

CULTURAL SERVICES

PROGRAM MAP

Arts Services

Culture Grants

City-Produced
Festivals and
EventsArts Activities,
Classes, Exhibits
& EventsArts Venues &
Public Art

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 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
How much is spent on all cultural services?	Operating Cost of All Cultural Services per Capita - (Service Level)	<p style="text-align: center;">Increase</p> <p>Operating cost of cultural services per capita increased compared to prior year</p> <p>(service level indicator)</p>	N/A	7.1 7.2 pg. 5/6
How much is spent on all cultural services?	Total Cost of All Cultural Services per Capita - (Service Level)	<p style="text-align: center;">Increase</p> <p>Total cost of cultural services per capita increased</p> <p>(service level indicator)</p>	<p style="text-align: center;">1</p> <p>Higher rate of spending on Cultural Services per capita compared to others</p> <p>(service level indicator)</p>	7.1 7.2 pg. 5/6
How much is spent on arts grants?	Cost of Arts Grants per Capita (Service Level)	<p style="text-align: center;">Stable</p> <p>Spending on arts grants per capita was relatively stable compared to prior year</p> <p>(service level indicator)</p>	<p style="text-align: center;">1</p> <p>Higher rate of spending on arts grants per capita compared to others</p> <p>(service level indicator)</p>	7.3 7.4 pg. 6/7
How many people attend city-funded cultural events?	Estimated Attendance at City-Funded Cultural Events – (Community Impact)	<p style="text-align: center;">Stable</p> <p>Attendance was relatively stable compared to prior year (2017 had over 22.3 million attendees)</p> <p>(Community Impact)</p>	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)	<p style="text-align: center;">Stable</p> <p>Arts grants as % of recipients gross revenue was relatively stable from prior year</p> <p>(Community Impact)</p>	N/A	7.6 pg. 9

Question	Indicator/Measure	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	Chart & Page Ref.
What is Toronto's Service Quality Rating for Municipal museums or heritage sites?	Citizens First Survey Service Quality Score for Municipal museums or heritage sites - (Customer Service)	Increase The CF8 (2018) Service Quality Score increased compared to CF7 (2014) (Customer Service)	N/A	7.7 pg. 10

SUMMARY OF OVERALL RESULTS

Internal Comparison of Toronto's 2017 vs. 2016 Results	Internal Comparison of Toronto's 2017 vs. 2016 Results	External Comparison to Other Municipalities (MBNC) By Quartile for 2017	External Comparison to Other Municipalities (MBNC) By Quartile for 2017
Service Level Indicators (Resources)	Performance Measures (Results)	Service Level Indicators (Resources)	Performance Measures (Results)
2 - Increased	1 - Favourable	2 - 1st quartile	0 - 1st quartile
1 - Stable	2 - Stable	0 - 2 nd quartile	0 - 2nd quartile
0 - Decreased	0 - Unfavourable	0 - 3 rd quartile	0 - 3rd quartile
0 - 4th quartile	0 - 4th quartile	0 - 4th quartile	0 - 4th quartile
100% increased or stable	100% favourable or stable	100% in 1st and 2nd quartiles	N/A

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 10 municipalities.

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?

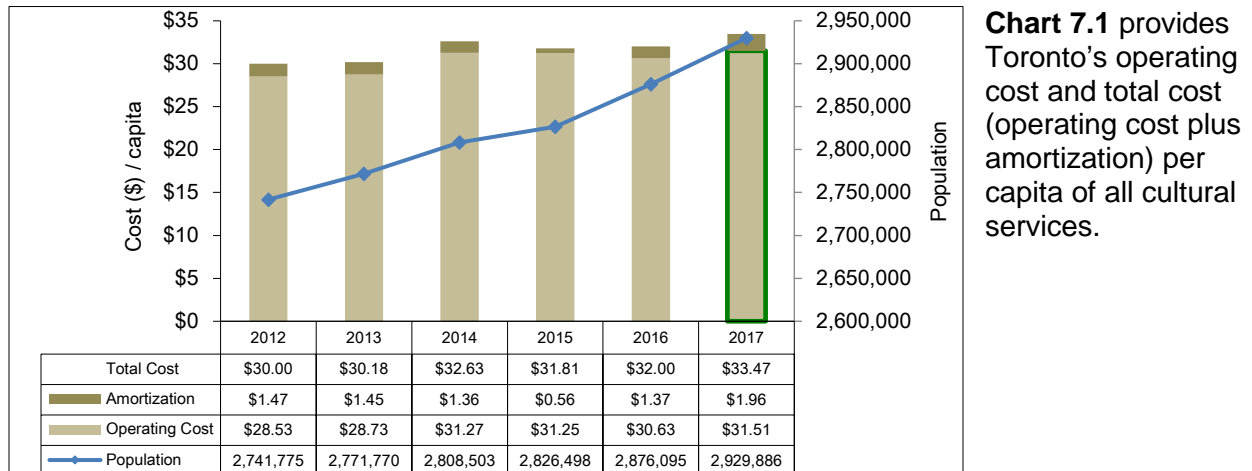


Chart 7.1 provides Toronto's operating cost and total cost (operating cost plus amortization) per capita of all cultural services.

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, excluding the impact of the accounting policy change, operating and total costs per capita increased in 2017.

Results reported here are based on gross expenditures, including an allocation of program support costs to make results comparable to other 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?

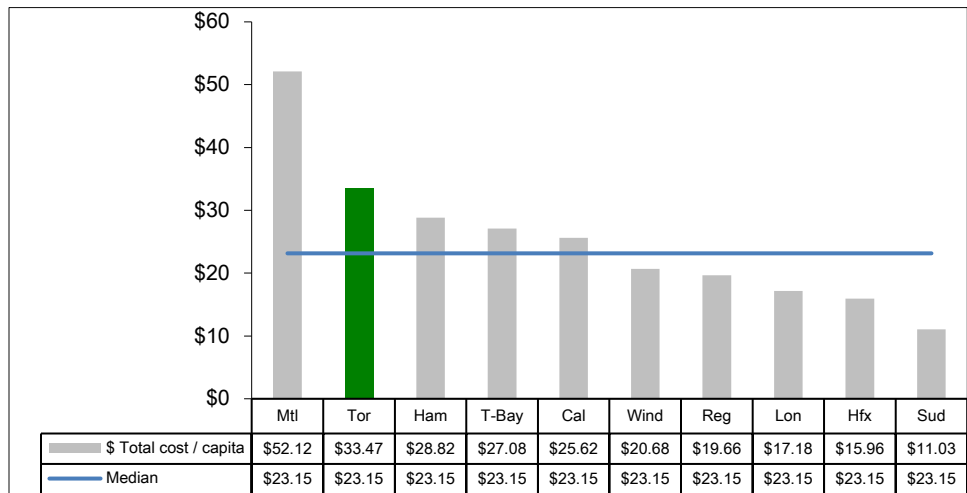


Chart 7.2 compares Toronto's operating cost of all Cultural Services on a per capita basis to other Canadian municipalities based on the MBNC costing methodology.

Chart 7.2 (MBNC 2017) Total Cost of Cultural Services per Capita

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

7.3 – HOW MUCH DOES TORONTO SPEND ON ARTS GRANTS?

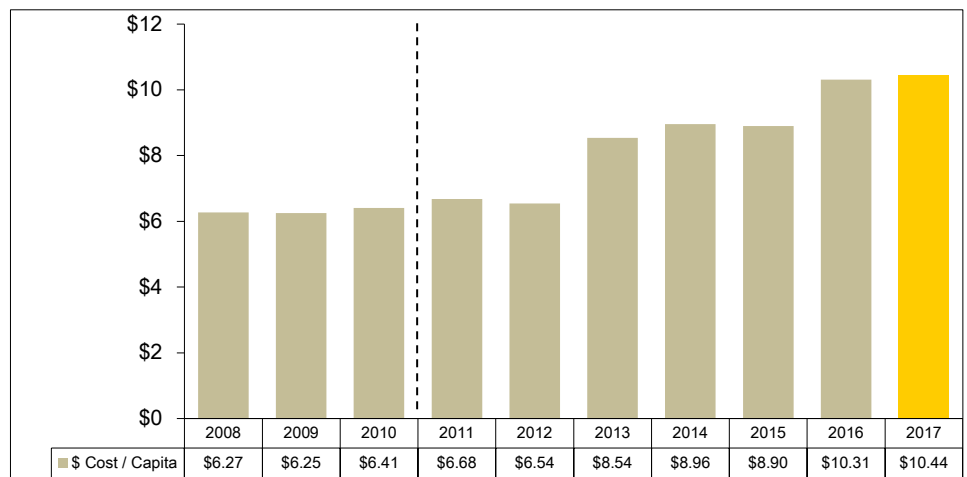


Chart 7.3 summarizes Toronto's cost of arts grants per capita. The results for 2010 and prior years are not based on the revised population estimates.

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

In Toronto, the cost is comprised of grants to 6 Local Art Service Organizations; 11 Major Organizations; 218 TAC operating grant recipients, TAC one-time grant recipients for 480 projects and 305 individuals, this excludes TAC admin cost.

In 2017, the cost of arts grants per capita remained relatively stable.

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

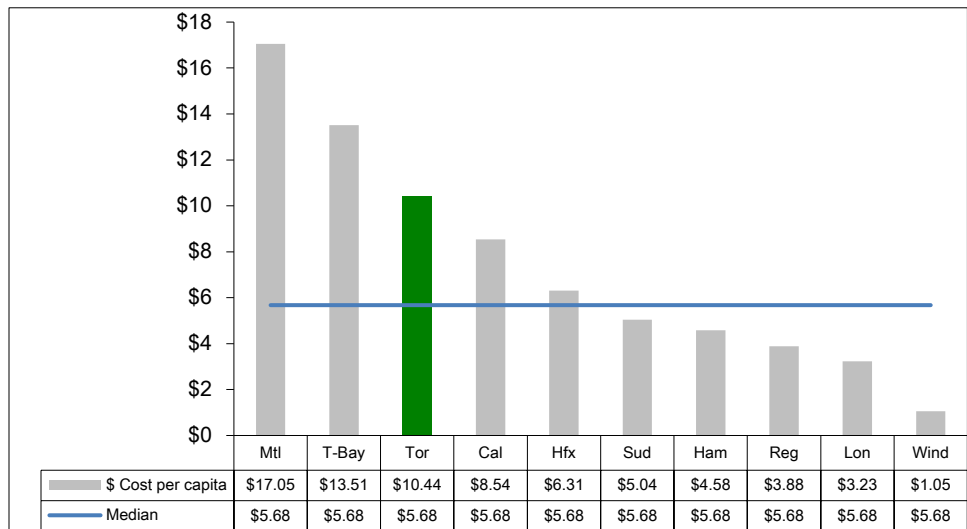


Chart 7.4 compares Toronto's 2017 costs of arts grants per capita to other municipalities.

Chart 7.4 (MBNC 2017) Cost of Arts Grants per Capita

Toronto ranks third of ten (first 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. It should be noted that City-led events that are in other jurisdictions could be led by third parties and supported by grants, which may have an impact on the results reported by each Municipality.

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?

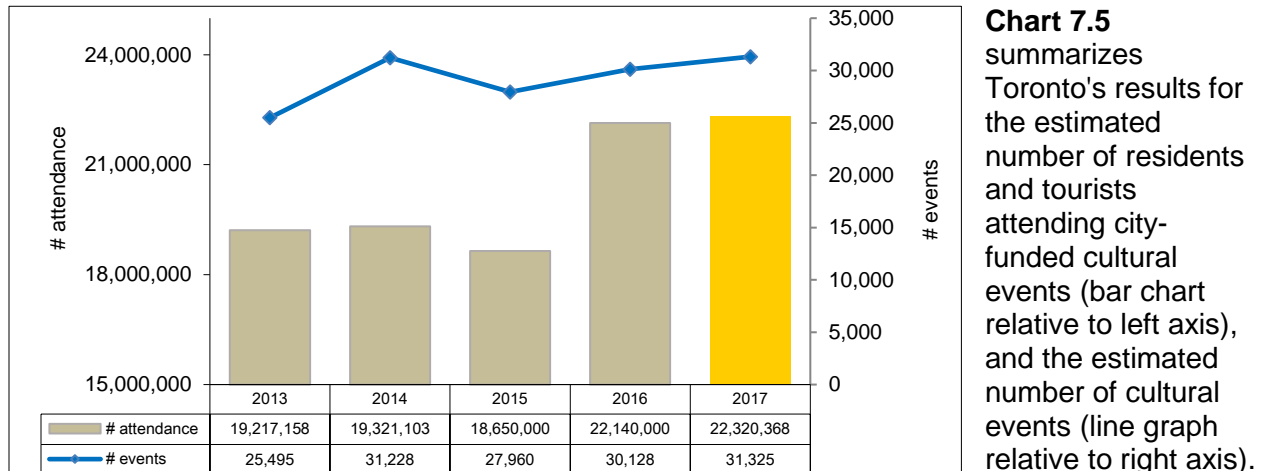


Chart 7.5 (City of Toronto) Estimated Attendance at City Funded Cultural Events

Attendance in 2017 was 22,320,368 which was relatively stable compared to 2016. The number of events in 2017 was 31,325, which was an increase of 4% from 2016. 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?

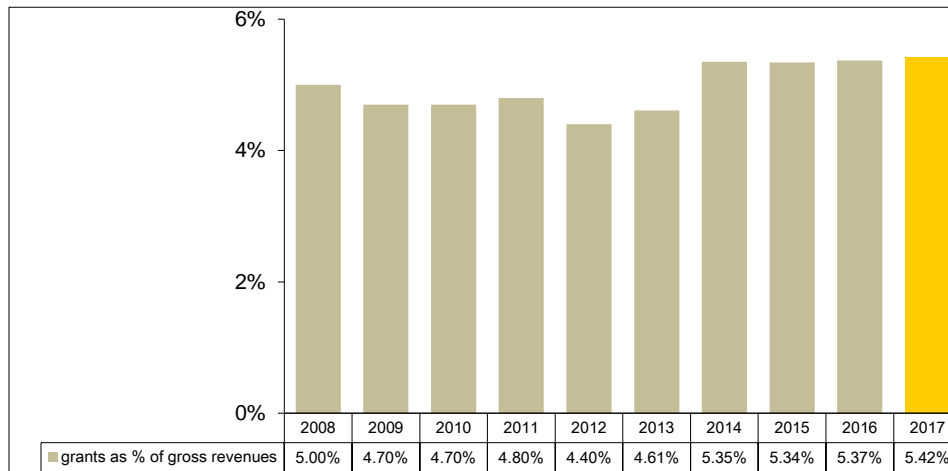


Chart 7.6 represents Toronto's results for municipal arts grants received by organizations from the City as a percentage of all revenues of those recipient organizations.

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

CUSTOMER SATISFACTION: CITIZENS FIRST (CF) SERVICE QUALITY SURVEY RESULTS

One way to measure satisfaction of a public service is to through the use of surveys. The Citizens First surveys, conducted every 2 to 3 years by the [Institute for Citizen-Centred Services](#), provides a comprehensive overview at how citizens view their government services.

Citizens First 8 (CF8) is the most recent survey and was conducted between December 2017 – February 2018. A total of 401 Toronto residents were surveyed in CF8. The final data are weighted for Toronto by age and gender. Based on this sample size, Toronto's results have a margin of error of $\pm 4.9\%$ for a result of 50% at the 95% confidence interval. However, data based on sub-groups is subject to a greater margin of error.

The Service Quality Score (SQR) relates to how Toronto residents rate their municipal services. Respondents were requested to provide a score on a 5-point scale where 1 means 'very poor' and 5 means 'very good'. In order to remain consistent with results from previous years, all the results are scaled from 0 to 100.

Rating	Very Poor	2	3	4	Very Good
	1	2	3	4	5
Score	0	25	50	75	100

The survey respondents were asked the following question: Please rate the quality of [*Municipal museums or heritage sites*]. If you did not use this service in the past 12 months, select 'Does Not Apply'.

7.7-WHAT IS TORONTO'S SERVICE QUALITY RATING FOR MUNICIPAL MUSEUMS OR HERITAGE SITES?

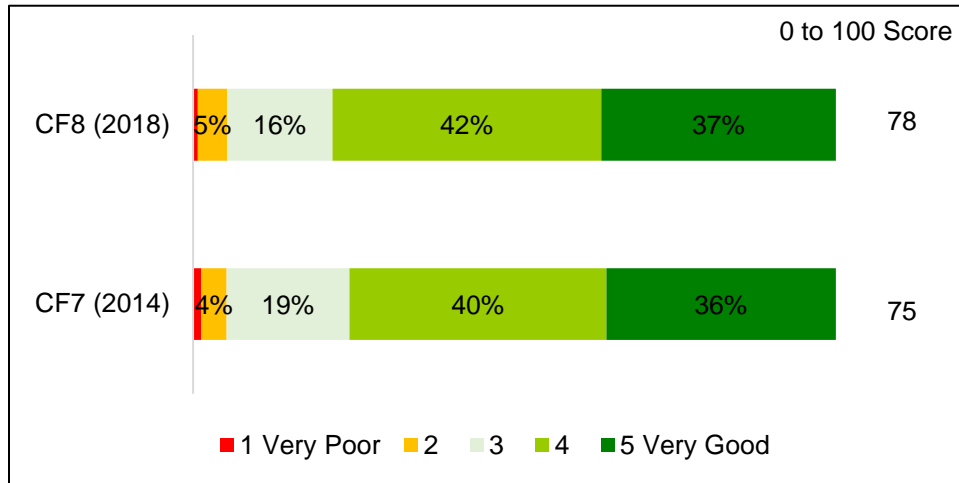


Chart 7.7 displays the Service Quality Score for Toronto's Municipal museums or heritage sites. In CF8 (2018), Toronto's Municipal museums or heritage sites scored 78 out of 100, an improvement from 75 in 2014 results.

Chart 7.7 (Citizen's First 7 and 8) Service Quality Score for Municipal museums or heritage sites

The vast majority (79%) of all CF8 survey respondents who have used Municipal museums or heritage sites in the past 12 months rated Toronto's Municipal museums or heritage sites at a "4" or "5" on the 5-point scale.

2017 ACHIEVEMENTS AND 2018 PLANNED INITIATIVES

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

2017 Initiatives Completed/Achievements

- Successfully produced Canada Days, which featured 130 performances including over 1,000 emerging and established artists from across Canada, along with international guest artists.
- Total estimated attendance was 225,000, with capacity crowds at all four sites on Canada Day evening and for all four days at Nathan Philips Square.
- Successfully staged Cultural Hotspot East York/East End with community partners. Over 30 Community Partners are engaged along with six local BIAs in the current Cultural Hotspot East York East End and 88 restaurants participating. Generated 25 new community arts projects.
- Developed Business Plan for the new Arts and Culture Centre at Guild Park and Gardens. Successfully led community consultations for new Arts and Culture Centre at Guild Park and Gardens with over 350 groups and individuals participating.

2018 Planned Initiatives

- Continue to produce signature events such as Cavalcade of Lights, Doors Open Toronto, and Nuit Blanche that celebrate the vibrancy and diversity of Toronto.
- Continue to provide Cultural Grants to support Toronto's arts community through organizations such as the Toronto Arts Council.

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