

CULTURAL SERVICES

PROGRAM MAP

Arts & Cultural Services

**Arts
Services****City Cultural
Events****Cultural
Partnerships**

Arts Services

Partnering with community organizations and artists, EDC staff facilitate, develop and implement a range of community arts programming to ensure barrier-free arts and cultural opportunities for all. Programs range from mentorships for young artists to community theatre, art exhibits, music and dance performances and creative businesses. The Division operates four City-owned community cultural facilities including: The Assembly Hall, Cedar Ridge Creative Centre & Art Gallery, Etobicoke Civic Centre Art Gallery and the Zion Church Cultural Centre; and is undertaking the day-to-day operation of a new arts and cultural centre through the redevelopment of the Guild Park and Gardens.

City Cultural Events

The Economic Development and Culture (EDC) Division produces a series of annual signature and special cultural events from inception through to execution. These annual events include: Cavalcade of Lights; Doors Open Toronto; and Nuit Blanche Toronto. These programs are free and accessible to all residents. They celebrate the vibrancy and diversity of Toronto, attract cultural tourism, and promote professional local, national and international artists. EDC also develops large-scale special programs that commemorate events of significance for the city. Past events include Toronto's 175th anniversary, the 2010 Olympic Torch Relay, the City cultural program for the 2015 Pan/Parapan American Games at Nathan Phillips Square, and the upcoming commemoration and celebration of Canada's 150th anniversary in 2017.

Cultural Partnerships

The Cultural Partnerships unit works with the professional not-for-profit arts and cultural sector to provide cultural offerings across Toronto. Grant allocations are made to the sector through our partnership with the Toronto Arts Council, and City funding programs such as Major Cultural Organizations, Local Arts Service Organizations, and the Culture Build program. The unit works closely with Planning, Real Estate Services, Finance, and Facilities Management to ensure a supply of affordable and sustainable cultural space by managing Below Market Rent tenancies in City-owned spaces and developing new space through unique partnerships with commercial and not-for-profit developers.

SUMMARY OF PERFORMANCE MEASUREMENT RESULTS

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2016	Chart & Page Ref.
Service Level Indicators				
How much is spent on all cultural services?	<u>Operating</u> Cost of All Cultural Services per Capita - (Service Level)	Stable Operating cost of cultural services per capita was stable compared to prior year (service level indicator)	N/A	7.1 7.2 pg. 5/6
How much is spent on all cultural services?	<u>Total</u> Cost of All Cultural Services per Capita - (Service Level)	Stable Total cost of cultural services per capita was stable (service level indicator)	1 High rate of spending on Cultural Services per capita compared to others (service level indicator)	7.1 7.2 pg. 5/6
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	Increase Spending on arts grants per capita increased compared to prior year (service level indicator)	2 Higher rate of spending on arts grants per capita compared to others (service level indicator)	7.3 7.4 pg. 6/7
Community Impact Measures				
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	Increase Attendance increased compared to prior year (2016 had over 17 million attendees)	N/A	7.5 pg. 8
Are recipients of arts grants able to use those grants to obtain other revenues?	Arts Grants issued by municipality as a Percentage of the Gross Revenue of Recipients – (Community Impact)	Increase Arts grants as % of recipients gross revenue increased from prior year	N/A (2014 data)	7.6 7.7 pg. 8/9

Question	Indicator/Measure	Internal Comparison of Toronto's 2016 vs. 2015 Results		External Comparison to Other Municipalities (MBNC) By Quartile for 2016		Chart & Page Ref.
		Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)	
Overall Results		1- Increased 2 - Stable 0- Decreased	1- Favourable 0 - Stable 1 - Unfavourable	1- 1st quartile 1 - 2 nd quartile 0 - 3 rd quartile 0 - 4th quartile	0 - 1st quartile 0 - 2nd quartile 0 - 3rd quartile 0 - 4th quartile	
		100% increased or stable	50% favourable or stable	100% in 1st and 2nd quartiles	N/A in 1st and 2nd quartiles	

For an explanation of how to interpret this summary and the supporting charts, please see the Guide to Toronto's Performance Results. These quartile results are based on a maximum sample size of 8 municipalities.

Spending on Arts Grants Increased

In 2013, and then again in 2014 and 2016, the City of Toronto boosted its allocations to arts and cultural grants. In fact, by 2016, annual investment in culture through grants was 61% higher than it had been in 2012. As a result, Toronto's culture sector received a significant infusion of new funding through the Toronto Arts Council (TAC), as well as directly from the City through grants to Major Cultural Organizations (MCOs), Local Arts Service Organizations (LASOs), through the Culture Build Investment Program (Culture Build) and to other recipients through budget line items.

This increase put the City on track, by 2018, to meet its 2003 commitment to reach the \$25 per capita target for net direct investments in arts and culture. This increase had significant positive impacts on recipients and supported notable progress toward achieving the City's overall strategic and policy objectives (Nordicity, 2017).

SERVICE/ACTIVITY LEVELS

The operating cost per capita provides an indication of service levels and the resources devoted to all cultural services. It includes arts services, cultural affairs, museum and heritage services, special events, the operations of three large theatres (Sony Centre, St. Lawrence Centre and Toronto Centre for the Arts) and all arts and culture grants.

7.1 – HOW MUCH IS SPENT ON ALL CULTURAL SERVICES IN TORONTO?

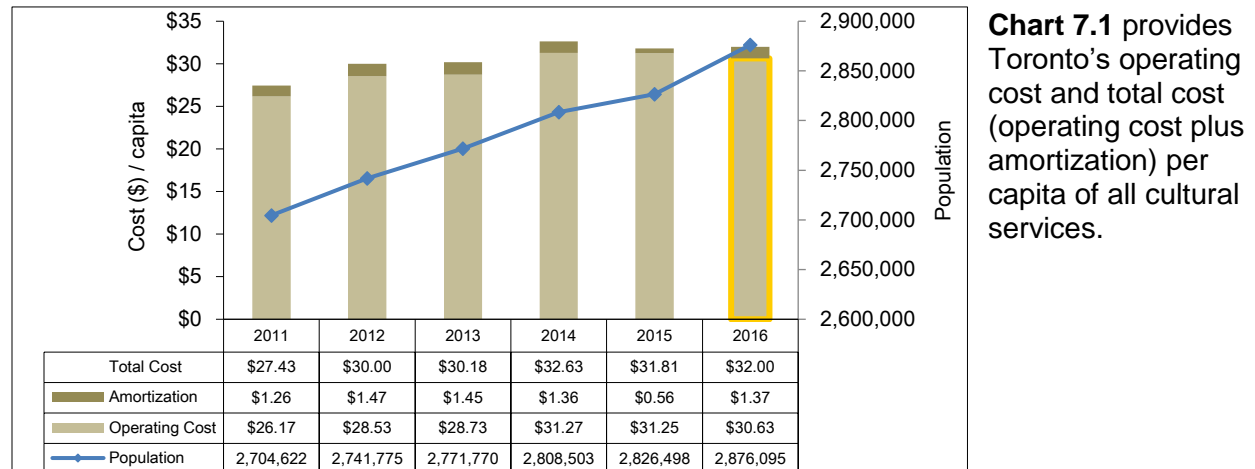


Chart 7.1 provides Toronto's operating cost and total cost (operating cost plus amortization) per capita of all cultural services.

Chart 7.1 (City of Toronto) Total Cost of All Culture Services per Capita

Amortization costs are shown as a separate stacked bar. Starting in 2009, changes in accounting policies were instituted; therefore, results of subsequent years are not shown. Excluding the impact of the accounting policy change, operating and total costs per capita remained relatively stable in 2016.

Results reported here are based on gross expenditures, including an allocation of program support costs to make results comparable to other Ontario municipalities. These methods differ from those used to calculate per capita expenditures on arts and culture used in the *Culture Plan for the Creative City (2003)* and *Capital Gains: An Action Plan for Toronto (2012)*. The per capita benchmark reported in those plans is used to compare Toronto's net expenditures on operations, grants and capital to major cities in North America such as Vancouver, Montreal, Chicago, New York and San Francisco.

7.2 – HOW DOES TORONTO'S INVESTMENT IN ALL CULTURAL SERVICES COMPARE TO OTHER MUNICIPALITIES?

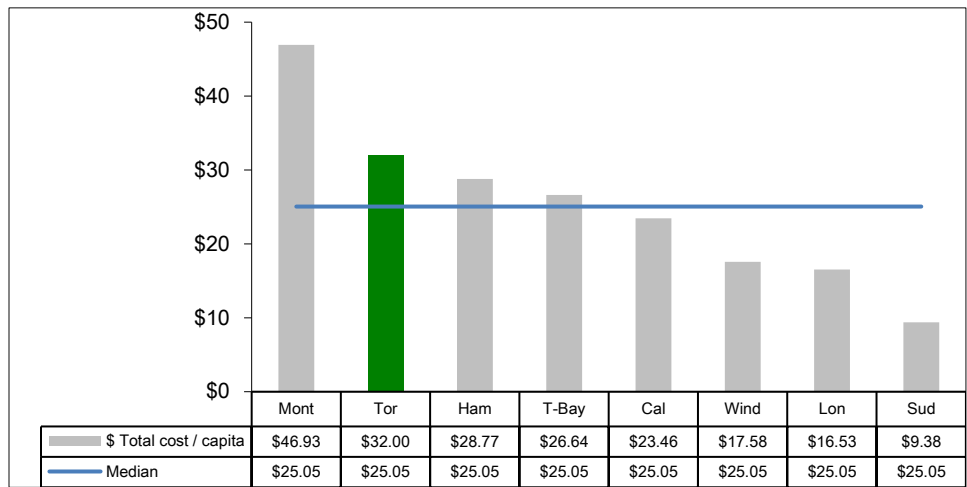


Chart 7.2 compares Toronto's operating cost of all Cultural Services on a per capita basis to other Canadian municipalities based on the MBNC costing methodology.

Chart 7.2 (MBNC 2016) Total Cost of Cultural Services per Capita

Toronto ranks second of eight municipalities (first quartile) in terms of having the highest costs/service levels per capita.

7.3 – HOW MUCH DOES TORONTO SPEND ON ARTS GRANTS?

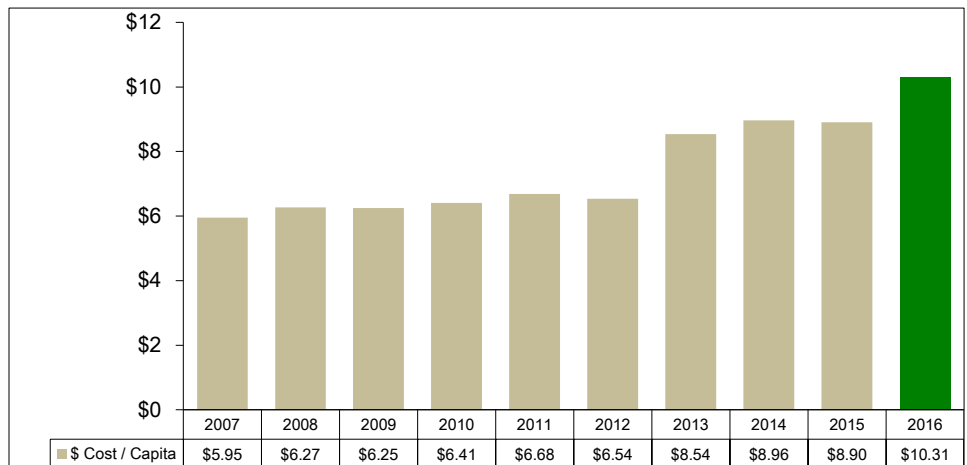


Chart 7.3 summarizes Toronto's cost of arts grants per capita.

Chart 7.3 (City of Toronto) Cost of Arts Grants per Capita

In Toronto, the cost is comprised of grants to six Local Arts Service Organizations, eleven Major Cultural Organizations (including festivals), Toronto Arts Council operating, projects, and strategic and individual grant recipients. In 2016, the cost of arts grants per capita increased from \$8.90 to \$10.31.

7.4 – HOW DOES TORONTO'S COST OF ARTS GRANTS COMPARE TO OTHER MUNICIPALITIES?

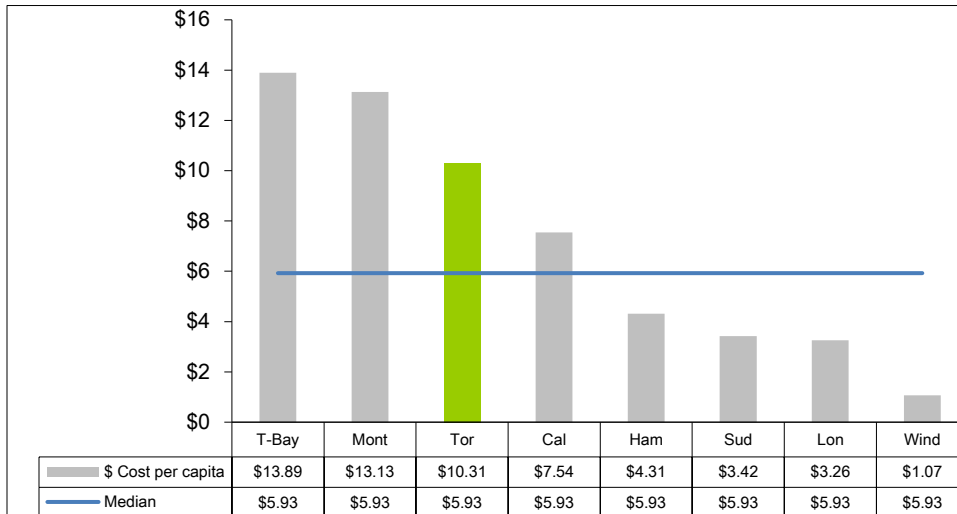


Chart 7.4 compares Toronto's 2016 costs of arts grants per capita to other municipalities.

Chart 7.4 (MBNC 2016) Cost of Arts Grants per Capita

Toronto ranks third of eight (second quartile) in terms of having the highest grant/service levels. This ranking is due to the significant size of Toronto's arts community and this funding can be leveraged by grant recipients to obtain other sources of revenue. Please note that City-led events that are in other jurisdictions could be led by third parties and supported by grants, hence distorting these results.

Information on the Cultural Location Index (CLI) in Toronto's 140 neighbourhoods, as well as other indicators can be found at [Wellbeing Toronto](#). The Cultural Location Index (CLI) is an economic indicator that shows the intersection of where people who work in culture occupations live and work, and cultural facilities

COMMUNITY IMPACT

7.5 – HOW MANY PEOPLE ATTEND CITY FUNDED CULTURAL EVENTS IN TORONTO?

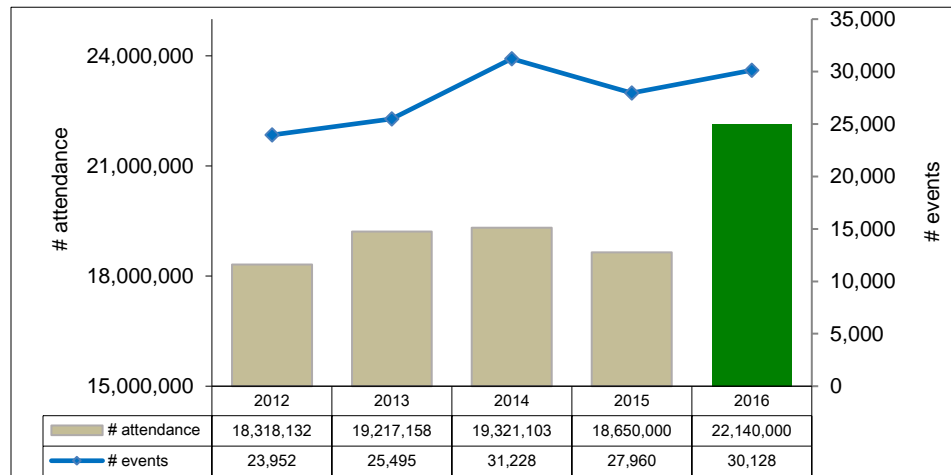


Chart 7.5 summarizes Toronto's results for the estimated number of residents and tourists attending city-funded cultural events (bar chart relative to left axis), and the estimated number of cultural events (line graph relative to right axis).

Chart 7.5 (City of Toronto) Estimated Attendance at City Funded Cultural Events

Attendance in 2016 was 22,140,000 million representing a 19 percent increase from 2015. The number of events in 2016 was 30,128. An objective of providing arts grants is that those organizations also develop other sources of revenues so that they are not dependent on municipal funding. Some possible factors influencing the value(s) are the number of free cultural events offered as part of the Pan/ Parapan Games and the estimated parade audiences in participation numbers for events such as Pride, Salsa on St. Clair, Caribbean Carnival, Nuit Blanche, Tiff, and Luminato free events.

7.6 – ARE RECIPIENTS OF ARTS GRANTS IN TORONTO ABLE TO UTILIZE THOSE GRANTS TO OBTAIN OTHER REVENUES?

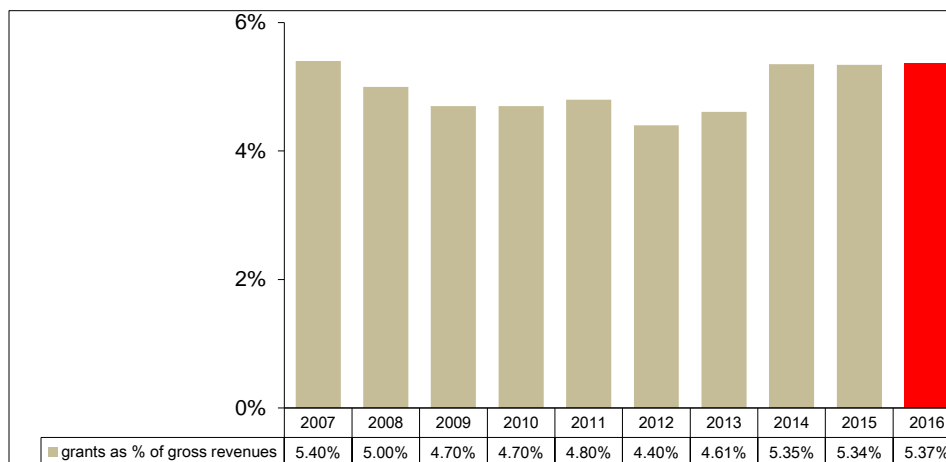


Chart 7.6 represents Toronto's results for municipal arts grants received by organizations from the City as a percentage of all revenues of those recipient organizations.

Chart 7.6 (City of Toronto) Arts Grants Received as a % of Recipients Gross Revenue

7.7 – HOW WELL ARE RECIPIENTS OF ARTS GRANTS IN TORONTO ABLE TO UTILIZE THOSE GRANTS TO OBTAIN OTHER REVENUES, IN COMPARISON TO OTHER MUNICIPALITIES?

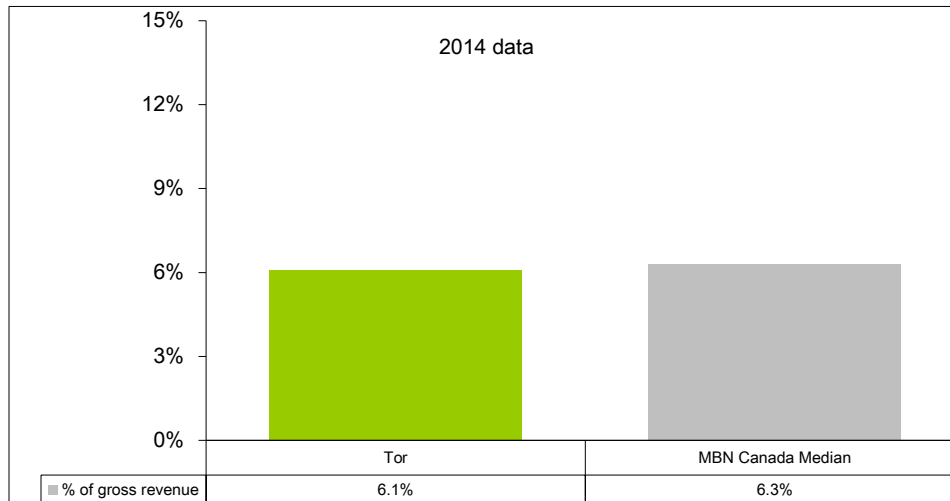


Chart 7.7 compares Toronto’s 2014 result to other municipalities.

Chart 7.7 (MBNC 2014) Arts Grants Received as a % of Recipients Gross Revenue

Toronto ranks better than the MBNC median in terms of having municipal arts grants comprise the lowest percentage of the grant recipient's total revenues.

From 2012 to 2016, Toronto's arts organizations operated in an environment where the other public funding components of the arts ecosystem did not grow – in fact, Toronto arts organizations saw their revenues from other levels of government decline by 5%. In some cases, cuts or reallocations by other levels of government disproportionately impacted Toronto arts organizations, as funding was shifted to other regions. It does not appear that other public funders explicitly decreased their funding in response to the increased investment in culture by the City of Toronto.

While other public sources of revenue declined, earned revenue and support from private sources increased from 2012 to 2016 – both by about 20%. Arts organization who report to the Canadian Arts Data / Données sur les arts au Canada (CADAC) demonstrated that foundation grants increased by 46%; individual donations increased by 34%, corporate donations increased by 18%; fundraising events increased by 12%, and other sources of funding increased by 12%. There was only a slight decrease of 1% in corporate sponsorship from 2012 to 2016.

When assessed in relation to the increased municipal support, CADAC data reveals that each incremental dollar of municipal and regional funding was related to \$8.10 of increased earned revenue and private support. That factor is based on the increase in municipal and regional funding that totaled \$6.2 million, matched against the increase in earned and private support, which was \$50.5 million.

2016 ACHIEVEMENTS AND 2017 PLANNED INITIATIVES

The following initiatives have and are expected to further improve the efficiency and effectiveness of Cultural Services in Toronto:

2016 Initiatives Completed/Achievements

In 2016, the Economic Development & Culture Division (EDC) continued its work to make Toronto a place where business and culture thrive.

The City's \$24 per capita investment in culture also paid dividends, as more than 17 million people attended over 30,000 City-funded cultural events in the city. These statistics, as notable as they are, reflect only a portion of the full scope of work undertaken across EDC's program areas to accelerate Toronto's economy and ensure a thriving environment for culture.

Significant strides were made in all portfolios in 2016. We ramped up planning for 2017's Canada 150 celebrations in Toronto. TO Canada with Love is a rich tapestry of celebrations, commemorations and exhibitions honouring Canada's 150th birthday. The program kicked off with a spectacular New Year's Eve celebration enjoyed by capacity crowds at Nathan Philips Square.

Nuit Blanche Toronto, always a big success, continued to draw large audiences. More than 1 million people, including 205,000 out-of-town visitors, attended the 11th edition of this marquee EDC event, generating an economic impact of \$43 million for the city. The Cultural Hotspot program ran for a third year, this time in North York. The program helps extend the economic and social benefits of culture to areas of the city outside the downtown core. In 2016 it brought 40 community partners on board, and provided more than 1,500 youth with mentoring and employment opportunities.

2017 Planned Initiatives

Updating the City's Economic Development and Culture strategic plans and combining them into a single plan is the goal for 2017. It's been more than five years since the Division's two action plans: "Collaborating for Competitiveness" and "Creative Capital Gains", were approved. Since then, EDC has made great progress implementing the recommended actions and identifying lessons learned. The Division will review both of these strategies – consulting our stakeholders as part of the process – and develop a new, integrated strategic economic and culture plan to further the vision and goals of the City. The plan will develop a framework of focus for the City and EDC over the next five years (2018-2022) to address the opportunities and challenges in creating an inclusive local economy.

It will also address the impact of and future-year funding for the City's per capita investment in culture and the arts. Canada 150: TO Canada with Love 2017 marks Canada's 150th birthday, and EDC is producing a year-long program of celebrations, commemorations and exhibitions honouring the sesquicentennial. More than 30 City-produced events and exhibits are planned to take place across the city throughout 2017, highlighted by a four-day Canada Day festival

featuring national and international performers at Nathan Phillips Square, as well as July 1st celebrations at museums and civic spaces across the city.

Factors Influencing Results of Municipalities

The results of each municipality found in the charts included in this report are influenced to varying degrees by factors such as:

- Program mix – each municipality funds a different set of programs in terms of historical sites, arts grants, cultural events and other cultural services
- Financial support - arts grants per capita can be influenced by the size of the funding envelope and the size of the arts community
- Planning and integration– whether a municipality has adopted a cultural policy or plan may affect the way in which programs and services are delivered, how annual data is collected and the amount of funding invested in the community
- Non-residents – cultural activities can be a key strategy for municipalities in attracting tourists but those tourists are not considered in per-capita based measures