

2017

ANNUAL REPORT

Economic Development & Culture Division



Making Toronto a place where
business and culture thrive

Message from the General Manager

In 2017, the Economic Development & Culture Division (EDC) continued its work to make Toronto a place where business and culture thrive – and we were encouraged in our efforts when Toronto was recognized as a UNESCO Creative City of Media Arts for its leadership in film, music, digital media and forms of cultural expression using technology.

We led the City's celebration of Canada's 150th birthday with more than 50 events and exhibitions that reached every ward in Toronto. The year-long TO Canada with Love program kicked off with a New Year's Eve party attended by more than 60,000 people, and continued with events such as Vimy 100, Doors Open, Canada Days, YYZ Live, InnovateTO150, and Toronto Cooks, Canada Eats.

Toronto's history museums and heritage buildings play an important role in remembering and celebrating the city's past, and this was especially so during Canada's sesquicentennial – from the "Settling in Toronto: the Quest for Freedom, Opportunity & Identity" exhibition to MomenTO and its travelling Pop-Up Museum, to events such as National Aboriginal Day.

On the economic front, we facilitated investment in projects that resulted in a projected \$1.1 billion in investment value, the construction or renovation of 3.2 million square feet of floor space, and an estimated 17,400 jobs retained or attracted to the city. 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.

We worked to consolidate Foreign Direct Investment marketing for the Toronto region, culminating in the launch of Toronto Global in early 2017. By partnering with neighbouring municipalities and the federal and provincial governments, EDC can now focus on closing deals and facilitating investments on the ground. We also worked closely with the Toronto Global team in preparing the Amazon HQ2 bid.

EDC staff also played a role in hosting the International Economic Development Council's annual conference. Held for the first time outside the U.S., the event attracted 1,100 economic developers who learned more about Toronto and its investment opportunities.

Nuit Blanche Toronto once again drew large audiences. More than 1 million people, including 205,000 out-of-town visitors, attended the 12th edition of this marquee EDC event, generating an economic impact of \$43.5 million for the city.

The Cultural Hotspot program, which extends the economic and social benefits of culture to areas outside the downtown core, ran in East York last year. The program engaged 37 community partners and provided more than 1,100 youth with mentoring and employment opportunities.



We implemented Digital Main Street, a program that helps main street businesses embrace digital technologies. In 2017 the program engaged 5,000 main street businesses through local Business Improvement Areas (BIAs). EDC also partnered with BIAs to facilitate streetscape improvements, leveraging more than \$40 million in private-sector funding for commercial area revitalization.

Our film office provided support for 1,432 screen-based productions that employed 30,000 people and generated \$1.8 billion in film, television, digital and commercials production investment.

The launch of the YYZ Live program at Pearson International Airport provided 150 paid performance opportunities for 75 artists, showcasing Toronto as one of the world's top cities for music.

Led by our Program Support section, we engaged more than 400 residents and industry partners in the development of a new EDC Divisional Strategy. The five-year plan lays out strategic goals and actions to support a vibrant, creative and prosperous city. The development of this plan is one of many ways that Program Support ensures the success of EDC's programs – including marketing, communications, finance, fundraising, research, information and policy development.

The Division's many accomplishments would also not be possible without the collaboration of our partners and stakeholders inside City Hall and in the business and arts communities. We especially appreciate the support of the Economic Development Committee and its enthusiastic leadership by Councillor Michael Thompson.

I look forward to working with our many partners in 2018 and beyond as we continue our efforts to expand Toronto's global success story.

Mike Williams
General Manager
Economic Development & Culture Division

\$1.8 billion
in film &
screen-based
production
investments

1 million+
people attended
Nuit Blanche Toronto,
generating
\$43.5 million
in economic impact

800,000+
free maps distributed
through concierge
and information desks

83
BIAs supported
\$40 million
raised by BIAs,
\$10 million
in main street
beautification
projects
completed

1,191
businesses
launched
through the
City's small
business
programming
and business
incubator
partnerships

Delivered
425 arts education classes
430 arts events
50 exhibits

406,000
people attended
450 programs
at **10** historical
museums





Setting Priorities

The Economic Development & Culture Division strives to make Toronto a place where business and culture thrive. Our objective is to advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through more and enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources.

Service Overview

EDC provides numerous programs and initiatives grouped into four service categories:

- **Arts Services:** Promote and increase opportunities to create, engage and experience local, national and international arts in Toronto.
- **Business Services:** Promote and strengthen Toronto's business environment, and support entrepreneurs and businesses to develop and grow.
- **Entertainment Industry Services:** Promote and support Toronto's entertainment industries including creative screen industries, events, music and tourism to develop and grow.
- **Museums and Heritage Services:** Conserve, present and promote Toronto's history and heritage through dynamic and innovative programs and exhibits while effectively engaging the public.

In 2017, the Division's programs were supported by an \$83.1-million gross operating budget and a \$30.7-million capital budget. The Division's 2017 operating budget was offset by \$16.6 million in revenue for a net cost of \$66.5 million.

Of EDC's 2017 capital budget of \$30.7 million in gross expenditures, which included carry-forward funds, 66 per cent was allocated to state of good repair projects for the Division's 100 City-owned, mainly heritage buildings, as well as to Business Improvement Area streetscape improvement projects and several large capital projects. Examples of these projects include College Promenade streetscape improvements and the restoration of 250 windows at Goulding Massey Estate.

Strategic Directions

The City of Toronto Strategic Actions for 2013-2018 articulates a number of key goals for our city: social development, economic vitality, environmental sustainability, good governance and city building.

While EDC's programs and initiatives support all of the themes of the 26 actions outlined in the plan, the Division is directly responsible for three specific City priorities: increase economic opportunities, accelerate economic growth and invest in culture.

To advance these actions, two foundational strategies – *Creative Capital Gains* (2011) and *Collaborating for Competitiveness* (2013) – developed by EDC and endorsed by City Council, guide the programs, initiatives and services that the Division has implemented over the past six years. These plans will continue to help advance City Council's goals of economic vitality, quality of place and opportunities for cultural participation. EDC's program development is also broadly aligned with the *Strong Neighbourhoods 2020 Strategy* produced by the Social Development, Finance & Administration Division and Toronto Employment & Social Services' *Working as One: A Workforce Development Strategy for Toronto*.

Since the release of the Council-approved strategies, new challenges have emerged while others persist. Given these challenges, senior management decided to update the Division's internal strategic plan to focus on combined efforts to support economic development and arts and culture throughout the city. The overarching strategy reinforces the link between culture and economic development, and nurtures the relationships between art, heritage and industry that have shaped Toronto historically. The City, like the Division, sees these efforts as essential for a prosperous future.

The Economic Development and Culture Divisional Strategy was developed through a robust consultation process in the fall of 2017 with residents and industry partners. We heard from over 400 participants who spoke to the importance of culture and economic development for their city. The insights and advice offered by consultation participants have challenged and inspired us to develop an ambitious plan to achieve measurable, impactful results that support all communities across Toronto. The Divisional Strategy also builds on and fully supports *Creative Capital Gains* and *Collaborating for Competitiveness*, which will continue to inform the programs, initiatives and services delivered by the Division.

The Divisional Strategy includes strategic goals and actions focused on four key areas: inclusion and equity, talent and innovation, space and access, and operational excellence. We are committed to working collaboratively with residents and industry partners to achieve these strategic objectives, and to support the growth of a vibrant, creative and prosperous Toronto.

Economic Development and Culture Divisional Strategy – Key Themes and Goals

Inclusion and Equity

1. Combat economic and cultural disparities across Toronto through impactful programs and services for equity-seeking communities and underserved areas of the city.
2. Improve participation in City-led cultural and economic opportunities for underserved communities.

Talent and Innovation

1. Improve industry competitiveness for emerging and established business and cultural sectors.
2. Enable the workforce to respond to new and future opportunities and challenges.

Space and Access

1. Improve access to and affordability of space for business and culture.
2. Increase access to City-owned space to provide stakeholders with places to interact.

Operational Excellence

1. Foster and maintain a culture of public service innovation and excellence.
2. Deliver exceptional, equitable and accessible customer service to all EDC partners.



It is possible
to commit no errors
and still lose.
That is not a
Weakness...
THAT IS LIFE!
- Captain Jean-Luc
Picard
U.S.S. Enterprise-D

Walking together
toward equality
for us all

It is not the most
important thing that
we can do. It is the only
thing that we can do.
But don't lose the
sense of humor.
Be light!

I am committed to
decolonizing my mind +
soul. I am committed
to teaching my students
the TRUE history of this
Land.

Break
the
Stigma
Mind the
mind ♡

Thank you
for pushing
me from
ally to
accomplice.
It's an
important
distinction

BE
THE
LIGHT

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ᑭᑭᑕᑕ!!!
- ᑭᑕᑕᑕ
#BEALIVEK MATTER
#Decolonize This
Place

BE
ALIVE!

You are more
than what
you are
IMPORTANT

Practice
Patience
Persistence
Positivity

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Soul/Pull

and
Happiness
to all
♡

#baestions
♡
love
yourself

HAR!
HAR!
HAR!

自分を
信じて
進む!!

Nuit Blanche 2017 event by artists Siku Allooloo and Jaskiran Dhillon prompted engagement with what it means to act in awakened solidarity with Indigenous peoples.

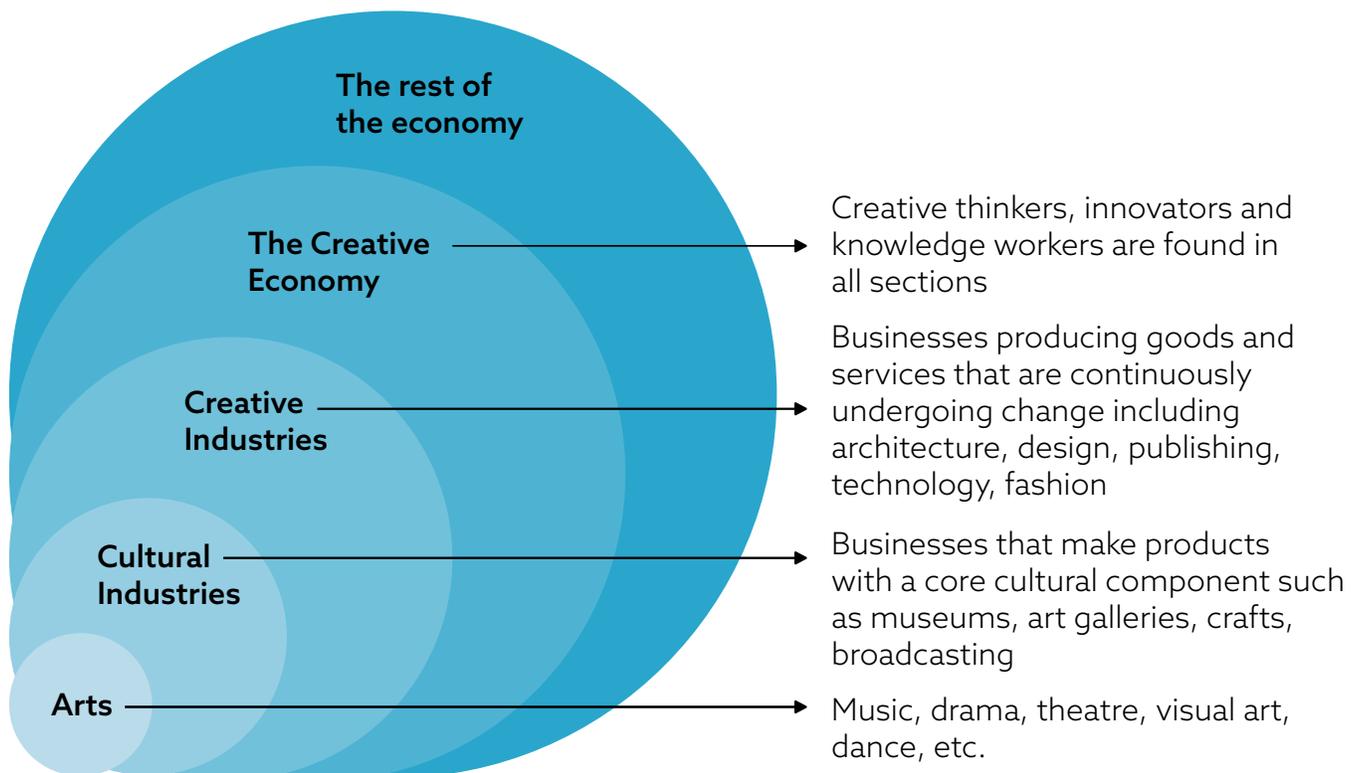
Fostering a Creative Economy: A Fundamental Premise of EDC

The City's Economic Development & Culture (EDC) Division is strategically positioned to foster the increasingly symbiotic relationships between culture, economy and place, in pursuit of long-term prosperity, opportunity and liveability.

Toronto's creative economy impacts and contributes to the economic and social foundations that make Toronto what it is today – a highly desirable place to live, work and play that attracts skilled workers, businesses, tourists and investment.

The workers and businesses that make up Toronto's creative economy represent all sectors of the economy, not just those traditionally viewed as cultural. From publishing houses to entertainment lawyers, musicians to musical instruments supply stores, actors and directors to DVD manufacturers and post-production agencies, creative industries are based in many areas of Toronto's overall economy.

EDC's programs and services support all levels of the creative economy and strive to enrich the relationships between them.



Economic Development & Culture

The Economic Development & Culture Division is a group of skilled professionals who are committed to making Toronto a place where business and culture thrive. Five organizational units – Business Growth Services, Arts and Culture Services, Film and Entertainment Industries, Museums and Heritage Services, and Program Support – provide programs and services that boost Toronto’s economic competitiveness, help foster a creative economy, encourage job creation, and support the economic and cultural well-being of the city.

The Division is organized in five sections:

Arts & Culture Services

Lifelong cultural participation and public engagement are key contributing factors to prosperous, healthy and liveable communities. EDC is committed to supporting and promoting vibrant cultural scenes in Toronto where creative activities can flourish, and residents and visitors can engage in rich artistic experiences. The Division contributes to the development of arts and culture in Toronto by consulting with and advocating for the city’s cultural industries, providing financial support to arts institutions and individual artists, guiding the development of public art, as well as producing major cultural events and inclusive arts programs.

Business Growth Services

Business Growth Services are designed to help Toronto businesses reach their full potential with a focus on job creation and investment. Staff assist businesses of all sizes; from burgeoning micro enterprises to medium- to large-scale companies; from firms operating within the city’s key industry sectors to main street retail and service establishments that comprise the city’s 82 Business Improvement Areas. Contributing directly to Toronto’s business-friendly environment, EDC’s business growth initiatives help businesses launch, grow, expand, export and manage everyday challenges.

Film & Entertainment Industries

A well-established screen-based production centre. A vibrant music scene. Dynamic festivals and events. All are exciting in their own right, but when combined they help raise Toronto's profile as a world-renowned tourist destination, create many jobs and add to the cultural vibrancy of the city. EDC supports many aspects of the city's film, music, tourism and entertainment industries.

Museums & Heritage Services

With an eye to the past while keeping a finger on the pulse of today, EDC manages 10 history museums in Toronto. From the birthplace of urban Toronto to the home of Toronto's first mayor, from a 19th-century industrial community overlooking the Don Valley to a one-room schoolhouse, residents and visitors alike can learn about Toronto's fascinating and diverse history and view some of the 150,000 artifacts and more than a million archaeological specimens in the City's collection. In addition to developing unique programming to showcase the City's history and heritage, the Division also manages, maintains and restores over 100 additional mainly heritage buildings and cultural facilities that are used by the public.

Program Support

EDC develops strategic plans and policies that address issues facing the business, cultural and arts communities. To track Toronto's economic and cultural performance, as well as the operational performance of the Division, staff collect and analyze statistical data and coordinate technology needs. Staff coordinate financial and budget planning, analysis and procurement for the Division. Operational effectiveness for the Division is guided through strategic planning management and advice, and business analysis support. Securing sponsorship dollars enables EDC to better deliver award-winning events, forums and programs than would be possible solely with tax-based funding. To promote these initiatives, the Division executes large-scale, multi-layered marketing and communications campaigns that attract international attention and millions of participants.



Selected Themes and Highlights

The Economic Development and Culture Division made significant strides in all program areas in 2017, and many of our activities and results are documented in this Annual Report.

Looking back, four themes emerge that provide a lens on how EDC's various program areas contributed to common goals: supporting innovation in Toronto; celebrating and commemorating Canada's 150th birthday; promoting Toronto's music community; and growing Toronto's food industry.

In 2017, Toronto became the first Canadian city to be recognized as a UNESCO Creative City of Media Arts, an acknowledgement of Toronto's leadership in film, music, digital media and forms of cultural expression using technology. In 2017, EDC continued to support the growth of Toronto as an innovation hub.

Canada's 150th birthday provided a great opportunity for celebration and commemoration of our history, accomplishments and future promise. In 2017 EDC played a lead role in planning and producing the City's year-long TO Canada with Love program.

Over the past year, the promotion of Toronto's music community and the growth of its food sector also figured prominently in the programs and initiatives undertaken by EDC and our partners. The following pages showcase these overarching themes and how we are investing in quality of life to make Toronto a dynamic city.



Mayor Tory spoke about Toronto's growing technology sector at Elevate Toronto, an event highlighting the best in Canadian innovation.

Supporting Innovation in Toronto

- **450** people attended the InnovateTO150 event, where **50** ventures were selected to exhibit and 10 were selected to participate in a pitch competition, resulting in two winning teams.
- **5,000** main street businesses engaged through the Digital Main Street program.
- **775** people attended six different talks, as part of the MomenTO: Toronto's Heritage of Innovation Series

EDC presented a number of initiatives in 2017 to highlight Innovation in Toronto, by featuring past achievements as well as looking towards how the City can continue to encourage innovation in all of its sectors.

We explored how Toronto innovators have shaped our present and our future, by featuring advances in technology, healthcare, media and other fields in a series called MomenTO: Toronto's Heritage of Innovation. The six-lecture speaker series was presented with Heritage Toronto as part of the City's Canada 150 program. It included a retrospective on City TV and how it changed television globally; an exploration of society-altering, made in Toronto inventions like the personal computer and digitally programmed traffic lights; a look at Canada's contributions to the Space program including the Canadarm and the Avro Arrow; a discussion on Lester B. Pearson's innovative approach to diplomacy and humanitarianism; and, a look at innovation in Toronto's hospitals and how the Discovery District got its name.

The Digital Main Street program represents a great example of how we are working with Toronto's main street and retail technology communities to facilitate the adoption of digital innovations for traditional businesses. It's the first program of its kind – a web platform supported by training and one-on-one support to help main street businesses embrace digital transformation to reach their growth goals.

In honour of Canada's sesquicentennial, the Innovate TO150 initiative was developed to showcase the best of Toronto's next generation of change-makers, innovators and entrepreneurs. Innovate TO150 was a collaborative partnership between the City of Toronto and Toronto's universities – OCAD, Ryerson, University of Toronto and York – to develop a signature event that promoted the breadth of innovation, enterprise and entrepreneurship that is flourishing within the region. Fifty exceptional start-up ventures had the opportunity to exhibit and demonstrate their ideas, services, technologies and product, and by doing so, we all got a first look at the next 150 years of innovation in Toronto.



Toronto's next generation of innovators and entrepreneurs were showcased at InnovateTO150.

Celebrating Canada 150

The City of Toronto kicked off Canada's 150th birthday with a bang, throwing a New Year's Eve party for more than 60,000 people. For the occasion, an illuminated 3D maple leaf was added to punctuate the iconic Toronto sign in Nathan Phillips Square. The year-long TO Canada with Love program went on to offer Torontonians more than 50 EDC-produced celebrations, commemorations and exhibitions in honour of Canada's 150th anniversary. Major programs and events included MomenTO, National Aboriginal Day and Indigenous Arts Festival, as well as Canada Days.

MomenTO was a city-wide program that highlighted 150 years of people, places and events of significance to the history of Toronto and Canada. It featured an online timeline of subjects, a Pop-up Museum, which reached 60 community events and festivals in every Ward, and signature projects such as the Sounds Like Toronto music series, Canada on Screen in the Park, MomenTO by Canoe and a lecture series on Toronto's Heritage of Innovation.

The City of Toronto continued its tradition of producing and presenting the largest National Aboriginal Day (NAD) celebrations in the city, enhanced for Canada 150. Hosted at Fort York National Historic Site, NAD included performances by Juno Award-winning artists Susan Aglukark and William Prince, and was viewed on the APTN network as part of a nationwide National Aboriginal Day Live broadcast. In 2017, NAD was also linked to the Indigenous Arts Festival to produce five straight days of Indigenous programming.

Canada Days broke new ground in 2017 by producing special July 1 celebrations in all four Community Council Areas. Over 130 performances by Canadian and international artists were presented at a four-day festival at Nathan Phillips Square and one-day events at Mel Lastman Square, Humber Bay Park West and Scarborough Civic Centre. Canada Days headliners included Barenaked Ladies, Buffy Sainte-Marie, Ron Sexsmith and the Toronto Symphony Orchestra (TSO), Basia Bulat, Deen Squad and dvsn. There was even a surprise appearance by Toronto's very own Drake.



Citizenship Reaffirmation Ceremony presented by CIBC was one of many Canada Days events celebrating the country's sesquicentennial.

- New Year's Eve Celebration kicked off Canada 150, with an attendance of **60,000** plus a CBC live cross-Canada broadcast with **1.7 million** viewers.
- Canada Days, a music and arts festival, which presented more than **130** performances and fireworks over four days at four sites, with an attendance of **225,000** plus a CBC cross-Canada broadcast with **1.9 million**.
- My City My Six was produced in collaboration with six Local Arts Service Organizations; this program received **4,000** six-word stories, with **50** workshops and **15** locally based exhibits.
- Doors Open Toronto included **290,260** building visits to **150+** sites.
- **Nuit Blanche Toronto** – **1 million+** people attended, generating **\$43.5 million** in economic impact.
- Toronto History Museums engaged over **102,000** people through **32** special Canada **150** exhibits and community events.
- MomenTO reached all **44** wards and engaged over **81,000** participants through its Pop-Up Museum and **22** Signature Events. MomenTO's promotional video reached over **350,000** people.
- Vimy **100** Toronto commemorated the 100th anniversary of the Battle of Vimy Ridge at Fort York with a two-day event attended by **5,000** people.
- National Aboriginal Day (NAD) and the Indigenous Arts Festival presented **60** performances over five days, with an attendance of **17,000** people including 1,500 students. NAD featured a live broadcast on APTN with **425,000** viewers.
- YYZ Live presented **150** performances by **75** local artists at Pearson International Airport.
- Innovate TO150: Over **450** people attended this event promoting innovation, enterprise and entrepreneurship in Toronto.
- Completed **seven** Canada 150 Infrastructure projects at City museums, art centres and heritage properties.
- Marketed over 50 events, exhibitions and programs through the TO Canada with Love campaign, generating just under **1 billion** impressions with a marketing value of **\$5.8 million**.
- Generated more than **\$4.2 million** in revenue from two levels of government and ten private-sector businesses.
- Secured more than **\$2.75 million** of in-kind support from corporate and media sponsors.

Promoting Toronto's Music Community

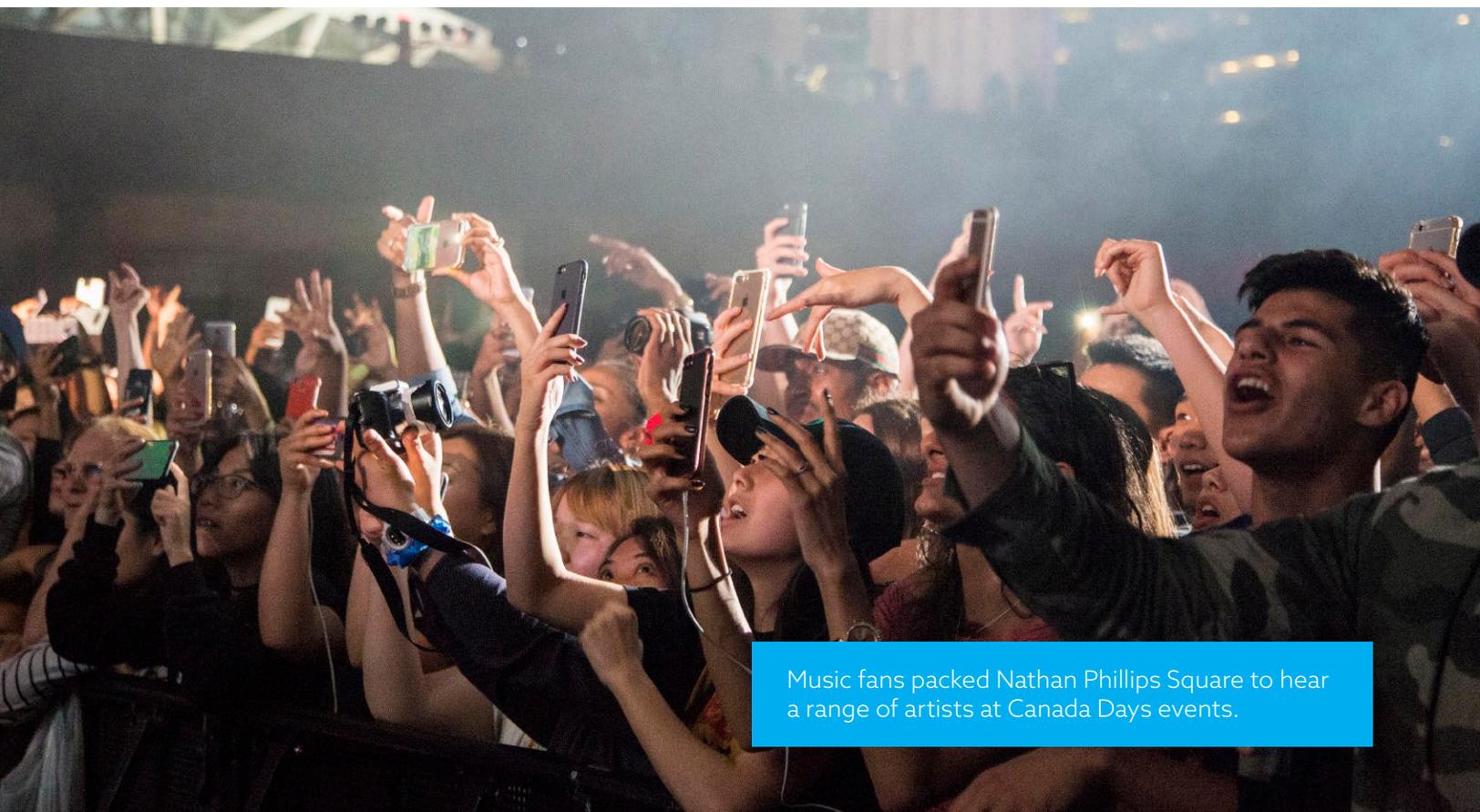
- **1,700** people attended 6 MomenTO: Sounds like Toronto events in **6** local venues
- **225,000** people attended Canada Days, with an additional **1.9 million** CBC viewers
- **75** local performers were showcased in **150** performances at Pearson Airport through YYZ Live

The UNESCO Creative City of Media Arts designation for Toronto affirmed that our city is a global leader in music, film, digital media and forms of cultural expression using technology. Toronto's innovative spirit and inspiration in these fields demonstrate how creative communities enhance our quality of life and economic vitality.

In its second year, City Hall Live expanded to include new collaborations with local organizations, venues, events, musicians and presenters. Panel discussions and learning opportunities for Toronto's music community became a larger focus in 2017. City Hall Live also partnered with Doors Open Toronto, to present eight local musicians performing over two days at 159 Manning. This project was part of a larger Doors Open program that paired music performances in unexpected architectural spaces.

Music played a big role in Canada 150 celebrations in 2017, including dynamic summer programs such as YYZ Live, Canada Days, National Aboriginal Day and the Indigenous Arts Festival. YYZ Live presented 150 live performances by local artists from across a variety of cultures, communities and musical genres, at Pearson International Airport. Over four days and four locations, Canada Days presented more than 130 performances. From Indigenous and Francophone artists to the many cultures represented across the city, Toronto's diversity was heard, seen and felt through music, dance and the arts. National Aboriginal Day and the Indigenous Arts Festival included over 30 performances by indigenous artists from across Canada, featuring traditional and contemporary music, dance, theatre, storytelling, visual arts, crafts and food.

The MomenTO: Sounds like Toronto music program, celebrated Toronto's music heritage and its impact on Canada, by presenting six genres of music in six local Toronto music venues. These free concerts not only celebrated local musicians in rock, roots, reggae, hip hop, jazz, folk and world music, but they also put the spotlight on our city's music venues and their contributions to making Toronto a vibrant city.



Music fans packed Nathan Phillips Square to hear a range of artists at Canada Days events.

Growing Toronto's Food Industry

- In its first two years of operation, Food Starter connected with over **2,600** clients in the Toronto region
- **600,000+** prix fixe Winter/Summerlicious meals served generating an estimated **\$27 million** for Toronto restaurants

From local food trucks at our music and cultural events to talks on food innovation in Toronto and to partnerships with our local restaurant industry, food played a big role in various EDC-led programs and celebrations in 2017.

In honour of Canada 150, MomenTO's Heritage of Innovation series included a panel discussion exploring innovations in Toronto that shaped Canadian cuisine and met the social, environmental, and health challenges of feeding a growing nation. Another program exploring Toronto's culinary history, Canada Cooks, Toronto Eats gave participants the chance to sample historical recipes and explore the diverse food traditions of Canadians by featuring live cooking demonstrations, special guest presentations, and an on-line cookbook where the public shared their recipes and the stories behind them.

The Summerlicious and Winterlicious programs began in 2003 as a way to boost Toronto's restaurant industry during typically slow periods of business. In the years since the programs' inception, participating restaurants have served 6.5 million meals during the promotion which have generated nearly \$290 million in economic activity for the local restaurant industry.

Food Starter provides access to a 20,000 square foot food production facility that offers shared food production and packaging equipment, business advisory services and structured training to help companies scale and grow their food processing businesses. Food Starter offers training in all facets of starting and growing a food processing business – from selling to retailers and developing a production line, to implementing systems and building a solid business model to finding funding and setting up a food plant. Winner of a 2017 Premier's Award for Agri-food Innovation, in its first two years of operation Food Starter has assisted over 2,600 clients in the Toronto region.

As part of Cultural Hotspot 2017, which celebrated arts, culture and community in East York/East End, the HOT Eats program highlighted 88 local eateries and encouraged residents and visitors to "explore more, and eat more, outside the core." HOT Eats provides small food businesses with low barrier access to city-wide publicity while recognizing the role they play in the local economy. Participating restaurants, cafes and bakeries submitted 97 gift certificates for the HOT Eats contest, held in partnership with Metroland Media, and drew over 6,000 applicants.



Food Starter provided Denise Edwards with the kitchen facilities and support she needed to launch her food business.



The Cultural Hotspot initiative shone a spotlight on arts and culture in East York, kicking off with a performance by Baque de Bamba.

Arts & Culture Services: What We Do

Arts Services

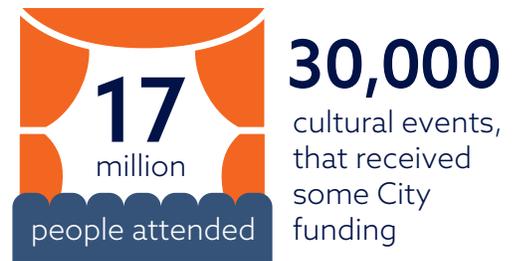
Partnering with community organizations and artists, EDC staff facilitate, develop and implement a range of community arts programming to ensure barrier-free arts and cultural opportunities for all. Programs range from mentorships for young artists to community theatre, art exhibits, music and dance 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

EDC 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; Nuit Blanche Toronto; and Summer in the Squares. 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 commemoration and celebration of Canada's 150th anniversary.

Cultural Partnerships

EDC's 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. EDC also administers and maintains Toronto's Public Art program. The Division 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.



Arts & Culture Services: What We achieved

Arts Services

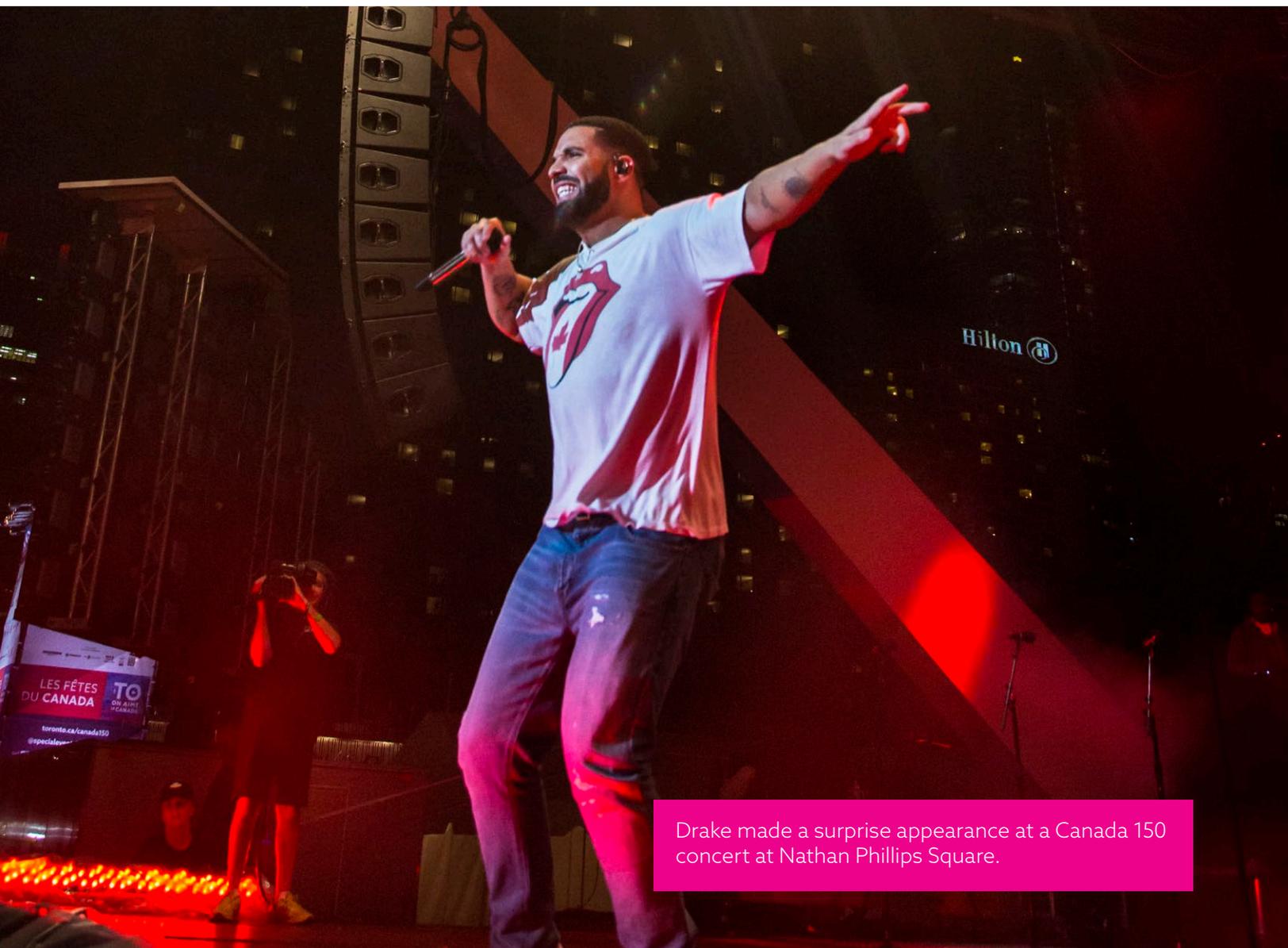
- Implemented Cultural Hotspot program in East York/East End. Now in its fourth year, the initiative celebrates local arts and culture in annually rotating areas of the city. Program highlights:
 - Produced the My City My Six Canada 150 participatory public art project in collaboration with the six Local Arts Service Organizations with 4,000 six-word stories submitted by the public; 50 workshops held with a large-scale public exhibit in transit and on billboards, and 15 locally based exhibits.
 - Produced 25 new community arts programs.
 - Worked with 37 community partners.
 - Implemented the Hot Eats program to promote local restaurants, with 88 establishments participating.
 - Employed 100 youth and mentored 1,000.
 - Developed a Cultural Loops Guide and Tour book in collaboration with EDC's Visitor Services team, featuring self-guided tours that invite tourists and Torontonians to "explore more beyond the core."
- Developed business plan and led community consultations for new arts and culture centre at Guild Park and Gardens, with more than 350 groups and individuals participating.
- Provided 425 arts classes and organized 430 public events and 50 art exhibits.
- Coordinated the efforts of 2,253 volunteers who contributed a total of more than 9,000 hours.

City Cultural Events

- Produced the 12th edition of Nuit Blanche Toronto, North America's largest free contemporary art festival featuring over 85 artworks by more than 350 artists. The event attracted an audience of more than 1 million, drawing over 205,000 out-of-town visitors and generating an economic impact of \$43.5 million.
- Produced the 18th edition of Doors Open Toronto, providing public access to more than 150 sites with a total audience of more than 290,000 visits.
- Produced Canada Day celebrations in four locations across the city, which drew an audience of 225,000 plus broadcast audience of 1.9 million.
- Produced the 51st edition of Cavalcade of Lights, which drew an audience of 60,000.
- Produced New Year's Eve at Nathan Phillips Square, kicking off Canada 150 celebrations in Toronto. Audience attendance of 60,000 plus broadcast audience of 1.5 million.
- Coordinated 3,500 volunteers in City-produced cultural events as part of the volunteer program.

Cultural Partnerships

- Funded directly, and through Toronto Arts Council (TAC), over 5,000 new works of art and more than 30,000 cultural events with an attendance of 17 million people.
- Managed \$31.2 million in grant allocations through TAC and grants directly to major cultural and local arts service organizations as well as partner organizations.
- Funded five state-of-good-repair projects through the Culture Build program, with a total of \$330,000 available in grants for repair work on non-City-owned cultural facilities.
- Inaugural Photo Laureate Geoffrey James exhibited works at City Hall during Doors Open Toronto.
- Poet Laureate Anne Michaels served on the selection panel and participated in the launch for the My City My Six poetry contest and addressed City council for National Poetry Month.
- Produced the 43rd Annual Toronto Book Awards in partnership with the Toronto Public Library and Word on the Street.
- Initiated the commissioning of four new works of public art with a combined budget of more than \$2.3 million.
- Completed conservation and maintenance work on 28 artworks and monuments.



Drake made a surprise appearance at a Canada 150 concert at Nathan Phillips Square.



MaRS Discovery District is one of the world's largest urban innovation hubs.

Business Growth Services: What We Do

Business Improvement Areas

EDC supports the growth and economic health of Toronto's network of 83 Business Improvement Areas (BIAs) comprised of more than 35,000 businesses employing over 410,000 people. Staff provide hands-on advice and assistance to community groups looking to start or expand a BIA, ensuring that legislative requirements are met. EDC administers several grant programs that help BIAs to improve the façade of commercial premises and to create murals that can be enjoyed by all. The Streetscape Improvement Program provides cost sharing (usually on a 50/50 basis) for large-scale beautification projects within BIAs.

Business Retention and Expansion

EDC's services and programs support local medium- and large-sized businesses to facilitate growth and job creation. Staff offer a corporate outreach and engagement program, administer the Imagination, Manufacturing, Innovation, Technology (IMIT) incentive program, expedite development through the Gold Star program and produce and maintain the Toronto Signature Sites online database. EDC also offers a range of services to help lever international cooperation and trade, including support for inbound and outbound business Missions and Partner and Friendship cities/agencies, the delivery of trade-related events and export development assistance in partnership with the World Trade Centre-Toronto.

Entrepreneurship Services

EDC offers services that link entrepreneurs and small business owners with the tools they need for growth and development. Within two Enterprise Toronto small business centres, staff offer one-on-one business plan consultations, assist with business name registrations, and advise on government regulations including permitting and licensing. Staff also produce regular training sessions and large business networking events. Business incubators and accelerator programs play a key role in the growth of start-up and early stage companies. EDC supports the formation, maintenance and expansion of business incubators in Toronto through professional and financial support.

Sector Development

EDC fosters networks, collaborates and partners with industry, academia and other levels of government to drive innovation, create economic synergies and promote growth among targeted industry sectors including life sciences, design, fashion/apparel, education, aerospace, financial services, food and beverage, green, and technology/smart cities. EDC strives to advance the competitiveness and vitality of these sectors through the formation and implementation of action plans based on strategic knowledge and expertise.

Facilitated the completion of **35** major investment projects and expansions, representing a combined investment value of **\$1.1 billion**

3.2 million square feet of retained or new space, and supporting **17,400** total retained and new jobs



6,244 in-depth business engagements 

83 BIAs supported
\$40 million raised by BIAs
\$10 million in main street beautification projects completed 

57 business incubator partnerships and collaborations

1,191 businesses launched through the City's small business programming and business incubator partnerships

 **26** sector-specific marketing initiatives developed

Business Growth Services: What We Achieved

Business Improvement Areas

- Supported the creation of a new BIA at Yonge and St. Clair and the expansion of three BIAs (Weston Village, Bloordale and Junction Gardens).
- Completed over 50 streetscape improvement projects valued at \$10 million.
- Completed 67 Façade Improvement Grants valued at over \$600,000, leveraging over \$4 million in private investment.
- Completed 10 Mural Grants valued at \$50,000.
- Leveraged over \$40 million in private-sector funding for commercial area revitalization, a 35:1 ratio for every dollar the City spent.
- Provided legislative oversight and professional advice to 82 BIAs, ensuring implementation of effective economic development and streetscape improvement programs, and BIA Boards of Management compliance with the City of Toronto Municipal Code.
- Developed Capacity Building Program for Distressed Retail Areas.

Business Retention & Expansion

- Facilitated new industrial, commercial and institutional development activity by advancing 35 investment and expansion project completions representing a total of approximately \$1.1 billion in investment value, the construction/renovation of 3.2 million sq. ft. of space and 17,400 jobs retained or attracted to the city.
- Administered IMIT program including 14 applications received, 16 applications approved and 6 agreements completed in 2017.
- Provided support for the development and preservation of designated Employment Lands through ongoing Planning Application review, expert witness testimony at Ontario Municipal Board Hearings and participation in Official Plan Amendment 231 appeals.
- Supported 11 outbound Missions (including India and Sri Lanka, China, EU/Matera, Vietnam, Lisbon/Barcelona, Chicago and New York) and 26 inbound Missions (including Dubai, Hong Kong, New Delhi, El Salvador, Uruguay and Frankfurt) to further Toronto's international image, investment attraction and business opportunities.
- Developed and hosted the first Toronto Partnership Symposium in conjunction with the Toronto Global Forum to help leverage international cooperation and exchange between Toronto's Partner and Friendship cities and agencies.
- Facilitated the signing of five Toronto-international Partner MOUs in 2017.
- Hosted Latin America Bi-lateral Trade Initiative (LABTI) with five events and 465 attendees.
- Supported and facilitated international trade training participants for the Trade Accelerator Program (TAP) and Trade 101. Supported B2B events in partnership with the World Trade Centre - Toronto. These programs attracted 393 participants from across Toronto Region.

Entrepreneurship Services

- Supported over 22,000 entrepreneurs through the Enterprise Toronto program, assisting in the creation of 1,361 new jobs, 643 new businesses and the expansion of 303 businesses.
- Grew StartUp HERE Toronto, a web platform for promoting Toronto's innovation community, to over 50,000 users a month.
- Engaged over 5,000 main street businesses in digital transformation projects through the Digital Main Street program.
- Supported the creation of 323 new businesses through the Starter Company Plus grant and training program.
- Developed and launched a new three-day technology festival promoting Toronto's innovation community.

Sector Development

- Delivered 29 market development initiatives, supported 60 international trade activities, met with 31 businesses interested in establishing in Toronto, and provided advice and direct assistance to 106 Toronto companies.
- Collaborated with partners on 46 Workforce Development Projects, aimed at developing and implementing initiatives that help build skills in the workforce; businesses gain access to talent; and jobseekers find productive employment.
- Worked with partners to develop 26 sector-specific marketing initiatives and engaged/ supported 67 events attended by over 40,000 stakeholders.
- Generated 22 instances of earned media coverage, where sector content received recognition through various mass media outlets/communication channels.

Key highlights of individual sector initiatives are:

- **Aerospace:** Advocated for the Downsview Aerospace Campus Hub, for federal, provincial, and municipal support.
- **Design:** Worked with Design Industry Advisory Committee to launch a roundtable at the World Design Summit in Montreal.
- **Education:** Developed and implemented the InnovateTO150 entrepreneurial showcase with university partners. Over 450 people attended.
- **Fashion:** Developed and launched Toronto fashion industry e-survey, which generated 350+ responses, which contributed to the Supporting the Growth of Toronto's Fashion Sector Report.
- **Food and Beverage:** Supported over eight Food and Beverage workforce development events that saw more than 100 individuals find employment or entrepreneurship in the sector.
- **Green:** Worked closely with University of Toronto's Institute of Competitiveness and Prosperity to submit successful bid for the TCI-Network's global conference to be held in Toronto in 2018.
- **Life Sciences:** Contributed to cluster development through the TO Health! Steering Committee and directly assisted over 30 companies with resources to address barriers to growth.
- **Smart Cities:** Developed a "sector" report "Framework for a Smarter Toronto: A Call for Collaborative Action." Established a Digital Literacy Working Group to develop and implement the declaration of a Digital Literacy Day in Toronto on May 31, 2018.
- **Technology:** Participated and supported over eight Technology Sector Hackathons, Meet-ups and Technology Conferences.



Film sector worker puts the finishing touches on a set for TV series *Reign* at Cinespace Studios.

Film & Entertainment Industries: What We Do

Film, Television & Digital Media

EDC provides one-stop service for animation, video game, interactive, digital media and film projects produced in Toronto. Staff coordinate location filming within the city, ensuring the highest level of customer service to this specialized client group while minimizing disruption on city streets. Staff offer connections to resources for talent, skilled technicians, film commissions, government and industry contacts, tax credits, studios, locations and suppliers. Staff provide industry development support to the local screen-based community that employs more than 30,000.

Event Support

EDC supports the hundreds of bids, festivals, events and conventions that occur in Toronto annually. EDC staff manage and coordinate the cross-divisional Event Support Team, a one-stop shop of City representatives that provide advice and answers to help producers facilitate their events. The team is composed of representatives from City divisions and Commissions including Toronto Paramedic Services, Office of Emergency Management, Film, Television & Digital Media, Municipal Licensing & Standards, Parks, Forestry & Recreation, Police Services, Toronto Fire, Solid Waste, Toronto Parking Authority, Toronto Building, and Public Health, and Transportation. EDC provides an online event planning guide and the Event PaL web application, which generates customized application packages. Staff regulate permits for all events on Nathan Phillips Square. Staff also administer the annual Winterlicious and Summerlicious prix-fixe programs.

Live & Recorded Music Development

Toronto is a diverse music city, home to an unmatched grassroots network of emerging artists and global talent as well as over 225 venues featuring live music regularly, 70 unique music festivals across all genres, leading promoters, and the country's top recording studios and record labels. Through robust industry-based partnerships, EDC staff liaise with Toronto's music industry, stimulating economic growth and helping to create more opportunities within this dynamic sector.

Tourism Services

EDC nurtures and stimulates the tourism economy through public information services, industry support and by representing tourism interests in City policies and practices. Public tactics include engagement to benefit visitor experience, encourage higher expenditure in destination and support local business. Industry tactics include training and outreach as well as sector support such as attracting investment and supporting industry needs.

Specific programs include year-round (Union Station) and seasonal (INFOTOGO) visitor information services as well as supporting pieces such as the Festival and Events Calendar, visitor maps and industry brochures. Industry engagement includes the We've Been Expecting You (WBEY) e-Newsletter, online and in-person training. Additional programs include Toronto Greeters, a unique program linking visitors with local volunteers who share their love of Toronto as well as an internal partnership with TESS (Toronto Employment & Social Services) focused on workforce development.

\$1.8 billion

in film & screen-based production investments

6,804

days of production



1,432

on-screen productions that employed

30,000

skilled workers

600,000+

prix fixe Winter/Summerlicious meals served, generating an estimated

\$27 million

for Toronto restaurants



800,000+

free visitor maps distributed. In partnership with Tourism Toronto, produced



5,000
Canada 150

4,000
Kids guides for distribution

12,500 

music lovers enjoyed

40 Toronto bands showcased at City Hall Live music series

150 performances by

75 local artists

were presented at Pearson International Airport for YYZ Live



Film & Entertainment Industries: What We Achieved

Film, Television & Digital Media

- Facilitated and processed 3,427 permits involving 1,432 screen-based productions that employed 30,000 skilled workers and generated \$1.8 billion in film, television, digital and commercials production investment.
- Worked collaboratively with industry stakeholders and an external consultant through the Toronto Film, Television and Digital Media Board to produce “Spotlight on Toronto: A Strategic Action Plan for the Film, Television and Digital Media Industry as adopted by Toronto City Council.
- Worked through the Toronto Film, Television and Digital Media Board with industry stakeholders and external consultants to create the Port Lands Film Studio Study.
- Provided lead support for the Mayor’s business mission to Los Angeles – a collaborative public-private-sector initiative resulting in enhanced business relationships with major and emerging studios.
- Provided lead support for the Mayor’s business mission to India – a collaborative public-private-sector initiative.

Event Support

- Consulted on 98 events at Nathan Phillips Square and coordinated city services for a total of 313 event days.
- Provided consultation and logistical support to over 600 events including NHL Centennial Classic, North American Indigenous Games, Invictus Games, American Society of Association Executives, EDIT Festival, Canada 150 and 6 Degrees.
- Winterlicious and Summerlicious served more than 600,000 prix-fixe meals, representing approximately \$27 million in direct spending for Toronto’s restaurant industry. Since the program’s inception in 2003, participating restaurants have served 5.6 million meals and generated more than \$247 million in economic activity for the local restaurant industry.
- Created the Toronto Significant Events Investment Program (TSEIP) guidelines and application process. A five-member Peer Panel reviewed eight new TSEIP applications and recommended \$1.175 million in funding to be provided through the 2018 budget process.

Live & Recorded Music Development

- Updated the Toronto Music Directory, an online database and interactive map featuring live venues, management companies, agencies and production resources.
- Produced City Hall Live music series that provided performance opportunities for 40 Toronto bands, taking the event beyond City Hall and into 15 different community locations in 2017.
- Partnered with Pearson International Airport to produce YYZ Live, a free series offering 150 paid performance opportunities for 75 local bands, in honour of Canada’s 150th.
- Planned and executed City of Toronto’s activations at SXSW music festival in Austin, Texas, and worked with industry partners to host a business development panel at M for Montreal music festival.
- Implemented actions from the Toronto Music Strategy, including support for the Remix Project’s move into Daniels Waterfront City of the Arts and facilitating a year-long pilot addressing tour bus parking at Danforth Music Hall.



Filming for Emmy and Golden Globe-winning drama *The Handmaid's Tale* took place in locations across Toronto.

- Introduced elements of “Agent of Change” planning policy, helping to protect existing music venues by recognizing them in comments on site development applications circulated by City of Toronto Planning.
- Recommended actions and policies, in consultation with an interdivisional working group, to improve safety in small- and large-scale venues and festivals, including DIY venues.

Tourism Services

- Supported Toronto tourism economy through industry and public-facing programs that include INFOTOGO, Festivals & Events Calendar and Toronto Tourist Information Centre, which helped generate \$8.8 billion in tourism with 43 million visitors welcomed to Toronto.
- Other programs include Workforce Development, redevelopment of the PATH map and the TO360 Wayfinding initiative.
- Supported Toronto tourism economy through industry and public-facing programs that include INFOTOGO, Festivals & Events Calendar, Toronto Tourist Information Centre, Workforce Development, redevelopment of the PATH map and the TO360 Wayfinding initiative.
- Enhanced the visitor experience through INFOTOGO program, with 142,477 interactions (89,367 casual interactions and 51,917 in-depth interactions) over 360 operating days at three static locations and 27 different events throughout the course of the season.
- Continued to run the “We’ve Been Expecting You” hospitality training program, with more than 450 new participants taking part in 2017. WBEY has now had over 400 organizations take part since the launch in 2011. A monthly e-Newsletter provides timely info to 1,650 industry members to share with visitors to the city.
- Distributed over 800,000 Visitor Maps and in partnership with Tourism Toronto, produced a Canada 150 (5,000 pieces) and Kids guide (4,000 pieces) for distribution. A reprint/revision of the popular Food & Beverage Guide was produced again in 2017 (15,000 pieces).



Gibson House is one of 10 City-owned and operated museums that welcomes visitors year-round.

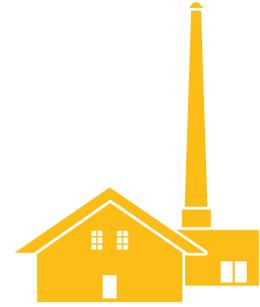
Museums & Heritage Services: What We Do

Capital Assets and Heritage Facilities Maintenance

EDC is responsible for the restoration, maintenance and major service improvements of our 10 history museums and over 100 additional City-owned mainly heritage buildings located on 42 properties. These properties range from historic sites such as Casa Loma to the Toronto Centre for the Arts. Staff also lead the development of, and manage the ongoing relationship for adaptive reuse and restoration of, major sites such as the Evergreen Brickworks, the Guild and the John St. Roundhouse.



Fort York National
Historic Site



Todmorden Mills
Heritage Site

Collections and Conservation

EDC is responsible for the care, conservation and display of a large and significant collection of historic objects – 150,000 items such as furniture, clothing and a host of other objects from Toronto's past – as well as roughly 1.1 million archaeological objects that are authentic and tangible reminders of Toronto's history. These are stored in two facilities where significant conservation and repair work is done on the artefacts and for the historical sites. In addition, EDC acts as the steward of the City's fine art collection, conserving the more than 2,500 moveable works of art, many dating back to the 19th century and making them available and accessible to the public.



Gibson House Museum



Zion Schoolhouse



Mackenzie House



Montgomery's Inn

Toronto History Museums

EDC operates 10 history museums including Toronto's birthplace, the iconic Fort York National Historic Site that bring the history and heritage of Toronto to life. The Toronto History Museums offer a broad range of programs, events and exhibits – including March Break events, summer camps, concerts, informative talks, tours and theatre programs. Staff also run highly popular school programs aligned with the Ontario primary and secondary school curriculums. EDC facilitates rental of the sites for a variety of business and social functions such as corporate meetings, weddings and birthday parties.



Market Gallery



Spadina Museum



Colborne Lodge



Scarborough
Historical Museum

Museums & Heritage Services: What We Achieved

Capital Assets

- Completed seven Canada 150 Infrastructure projects at City history museums, art centres and heritage properties, including the restoration of the historic Stanley Barracks Gates and the Events Dock at Fort York, part of the newly opened Bentway.
- Completed the restoration of 125 wood windows, sills and lintels at the Goulding Massey Estate in Taylor Creek Park.
- Completed the waterproofing project at Lambton House to mitigate damage to heritage fabric resulting from an underground stream flowing beneath the building to the Humber River.
- Completed the final re-roofing project at the Berkeley Street Theatre, housed in a complex of former industrial heritage buildings.
- Completed community consultation, detail design and site plan application for the Guild Revitalization, integrating EDC's work with PF&R's infrastructure.

Collections & Conservation

- Opened the highly successful Canada 150 exhibitions "Settling in Toronto: The Quest for Freedom, Opportunity and Identity" and "Maple Leaf Forever: Toronto's Take on a National Symbol" at the Market Gallery.
- Collaborated with Daniel Rotsztein to create the book A Colourful History Toronto featuring the Toronto History Museums.
- Partnered with Infrastructure Ontario to create the ongoing "Armoury Street Dig" archaeological exhibition in the City Hall rotunda.
- Organized the sold-out "Archaeology in the City" symposium at St. Lawrence Hall.

Toronto History Museums

- Hosted a major national telecast "National Aboriginal Day Live" in partnership with the APTN as part of our Canada 150 celebrations at Fort York National Historic Site.
- Developed "MomenTO," a project inviting residents and visitors to discover the history of persons, places and events of significance to Toronto and to Canada as part of Canada 150. A major component was a mobile museum with a timeline and historical artefacts from the City's collection, which travelled to all 44 wards and participated in over 60 community events.

406,000

people attended



450

programs at

10

history museums

Responsible for the collection and conservation of

150,000

historic objects, including furniture and clothing, and

1.1 million

authentic archaeological objects



Toronto History Museums engaged over

102,000 people through

32 special **Canada 150** exhibits and community events



MomenTO reached all **44** wards and engaged over

81,000 participants through its Pop-Up Museum and

22 Signature Events

MomenTO's promotional video reached over

350,000 people.



Vimy 100 Toronto commemorated the 100th anniversary of the Battle of Vimy Ridge at Fort York with a two-day event attended by

5,000

people



National Aboriginal Day and the Indigenous Arts Festival presented

60 performances over five days, with an attendance of

17,000

people including **1,500** students



NAD featured a live broadcast on APTN with **425,000** viewers.

- Six of the City's historical museums celebrated Canada's culinary history through Canada Cooks, Toronto Eats. The program included a food blog, and culminated in a FREE weekend event featuring live historic cooking demonstrations, food and drink samples, and presentations from special guests from the culinary world.
- Gibson House Museum, Scarborough Museum and Montgomery's Inn collaborated to produce YouthCAN150, a year-long program that engaged hundreds of youth volunteers in excursions, workshops, and events to experience history and celebrate Canada 150.
- Commemorated the 100th anniversary of the Battle of Vimy Ridge with a major ceremony at Fort York on April 9th.
- Hosted a major citizenship celebration and ceremony at Fort York as part of Canada 150, at which new Canadians formally took the Oath of Citizenship and others re-affirmed their citizenship.
- Todmorden Mills re-opened two of its historic houses, the Cottage and the Helliwell House, after significant re-restoration and hosted a "Fab Forties" period event.



Indigenous Arts Festival at Fort York National Historic Site celebrated traditional and contemporary music, dance, theatre, storytelling, literature, crafts and food.



GREAT GULF PRESENTS
CAVALCADE OF LIGHTS

Produced by
TORONTO

Cavalcade of Lights presented by Great Gulf included performers, the lighting of Toronto's Christmas tree, and a fireworks show.



Program Support: What We Do

Finance & Administration

EDC staff coordinate financial planning, analysis, reporting and the budget process for the Division. Staff ensure that sound management and best practices in financial planning and procurement are followed across the Division, advocating for responsible stewardship of funds and compliance with corporate financial and payroll policies, procedures and directives.

Marketing

Staff develop and implement marketing and communications campaigns to build awareness of and drive participation in EDC-produced services and programs. These campaigns also contribute to positioning Toronto both locally and internationally as a place where business and culture thrive. The team offers a fully integrated approach to marketing and communications planning and campaign execution including strategic campaign development, advertising and media sponsorship negotiation, web and digital communications, social media engagement, proactive media relations, issues management and internal communications.

Research & Information Systems

Staff support the analytic and data needs of EDC and maintain the publically accessible Economic Data Centre on the City's website. Staff respond to over 500 internal and external research enquiries a year, investigate the use of technology to improve customer service and to find efficiencies across the Division, and coordinate the delivery of IT capital projects for EDC. Research staff collect, analyze and disseminate economic data about the city of Toronto and the Toronto region. Regular publications include Toronto Economic Indicators, Labour Force Summaries, Economic Bulletin reports and presentations, industry and occupation profiles, and GTA property tax comparisons.

Sponsorship

Many of the programs offered by EDC are supported through corporate sponsorship and public-/private-sector partnerships. These partnerships reap positive, measurable economic spin-offs for the City of Toronto generating cash and in-kind revenue for the division. Staff develop sponsorship strategies featuring customized levels of sponsorship, marketing and on-site benefits, and manage the effective execution of all on-site sponsor-related activations.

Strategic Planning and Policy Development

Providing policy analysis and advice on a broad range of economic, cultural and strategic issues is a vital part of EDC. Staff develop policies and short- and long-term strategies to support the economic, cultural and fiscal well-being of Toronto. Through consultation with stakeholders as well as regional, national and international practitioners, staff ensure that the interests of not only the City but also residents and businesses alike are accurately reflected in policy development. Staff advocate and influence provincial and federal government legislation, policy and programs to protect and advance Toronto's economic, cultural and competitive position. Staff lead continuous improvement initiatives and business planning through advice and support across the division. Operational effectiveness oversight and support are provided through program evaluation and performance measures design and implementation.

Program Support: What We Achieved

Finance & Administration

- Managed the Division's operating budget, which totalled \$83.1 million in gross expenditures, offset by revenue of \$16.6 million for a net cost of \$66.5 million.
- Expedited more than 425 Contracts, processed over 600 PCard Transactions and generated over 1,436 payments to artists, performers and other service providers for the Canada 150 Celebrations and the 2017 edition of Nuit Blanche.
- Managed the Division's Capital budget, which totalled \$31.8 million in gross expenditures.

Marketing

- Developed and implemented marketing and communications campaigns for EDC's 2017 programs. Combined, these campaigns were valued at \$12.7 million and generated 3.3 billion impressions, driving increased attendance and economic impact.
- Secured partnerships with 12 media outlets, resulting in more than \$3.9 million of in-kind media support.
- Implemented proactive media relations campaigns that resulted in more than 4,000 tracked editorial items generating more than 1.3 billion media impressions to build awareness of EDC programs.
- Increased the division's social media following by more than 10% to a total following in excess of 350,000.
- As part of the corporate Web Revitalization Project, remapped more than 3,000 divisional web pages to five new service themes and 12 service topics, contributing to the reduction of EDC web content on toronto.ca by 43 per cent.
- Managed operations and engagement for the 3D Toronto Sign, facilitating 117 commemorative lighting requests, a special Canada 150 animated light show and three unique vinyl wraps including the Neighbourhood wrap, Canada 150 wrap and My City My Six wrap.

Policy Development

- Coordinated 44 staff reports and 15 presentation to Council and Committees for the Division, including five reports led by Policy Development. Provided support and advice on preparation and processing of all staff reports including a Strategic Action Plan for the Film, Television and Digital Media Industry.
- Provided an economic development and cultural lens and feedback on 18 reports and projects prepared by other City Divisions including the TOcore: Planning Downtown initiative.
- Actively tracked items of interest on Council and Committee agendas to keep management and staff informed.
- Monitored and provided briefing materials on Provincial and Federal policies that could impact the work of the EDC Division including international trade negotiations and telecommunications regulations.



Economic Development and Culture Division consulted with more than 400 residents and industry partners during the development of its strategic plan for 2018 to 2022.

Research & Information Systems

- Coordinated with other City divisions to launch the new Data, Research & Maps website as part of the Web Revitalization Project. Content was reduced from 681 to 180 pages.
- Led cross-divisional collaboration on the 2016 Census Backgrounder.
- Created the monthly Toronto Economic Bulletin, distributed to over 500 contacts, including members of Council and external subscribers.
- Created a new Labour Force Survey Industry Profile with a new Toronto Region boundary (GTA) in collaboration with Toronto Global.
- Coordinated the Payment Card Industry (PCI) compliance project across Division to ensure that divisional staff obey to standards mandated by PCI Data Security Standard Council.
- Implemented a centralized Customer Relationship Management solution that fosters the tracking management of business activities and client service interactions for Sectors and Business Retention & Expansion units.

Sponsorship

- Secured more than \$5.3 million in cash revenues consisting of grants and corporate sponsorship and more than \$1 million in in-kind to support Economic Development & Culture programs. This represents the highest delivery of cash and in-kind support for the Division to date.

Strategic Planning & Operational Effectiveness

- Developed EDC Divisional Strategy for 2018–2022, advancing City Council goals for economic development and culture, updating key objectives and priorities to strengthen Toronto’s prosperity, opportunity and liveability.
- Formulated EDC Employee Engagement Plan to address opportunities identified in the division, improving communication, employee wellness, operational alignment and organization culture.
- Completed the first phase of Business Growth Services review and organizational alignment, including detailed evaluation of services, activities and sub-activities, assessment of execution time and importance of activities and analysis of different services model structures.
- Continued implementation of “Centres of Excellence” framework toward integration of this best practice in all EDC program areas.
- Coordinated Division-wide training in priority areas such as project management, customer service and management.



Looking Forward

Launching and Implementing the Economic Development & Culture Divisional Strategy

Throughout 2017, EDC staff and consultants launched a comprehensive consultation campaign with Toronto residents and industry partners. We heard from more than 400 people providing insight and advice to help us develop a plan that will support the growth of a vibrant, creative and prosperous Toronto. EDC will publish the strategy in early 2018, and staff will work to implement the strategic goals and actions that will focus on four key areas: inclusion and equity; talent and innovation, space and access; and operational excellence.

Museums & Heritage Services Special Exhibits

In 2018, staff will continue to promote Toronto's history and heritage through the implementation of the strategic directions of the Museums and Heritage Services Roadmap. Staff are also currently planning for a major exhibit in 2018, titled "Bike City: How Industry, Advocacy and Infrastructure Shaped Toronto's Cycling Culture." The exhibit will open in June at the Market Gallery.

Toronto History Museums will continue to participate in the "Animating Historic Sites" program in collaboration with the Toronto Arts Council and major special events will include a national television broadcast at Fort York for National Indigenous Day with the APTN, the "Gatsby Garden Party" at Spadina Museum and a "Fab Forties" event at Todmorden Mills.

Growing Toronto's Film & Music Industries

In 2018, staff will plan and execute a "Safety Summit" to address concerns of public safety in music and entertainment venues. The Summit will focus on information exchange between City officials across various divisions as well as industry consultation with the music community. Staff will also be expanding the successful YYY Live program, which featured 75 local bands in 150 performances at Pearson International Airport, as well as the 2017 tour bus pilot project at the Danforth Music Hall to include other venues. In addition, the Division will be developing an online film permitting system, and will be exploring increased opportunities to access City- and TDSB-owned properties for film locations.

Arts & Culture Services Priorities

In 2018, key priorities for Arts and Culture Services will include building on the UNESCO designation and supporting creative space across the City through policy and funding, expanding the reach and accessibility of City cultural events, and strengthening the cultural grants process with an added emphasis on public benefit.

Building Strong Neighbourhoods and Inclusive Innovation Economy

EDC will continue to focus on strengthening the city's business environment to support neighbourhoods across Toronto. Key priorities will include neighbourhood-based economic development strategies, initiatives to support the growth and transformation of Toronto's main streets, and supporting the evolution of Toronto's innovation community, while striving to ensure that all residents have the ability to participate in the innovation economy.

Growing Toronto Business Globally

Looking outward, EDC aims to ensure local businesses look globally for new markets and opportunities. An international export development strategy will be developed and supported by sector-based strategies focused on enhancing the ability for local companies to realize new market opportunities, while growing locally. This global growth focus will leverage key market and sector insights, revitalized international alliances and increased export training and support for Toronto businesses.

Event Hosting

EDC will provide support for a number of major third-party events that will be hosted in Toronto in 2018, including the Masters Indigenous Games, Bollywood Film Fair, International Rotary Convention, APTN Aboriginal Day Live and the Parliament of the World's Religions. In addition, a report outlining the strategy for the management and animation of Toronto's Downtown public squares will be brought forward to Council.

Continuous Improvement Initiatives

In 2018, EDC staff will continue to work on the Section Reviews that began with Business Growth Services in 2017. The findings of the review will be implemented in 2018.

The Division also implemented its Engagement Plan and Divisional Communications Plan, and will continue to build on the progress achieved through the corporate-wide Excellence Toronto drive to Silver designation. Additional opportunities for improvement that are identified through the Strategic Plan will be a focus in 2018. The implementation of the Division-wide CRM will be completed in 2018.



Todmorden Mills Heritage Site offers a range of programs and events, such as Family Day craft activities.

Our ongoing commitment

In the coming years, the ways in which we work may change, but our objectives will remain the same: we will continue to preserve and support job creation; stimulate business growth; and help businesses prosper in a global economy. We will continue to maintain and enhance our dynamic and diverse cultural sector; and increase the role of culture in the economic and social development of the city. We will remain committed to continuous improvement of our services for residents and businesses by evaluating our efforts to achieve greater impact and efficiencies. As a Division, EDC will adapt and change to meet the challenges and opportunities presented by our growing and evolving city. We look forward to working with you. Contact us.

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Canada Day fireworks at Nathan Phillips Square were enjoyed by tens of thousands of people.



toronto.ca/economic-development-culture

