized according to the discussion questions.

1. Economic development and culture can strengthen each other as culture contributes to growth and growth helps support culture. In your opinion, how are economic development and culture connected?

Town Hall participants identified the following connections between economic development and culture:

- Strong arts and culture sectors enable economic prosperity throughout the city. Arts and culture sectors employ many residents in Toronto (e.g., the film industry, the music industry, local artisans, etc.). Participants noted that arts and culture sectors may become much larger employers in the future as jobs in other sectors are increasingly automated. Additionally, arts and culture organisations, services, and programs create vibrant neighbourhoods which attract a strong workforce, tourism, and investment to Toronto.
- Culture and economic development can work symbiotically to impact neighbourhoods. Together, culture and economic development can improve community cohesion and connections, engage newcomers, revitalize neighbourhoods, and make communities more desirable places to live, work, and play. However, rapid economic development of a neighbourhood (sometimes enabled by vibrant arts and culture sectors) can raise local rents and push out artists and other cultural groups that built and made a neighbourhood desirable in the first place (i.e., through rapid gentrification).
- Businesses support arts and culture through sponsorship (e.g., Business Improvement Areas sponsor local cultural events).

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- Some participants questioned the connection between culture and economic development and noted that the Strategy may be more effective if two separate strategies were created, one for culture, and one for economic development. Participants expressed concern that progress in the arts and culture sectors may be undervalued compared to economic development goals; this could be detrimental to the growth and sustainability of arts and culture sectors in Toronto (especially for marginalized culture(s) that are not economically lucrative).
- Culture and business are all impacted by the availability and affordability of other City services (e.g., transportation, housing, child care libraries, and education).

2. What are the opportunities to strengthen the growth of the economy and culture in Toronto?

Town Hall participants identified a number of opportunities to strengthen and grow the economy and culture in Toronto. These opportunities are organised under the following themes:

Support Access to Affordable Spaces for Arts and Culture across the City

- Build new infrastructure for arts and culture, in partnership with local libraries, schools, and non-profit organizations (e.g., Artscape). Recurring feedback suggested considering supporting the development of clusters, hubs, incubators, and districts to support collaboration between and within arts, culture, and other sectors, as well as leveraging development requirements (e.g., Section 37 benefits under the Planning Act) to attain these new spaces. In relation to this, Etobicoke Town Hall participants advocated for the development of multi-purpose arts and culture facilities at various locations in Etobicoke, while Scarborough Town Hall participants advocated for the creation of a Scarborough Living Arts Theatre.
- Make use of existing, but underutilised, spaces to host arts and culture organisations, programs, and services. Suggestions for maximising the use of existing spaces include programming public space (e.g., pop-ups), providing tax incentives for landlords to rent spaces out at affordable rates to arts and culture groups, creating a new tax category for arts and culture spaces, utilising existing spaces during off-peak hours, allowing for commerce in high-rises, and connecting arts and culture organisations to local businesses (e.g., using cafes for music performances and art galleries).
- Protect industrial spaces, which are often used by artists, but are in danger of being replaced by new development.
- Encourage arts and culture organisations to locate outside of the core, where rent is more affordable (e.g., the film industry could expand into Scarborough to take advantage of cheaper rents and space availability).

Increase Funding and Investment

- Increase overall funding for arts and culture activities. Participant feedback diverged over what form increased funding should take; some participants suggested providing microgrants while others saw these as enabling precarious livelihoods for artists. Feedback also suggested providing arts and culture organisations with reliable, annual funding, while others suggested funding should be withdrawn after a few years to provide opportunities to new organisations.

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Town Hall participants also suggested improving the City's revenue tools (specific examples were not identified) as a means to fund increase investment in the arts and culture.

- Ensure increased funding targets low-income, marginalised, and under-served communities, as well as communities located outside the downtown core (e.g., neighbourhoods in Scarborough, Etobicoke and North York).
- Provide funding for arts and culture resources that can be shared (e.g., laser printers, sewing machines, 3D printers), for business, marketing, and administration training programs, and for mentorships and internships in arts and culture sectors.
- Invest in specific arts and culture industries including music tourism, film, and entertainment (e.g., create a "Broadway of the North").
- Place a higher value on arts and cultural production by advocating for living wages and improving the standard of living for workers in arts and culture sectors.

Strengthen Connections between Arts, Culture, and Business

- Enhance connections between and within arts, culture, business and other fields (e.g., arts therapy to improve health, arts programming to engage newcomers and address isolation, cultural activities in schools, artists working with BIAs to revitalise a neighbourhood through mural creation, tech companies hiring artists for design and problem solving).
- Leverage existing programs, services and resources by raising awareness of what is already available; position the Division and City to act as a connector for those seeking services, partnerships, and opportunities in the arts, culture, and business (i.e., system navigation).
- Create the equivalent of BIAs but for arts and culture institutions and organisations.

Involve Youth in Arts and Culture as Early as Possible

- Ensure youth across the city have access to arts and culture education (e.g., music programs in all schools, stronger partnerships between schools and the city to deliver arts and culture education, affordable or free arts and culture programs for youth), and ensure arts education is paired with entrepreneurial and business education to set youth up for success in arts and culture industries.
- Utilise the City's Youth Strategy to foster creativity and entrepreneurship in youth, and to integrate youth into the arts and culture landscape (e.g., provide or increase awareness of mentorship programs and internships for youth interested in arts, culture, and business).
- Communicate arts and culture events with youth through targeted digital and social media to ensure they are aware of programs and services available to them.

Capitalise on Toronto's Existing Strengths and Resources

- Leverage Toronto's diversity to grow culture and economic development by ensuring the diverse needs of cultural arts and business communities are understood and met.
- Leverage the city's positive global brand to increase international investment and tourism related to arts, culture, and business.

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Leverage Arts and Culture Services and Programs to Improve Communities

- Invest in urban design and public art to create community focal points and lively public spaces.
- Create opportunities for people with limited resources to participate in their community through arts and culture (e.g., expand the Cultural Hot Spots program, provide more free, affordable, and accessible arts and culture programming).

3. What are the issues and challenges?

Participants highlighted a number of issues and challenges that face culture and economic development in Toronto. These challenges are organised by the following themes:

Affordability and Access

- High ownership and rental costs, and property taxes prevent arts and culture groups from surviving and thriving in the city. This is related to an overall lack of affordable and accessible space for arts and culture groups throughout the city, and especially outside the downtown core. High rates of conversion of industrial space into other uses, particularly residential space, and restrictive permitting also work to reduce available, affordable space for arts and culture.
- The precarious and low wage work that is common in the arts and culture sector exacerbates barriers to participation in these sectors.
- Limited transit services or options (especially outside the downtown core) make it difficult to meet with clients, deliver goods, access spaces, and participate in events and programs.
- Existing land use policies and bylaws as well as property tax rates contribute to unaffordability and limit access to available arts and culture spaces (e.g., zoning that does not protect hotel use or industrial lands, property tax rates that drive out music venues).
- There is a lack of sustainable funding and start-up capital for arts, culture and business activities.
- Participating or accessing arts, culture and business requires capital and disposable income for start-up fees, admission fees, transit, etc. that limit often act as barriers.

Insufficient Partnerships and Collaboration

- An overall “silo” mentality within municipal government prevents inter-departmental coordination and collaboration to solving culture and economic development challenges. There is also a perception that bureaucracy may slow down positive changes and prevent new and innovative projects in arts, culture and business sectors.

Lack of Education and Awareness

- Lack of awareness of City communications around culture and economic development opportunities prevent active participation, especially from underrepresented populations.
- Limited culture and business training in the public education system results in adults who are less supportive of arts and culture and less active in promoting economic development.
- There is a lack of relevant, reliable, and current data on culture and economic growth; this information is useful to evaluate current efforts in promoting arts, culture and economic

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growth, and for organisations and entrepreneurs looking to invest in and start new arts and culture programs or businesses.

Disparities between Communities

- There are more arts and culture programs, services, and facilities, in the downtown core than in Scarborough, Etobicoke, and North York. There is also more business growth in the core than in other communities throughout the City.
- The Indigenous community is underrepresented in arts, culture and business communities. Feedback suggested working with Indigenous partners to support their efforts towards Reconciliation.

4. How will we know if we are successful?

Participants suggested measuring success by using a variety of indicators to track progress across each sector. The suggested indicators of success are organised by the following themes:

Economic Growth

- Economic growth indicators include increases in gross domestic product (GDP); higher employment rates; an increase in the number of new business start-ups (and the number of businesses older than one year); increases in the number of global companies locating offices in Toronto; increased investment in Toronto businesses; increased tourism, and; stronger local economies outside of the downtown core.

Social Well-Being

- Social well-being indicators include reductions in poverty; increased food security; increased job security; lower income inequality; more people earning a living wage, and; an increased amount of social purpose ventures.

Increased Development

- Development indicators include improved culture and business infrastructure throughout the city; improved transit routes and growth around new transit routes (e.g., successful business growth around the Eglinton Crosstown), and; more affordable spaces for arts, culture and business.

Participation in the Arts and Culture

- Arts and culture indicators include increased investment in arts and culture (e.g., increased per capita investment); improved access to capital and funding for artists and cultural workers; improved access to, and affordability of, arts and cultural spaces throughout the city; more artists moving to and staying in the city; changes in the number of artists who attain success abroad, and; the emergence of more arts and culture organisations, programming, education, jobs, mentorships, and internships.

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Improved Community Outcomes

- Community well-being indicators include more vibrant and cohesive neighbourhoods; stronger local connections between artists, cultural groups, and business; an increased amount of local and recurring, arts, culture and business events and programs; lower crime rates and increased perceptions of safety; more affordability within neighbourhoods, and; more affordable housing.

Equity and Diversity in the Arts, Culture, and Business

- All measures should include a lens of equity and diversity to ensure all groups are benefiting from the new EDC Strategy. Examples of specific indicators include equal outcomes across income groups, abilities, and cultural groups; better recognition of international credentials for those educated outside of Canada, and; higher success rates for newcomers in arts, culture and business.

Other

- Other indicators of success suggested by Town Hall participants include:
 - Understanding the clear benefit of combining culture and economic development in one strategy.
 - Becoming an international arts and culture leader; this should include Toronto hosting arts and culture exchanges with other global cities.
 - Integration into, and by, various other City strategies and plans (e.g., the Toronto Youth Strategy, Transform TO, the Action Plan to Confront Anti-Black Racism, Plan of Action for the Elimination of Racism and Discrimination, etc.).
 - Changes in government and governance that support more streamlined processes for that support the growth of arts, culture, and business activities, and embed creatives in government decision-making processes.
 - Increasing knowledge of culture and economic development programs and services throughout the city.
 - Scarborough Town Hall participants provided the following measures to assess the Strategy's success in Scarborough: more talent emerging from Scarborough; more head offices located in Scarborough; the creation of downtown-like pockets in Scarborough; creating a refreshed and cohesive image for Scarborough that its residents are proud of, and; increased tourism in Scarborough.

5. How can we make sure that the prosperity of Toronto's cultural and business sectors benefit the City's diverse communities?

Participant feedback affirmed that the City's communities should benefit from the outcomes of the new EDC Divisional Strategy through a variety of actions and principles, described below:

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Ensure Equity in the Strategy's Goals, Implementation, and Evaluation

- Apply an equity lens to the Strategy's creation and evaluation to ensure that all groups are served appropriately regardless of their location in the city, gender, race, ethnicity, sexual orientation, income level, ability, etc. This should result in practices resembling: more arts and culture venues outside of the downtown core; more affordable opportunities to participate in arts and culture events and programs; more affordable spaces for arts and culture services and programming, and; funding for underrepresented groups to run arts and culture programs and services. Some Town Hall participants suggested using the New York City Cultural Strategy for inspiration on ensuring equity in arts and culture.
- Collect meaningful data to enable evaluation of the Strategy; data should allow tracking of impacts on diverse populations.
- Involve diverse groups in the formation of the Strategy and its actions; ensure diverse groups have the opportunity to influence how the Strategy is formed, implemented, and evaluated.
- Work with Indigenous Communities to advance Reconciliation through the Strategy.

Support Community Development

- Create community hubs for arts, culture and business (especially outside of the downtown core) to invigorate local communities and encourage cooperation in arts, culture, and business; this must be supported through planning policy, transportation investment, child care investment, and program funding.
- Activate public and underutilised spaces for arts and culture events.
- Provide more free arts and culture activities for families to get involved in their communities.
- Encourage businesses to open in areas where employment has traditionally been a challenge by leveraging tax and funding options to promote business re-location.

Improve Equity in Services and Programming

- Advocate for effective, affordable and accessible transportation, housing, and childcare policies and programs that enable diverse populations to better participate in culture and economic development throughout the city; this requires collaboration and coordination across City Divisions.
- Understand the diverse needs of different cultural and ethnic groups in culture and economic development sectors to ensure the necessary supports are provided (e.g., funding for events and programs, mentorship, and knowledge sharing).
- Offer or leverage sensitivity training for service providers to address systemic issues around discrimination and exclusion.
- Invest in and foster the growth of leaders in culture and economic development from diverse populations across the city.
- Engage youth in culture and economic development by creating more mentorship and internship opportunities, and by creating more partnerships between public education institutions and culture and economic development institutions.

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- Improve access to education for all members of the city and ensure cultural diversity is a part of all public education programs; this will reduce discrimination and barriers to the success of underrepresented groups in the culture and economic development.
- Utilise targeted communications strategies to reach diverse groups (e.g., advertise in culturally-specific media, use different languages, visit communities and provide door-to-door or face-to-face outreach, invite diverse communities into planning processes, engage youth in schools, work with community and youth leaders to engage local communities).
- Advocate for changes to the tax system to support small businesses (e.g., lower small business taxes, end the Billboard tax).
- Improve networks between existing small businesses and arts and culture organisations.

Additional Comments

The following provides a summary of additional comments not covered under the previous questions:

- Connect the EDC Divisional Strategy to City climate change and sustainability strategies and plans (e.g., promote green job training, an eco-neighbourhood strategy, park creation, the creation of cycling infrastructure to support culture and economic development).
- Plan for major changes to technology (e.g., autonomous vehicles) and in the labour market (due to automation) when strategizing for the future of culture and economic development.
- Ensure the Strategy is properly resourced to achieve its five-year goals.
- Consider advocating for changes to the City of Toronto Act to reflect the City's changing size and needs.

3.3. Focus Groups

A summary of the feedback from focus group style consultations with Indigenous Communities, and stakeholders representing Newcomers, Black, African and Caribbean Communities, and Youth, respectively, is presented below. The feedback is organized according to the key themes that emerged across all received comments.

Affordability & Access

- Recurring feedback from Indigenous and focus group participants indicated that financial barriers limit the ability to participate in arts, culture and business in Toronto. The barriers include the cost of attending events, the cost of transportation to get to an event and the cost of event or program space.
- Geographic disparity and exclusion was a recurring theme among participants who noted that the majority of events and investment are concentrated in the downtown core. Action is needed address these barriers to ensure all residents have equal access to arts and culture, resources and services.

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- The high cost of living and working in Toronto was raised as a concern by focus group participants. Artists, entrepreneurs and organizations cannot afford live/work/program space and require resources or assistance in securing affordable venues and spaces.
- Feedback from several focus group participants also indicated there is a lack of awareness about programs and services available through the EDC Division and how to access them.

Funding and Investment

- The arts and culture industry should receive greater recognition for their role in contributing to the city's vitality in the form of more funding and investment. Greater resources and access to funds are required for artists, entrepreneurs and businesses to thrive.
- The following opportunities were highlighted to support arts and culture industries:
 - Increase the overall funding for arts and culture in Toronto;
 - Invest in business training and skilled work programs dedicated to those in the arts;
 - Provide or increase awareness of mentorship and internship programs as well as networking opportunities for youth and newcomers;
 - Facilitate long-term funding and grant opportunities to ensure the sustainability of arts, culture and small business activities;
 - Provide support for start-ups including funding, training and mentorship opportunities; and
 - Facilitate the creation of cultural "hubs" for creative industries, artists and organizations and securing space at low or subsidized rents. This was raised specifically by participants at the Indigenous and Black, African and Caribbean Communities consultations.

Youth

- Focus group participants emphasized the importance of youth engagement and support by the City and EDC Division with a call for more opportunities for training and mentorship.
- The need for more financial resources dedicated to youth arts and culture events through increased government funding and stronger partnerships with local businesses was also identified.
- Feedback suggested aligning the EDC Divisional Strategy with the City's Youth Equity Strategy and the Poverty Reduction Strategy.
- Creating opportunities for youth to gain volunteer hours, internships, mentorships, or part-time jobs through arts, culture, and business events and programs was suggested.
- The need to create a targeted approach to reach Indigenous and African, Black and Caribbean youth, respectively, was also raised by participants.

Communications & Engagement

- Indigenous participants and participants across all focus groups indicated that the City and EDC have an important role to play in communicating and engaging with the public and underrepresented populations. Recurring feedback from participants indicated that there is a

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need to be more transparent in engagement efforts and to find new ways to reach more people by:

- Developing websites with targeted information for youth, newcomers and entrepreneurs;
 - Developing apps that can assist residents trying to navigate and access city resources;
 - Utilizing social media in outreach efforts to reach youth and newcomers; and
 - Acting as a bridge or connector to other City Divisions, institutions and corporations.
- Indigenous and focus group participants requested greater targeted outreach from the City to notify residents of cultural events and activities across the city.

3.4. Online Survey

Stakeholders and the public were invited to complete an online survey based on the five (5) questions in the Conversation Guide. The summary below provides a high-level synopsis of participant feedback organized by survey question.

1. Does the Conversation Guide provide an accurate picture of the opportunities and challenges that the Economic Development and Culture Divisional Strategy should respond to? What is missing?

Recurring feedback from survey respondents indicated the Conversation Guide was a good starting point for discussion for the new EDC Divisional Strategy. A number of recurring themes emerged among the responses including affordability, access, and the importance of local culture, which are described in more detail below.

Affordability and Access

- Consider accessibility and affordability from the perspective of living and working in Toronto, particularly the rising cost of housing (i.e., ownership and rent), property taxes, services, and transportation as barriers to arts and culture practitioners. This will require the EDC Division to work closely with City Planning and other City divisions.
- Recognize that the high cost of living in Toronto impacts the growth of culture and economic development and causes these sectors and the people who work in them to take their resources elsewhere.
- Consider that the cost of entry to arts and culture venues is unaffordable for many people, especially if the cost of travel to the downtown core is included.
- Advocate for changes to the precarious work and low wages of many arts and culture occupations.
- Consider actions to ensure culture, creativity and technology are promoted across the city, and not concentrated in the downtown core.
- Consider methods to maintain the local culture of different areas of Toronto. There is a concern that the ethnic stores and businesses that define a given area are disappearing.

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Local Knowledge

- Include BIAs and use their knowledge of local culture to inform the development of the Strategy.
- Include Toronto's seniors, immigrants and lesbian, gay, bisexual, and transgender (LGBT) populations in the Strategy.
- Include Indigenous perspectives in the Strategy. There is a lack of discussion about the unique history and needs of the large urban Indigenous community that live in the city.

Additional Feedback/Missed Opportunities

Additional comments from respondents indicated that:

- The Conversation Guide could have included more:
 - emphasis and analysis of the economic development and business sectors (e.g., business skills and entrepreneurial training);
 - information about how the Strategy will address or support talented artists and micro-companies that experience difficulty sustaining early successes;
 - information about opportunities to align and integrate the new Strategy with higher levels of policy, programming and subsidies (e.g. provincial and federal);
 - information about to support small businesses. It is important to recognize that a strong base of self-employed and small businesses adds to the stability of the city.
- There is a need to eliminate the restrictive policies and regulations that make it difficult for small businesses and artists to flourish (e.g., uniform regulations for large and small businesses).
- The Strategy should support a green agenda and should work to attract business and investment that adds green-space, trees, and diverse cultural events across the city.
- The ability of arts and culture to drive technology, entrepreneurship, and neighbourhood merits further exploration.
- Other areas that could be explored or considered include: the nighttime economy, research and development, best practices from other jurisdictions, conserving local cultures (i.e., neighbourhood by neighbourhood), safety and security,

2. From your perspective, what is the appropriate role of the Economic Development and Culture Division alongside other City Divisions and other orders of government? Based on your experience, what is currently working well?

Recurring comments from survey respondents conveyed that the EDC Division should:

- Represent and advocate for the interests of the people and industries it serves across City operations (i.e., embed economic development and cultural principles across all Divisions).
- Partner with other City Divisions, levels of government and community groups and organizations to achieve shared goals (i.e., barriers to participation in the culture and economic development). Collaborating on issues relating to housing, transit, child care was iterated.

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- Work with other City Divisions and higher levels of government to promote and support Reconciliation with Indigenous Peoples;
- Work closely with the community to enhance the role of culture in contributing to the financial and social health of the city.
- Build awareness in other sectors about the importance of the creative industry in Toronto.
- Create jobs and help small businesses, as well as identify and help enable creativity, innovation and investment in Toronto.
- Preserve local cultures and neighbourhood identities.
- Act as a resource to support local, grass-roots initiatives (e.g., facilitate access to information, and navigate various City permitting processes for culture and economic development activities etc.).
- Promote Toronto on a global stage and encourage growth and investment.
- Participate in cross-divisional engagement with Indigenous communities to develop strategies and actions towards Reconciliation that include economic development and culture.
- Undertake ongoing engagement with stakeholders and the public to build relationships, develop actions and ensure transparency.
- Ensure geographic equity in the provision of programs, services, investment, and economic growth.

According to survey respondents the EDC Division is working well to:

- Act as a hub for economic development information, programs, and services.
- Collaborate with other City Divisions (e.g., Social, Development, Finance and Administration, City Planning, Municipal Licensing and Standards, etc.) to address intersecting issues and opportunities.
- Collaborate with existing arts and culture institutions to develop a city that makes greater links between design, public participation and employment.

3. Do the proposed lenses capture what is most important to consider as part of the strategy? Are there others that should be considered?

Recurring feedback from multiple respondents conveyed support for the proposed lenses; however they also noted the lenses are cross-cutting and should not be applied in isolation of each other (i.e., the need to provide a method for bringing all applied lenses together in the Strategy). Other comments included:

- Broad support for the “Inequality and Inclusion” lens. Several respondents suggested that it should be changed to “Equality and Inclusion”. Other comments suggested this lens should be a cross-cutting theme as opposed to a standalone one. Feedback also conveyed that diverse populations (e.g., Indigenous Communities, newcomers and people of colour) should not only be 'taken into account' when developing new policies, strategies or actions, but should be engaged in the development of them.

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- Feedback noting that the “Toronto’s Foundations” lens may be mistaken for reference to the Foundations (organisations) that exist in the city; other participants highlighted the importance of pluralism, participation, and market growth within this lens.
- Additional lenses suggested by survey respondents included:
 - Transportation and mobility;
 - Partnerships and collaboration;
 - Funding and investment;
 - Sustainability and innovation;
 - Space; and
 - Geography/geographic disparity.

4. How should the impact of the new Economic Development and Culture Divisional strategy be measured? What are the most important indicators of success?

Feedback from survey respondents suggested that the Strategy’s stated goals and the overall economic activity in the city should be measured against baseline information available when the new strategy is first implemented. Survey respondents also identified many indicators of success including:

- Greater overall economic activity and growth in the city, including calculations on returns on investments (e.g. the economic impact of tourism); these calculations should be disaggregated to reflect the various areas of the city;
- The number of new start-ups and entrepreneurs;
- The number of businesses that close down or relocate;
- The growth of businesses within and outside the downtown core;
- The disparity in income, employment, etc. between different neighbourhoods;
- The number of international companies established in the city;
- The number of people who access professional development opportunities, training, basic services and employment centers;
- The number of residents and visitors participating in cultural activities;
- The economic impact of tourism, social well-being and inclusion;
- The reduction of homelessness and hunger;
- The number of community support groups and services to help newcomers; and
- Results from stakeholder and public consultations to assess the success of the strategy.

5. Additional comments and resources staff should consider while developing the strategy

Survey respondents provided the following additional comments:

- Connect, coordinate and collaborate with relevant agencies and service providers across all orders of government.

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- Consider new models and best practices from other jurisdictions to attract and retain talent. “Start-up Houses” exist in San Francisco, Los Angeles and New York and provide affordable rents and work space to start-ups.
- Prioritize the creation of quality of public space to ensure Toronto is recognized as a “cultural capital”.
- Communication how stakeholders were involved in the research documented in the Conversation Guide. This is an equity piece that is critical in demonstrating effective inclusion.
- Propose ways to retain local cultures.
- Support Indigenous Communities in their efforts to address their lack of inclusion over the centuries, and that they are the original local foundations.

Survey respondents suggested the following resources for consideration:

- Reaffirm the importance of interactive digital media (e.g., video games, eLearning, AR/VR, web series, etc.) as cultural products and economic drivers.
- Consider more **youth engagement** by reaching out to Toronto District School Board (TDSB) trustees and student groups at universities and colleges.
- Consider a model like the [Paris’ Vital Quartier program](#). In an effort to protect the neighborhood’s unique character — and prevent so-called “blandification”, the Paris City Council established the Vital’Quartier program. The program buys retail spaces across Paris, renovates and rents them to small culturally significant enterprises at below market rates.
- Other frameworks or strategies:
 - [Creative Canada Policy Framework](#);
 - [Ontario Tourism Action Plan / Framework](#); and
 - [Investment Strategy](#).

4. Next Steps

Input obtained through the Divisional Strategy consultations will be used by EDC staff to inform the development of the new Economic Development and Culture Divisional Strategy (2018-2022). The EDC Strategy will be released in early 2018.