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ECONOMIC DEVELOPMENT  
& CULTURE

HELPING  
TORONTO  
THRIVE AND  
GROW

2018  
ANNUAL REPORT

CREATED BY  
 TORONTO

# MESSAGE FROM THE GENERAL MANAGER

In 2018, the Economic Development & Culture Division (EDC) continued its work to make Toronto a place where business and culture thrive. This annual report provides a high-level overview of the division's key performance measures as well as highlights of a number of significant EDC-led projects including:

- The launch of a new divisional strategic plan which will guide our programs and services through 2022. The plan includes strategic goals, actions and key performance indicators focused on the four areas of better inclusion and equity, more talent and innovation, easier space and access and improved operational excellence.
- The development and launch of a cohesive narrative and galvanizing visual identity to be used in all the division's communications and marketing materials.
- Support for an impactful number of Indigenous community-led initiatives in 2018 including the Medicine Wheel addition to the Toronto Sign, the Indigenous Arts Festival, the IRSS Legacy Celebration and initiating work on an Indigenous Business Incubator.
- The exciting expansion of Nuit Blanche into Scarborough which saw more than 100,000 people take to the streets to see art installations and performances at the Scarborough Civic Centre, the Scarborough Town Centre and the surrounding area.
- Timely initiatives in support of Toronto's screen industries that helped achieve an additional 500,000 square feet of studio space and a production hub in Toronto announced by Netflix in early 2019.
- A refreshing \$1.5 million restoration and services improvement makeover for Montgomery's Inn Museum to enhance accessibility and visitor experience – one of 80 major infrastructure projects led by the division to preserve the heritage buildings in the Division's care.
- Key support for international event bids that secured the Collision tech conference and Toronto's spot as a Candidate City in the United Bid Committee (UBC) bid to host the 2026 FIFA (Men's) World Cup.

These and all of our Division's many annual accomplishments would 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 and Community Development Committee and its enthusiastic leadership by Deputy Mayor Michael Thompson.

I look forward to working with our many partners in 2019 and beyond as we continue our efforts to expand Toronto's global success story.



Mike Williams

**General Manager  
Economic Development  
& Culture Division**

2018 - 2022

# EDC STRATEGIC PLAN



Toronto's culture and business communities are at the heart of what makes the city one of the world's most desirable places to live, work and invest. Together, business and culture create a foundation for Toronto's long-term prosperity, opportunity and liveability.

At the same time, we recognize that there is work to be done to ensure that all Torontonians can share the benefits of a vibrant economy and culture, and to help business and culture partners succeed amid transformation and change. To this end, EDC developed the 2018-2022 Economic Development and Culture Divisional Strategy to help guide the division's programs and services for the next five years in addition to Council and Senior Management direction.

The Strategy was developed through a robust consultation

process with residents and industry partners and with expert advice from a leaders' panel chaired by Deputy Mayor Michael Thompson. The division 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 EDC to develop an ambitious plan to achieve measurable, impactful results that support all communities across Toronto.

The Divisional Strategy includes eight strategic goals and 28 actions in four focus areas including: inclusion and equity; talent and innovation; space and access; and operational excellence. While advances were made on all four focus areas, in 2018 the Division focussed especially on the first focus area: improving the Division's support for inclusion and equity in all our programming and resource allocations and the fourth, achieving better operational excellence through better support for staff.

Ribbon cutting for Art Starts Placemaking mural project at Ellesmere Skatepark

## Inclusion and Equity

**1) Combat economic and cultural disparities across Toronto through impactful programs and services for equity-deserving communities and underserved areas of the city.**

### ACTIONS

- Complete equity audit of EDC programs and services.
- Better allocate EDC resources to support underserved areas and equity-deserving groups.
- Strengthen sponsorship and partnership programs to improve access to services, businesses and cultural experiences across Toronto.
- Ensure that the composition of EDC advisory bodies reflects the diversity of Toronto.

**2) Improve participation in City-led cultural and economic opportunities by underserved communities.**

### ACTIONS

- Develop and implement a comprehensive outreach and communications strategy to connect people to EDC services across the city.
- Develop and publish criteria for all EDC funding programs to ensure transparency and accountability.

## Space and Access

**1) Improve access to and affordability of space for business and culture.**

### ACTIONS

- Leverage incentives and grants to support better access to space for business and culture.
- Advocate for affordable, sustainable spaces for business and culture.
- Support multi-tenant, shared spaces for business and culture.
- Create networks to share information and resources related to space for business and culture.

**2) Increase access to City-owned space to provide stakeholders with places to interact.**

### ACTIONS

- Develop policy governing community use of EDC-managed space to maximize public benefit and engagement.
- Work with other City divisions to determine feasibility of increasing availability of other City-owned space.

## Talent and Innovation

**1) Improve industry competitiveness for emerging and established business and cultural sectors.**

### ACTIONS

- Drive policy and regulatory change for business and culture within City Hall and in partnership with other orders of government.
- Enhance Toronto's global profile by leveraging international partnerships and encouraging export readiness.
- Promote digital innovation within the business and culture communities.
- Champion business and culture's efforts to contribute to environmental sustainability and develop a green economy.

**2) Enable the workforce to respond to new and future opportunities and challenges.**

### ACTIONS

- Expand workforce development initiatives for business and culture in partnership with Toronto.
- Undertake labour market research to identify global best practices and sector trends in business and culture to inform proactive City policy.
- Collaborate with colleges, universities, training organizations and industry partners to develop programs that respond to future workforce demands.

## Operational Excellence

**1) Foster and maintain a culture of public service innovation and excellence**

### ACTIONS

- Improve collaboration among staff and across all sections of the Economic Development & Culture Division to increase engagement, efficiency and effectiveness.
- Foster an organizational culture that recognizes employee success and the value of engagement.
- Attract, retain and plan for a high-performing divisional workforce with the skills and training needed for success.
- Initiate a program to promote employee wellness.

**2) Deliver exceptional, equitable and accessible customer service to all EDC partners.**

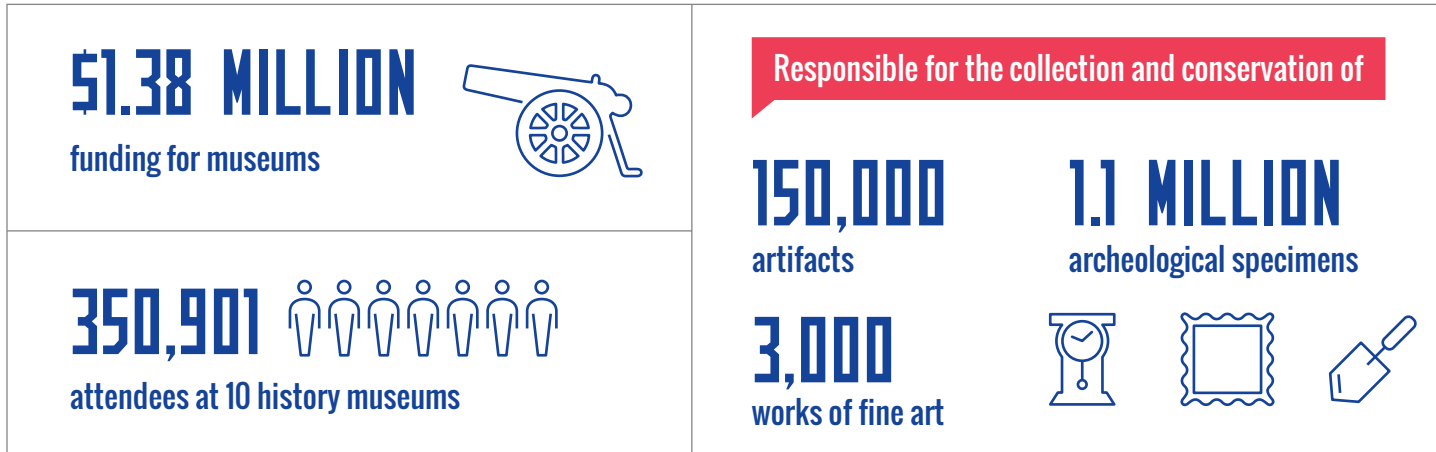
### ACTIONS

- Define, measure and sustain service excellence through regular tracking and reporting on key metrics and outcomes.
- Commit to continuous improvement and excellence in EDC's organization and customer service.
- Improve and ensure easy access to information about EDC programs and services.
- Develop a rigorous program to review and evaluate programs and services regularly.
- Implement strong quality assurance program through customer service feedback.

# WHO WE ARE

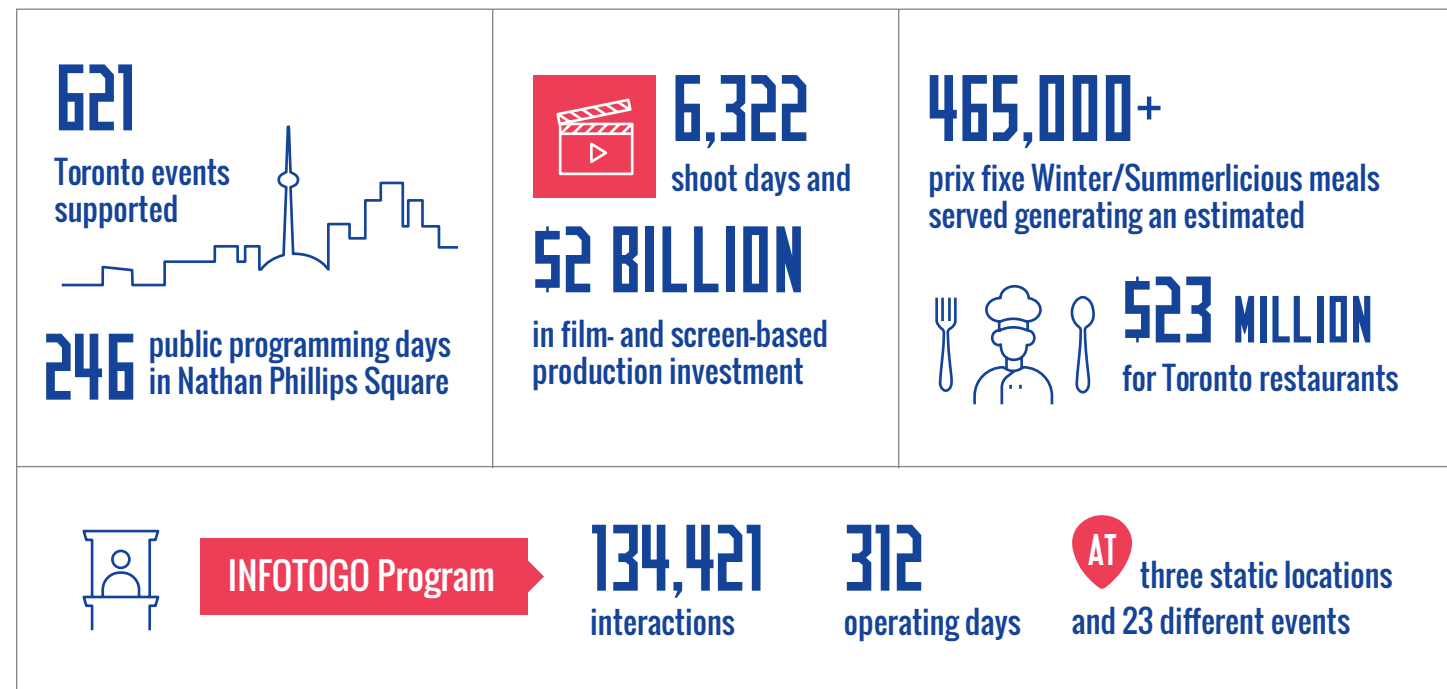
## Museums & Heritage Services

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 a few of the 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 40 heritage sites (100 buildings), many that are used by the public as cultural facilities.



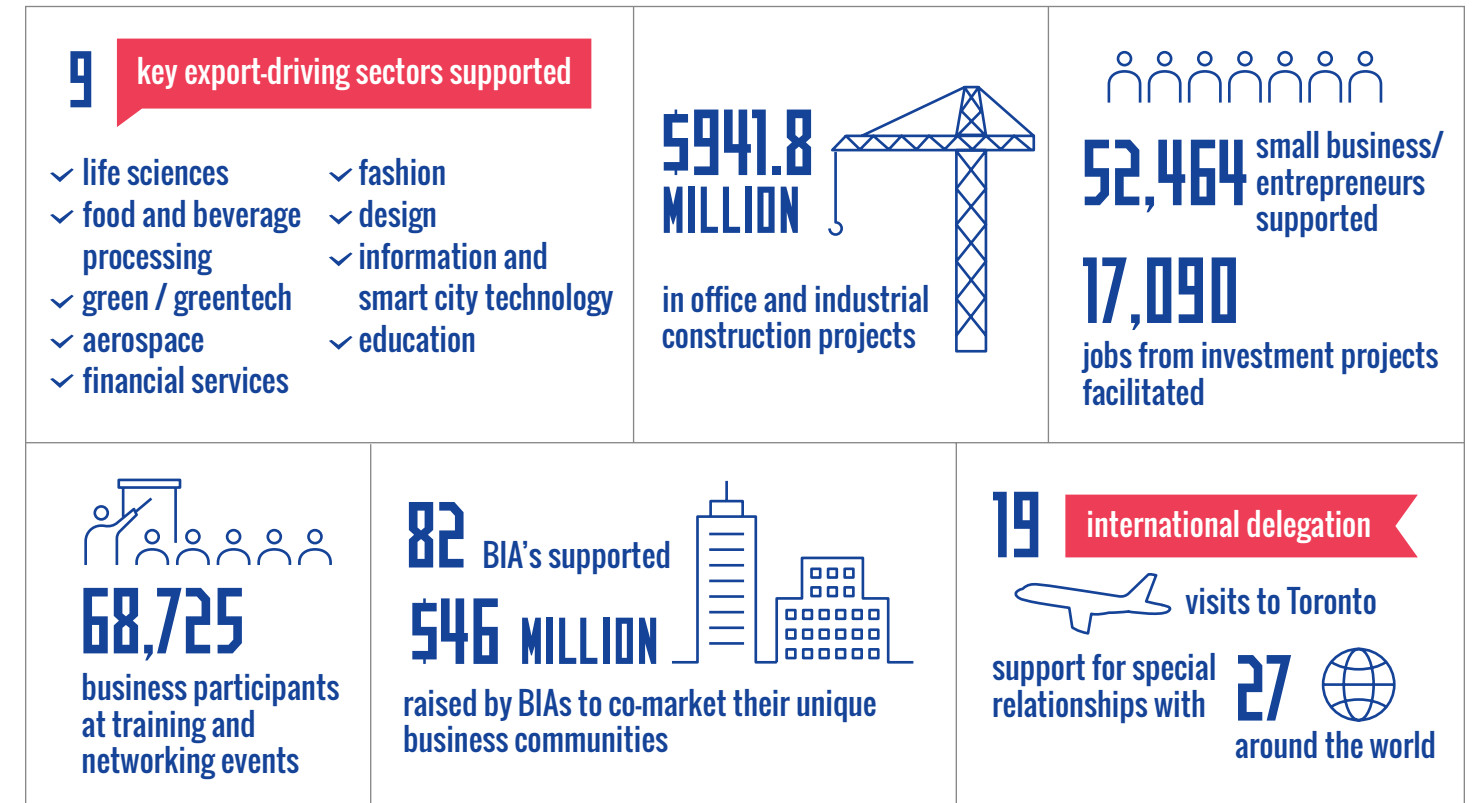
## Film & Entertainment Industries

A well-established screen-based global 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.



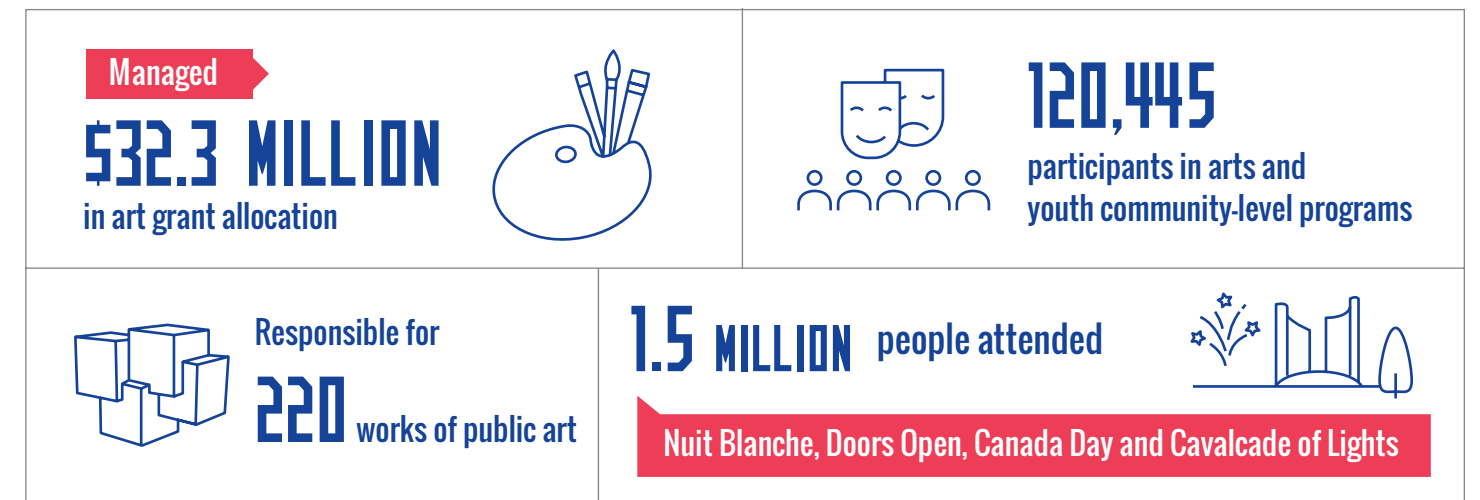
## Business Growth Services

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 83 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.



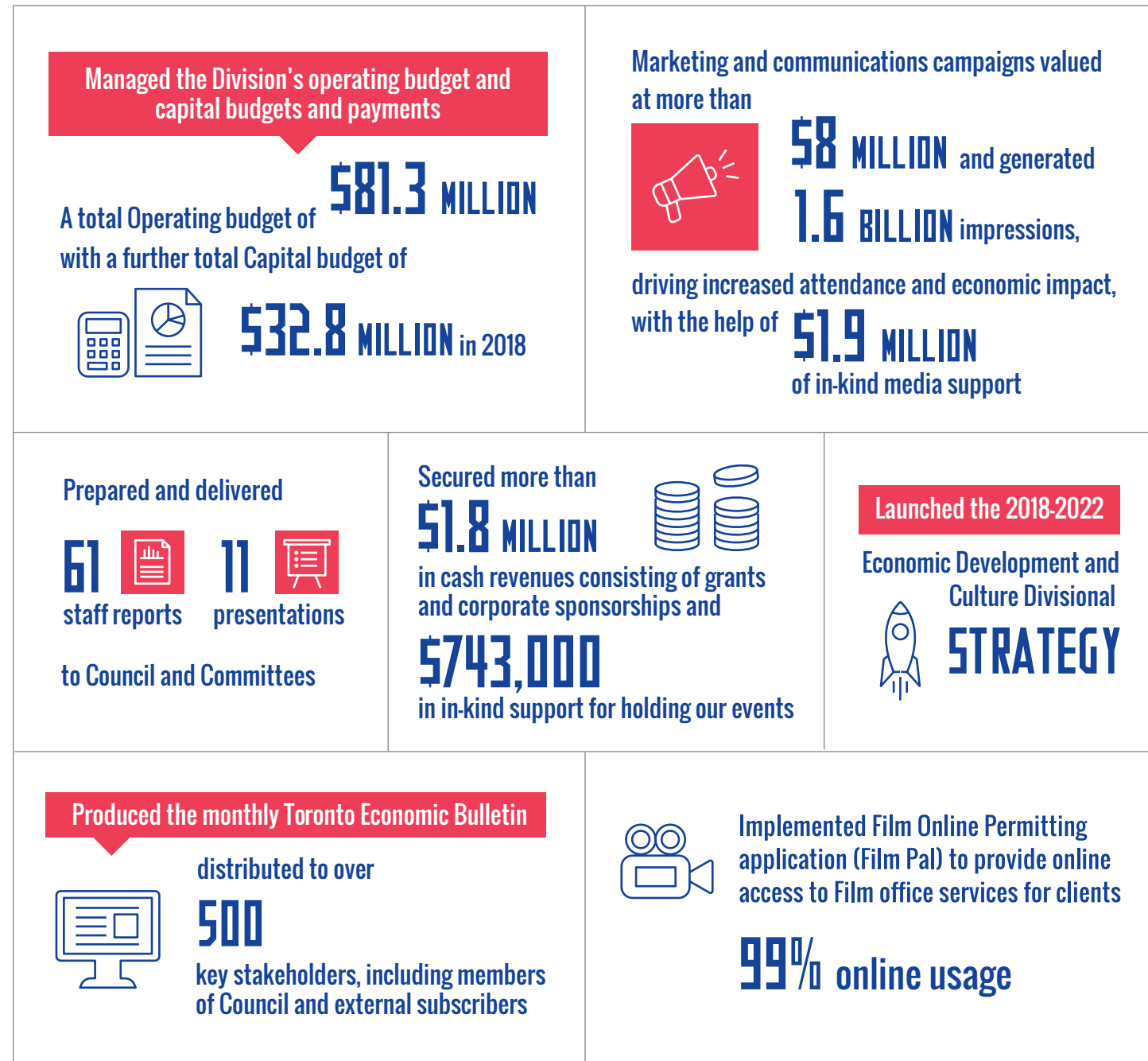
## Arts & Culture Services

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.



## Program Support

The outside client-serving programs would not be possible without a variety of foundational efforts. 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 co-ordinate information technology needs such as customer databases and operational digitalization. Staff co-ordinate 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.



**MAJOR**

# HIGHLIGHTS

The following pages provide an overview of key 2018 projects:

- Supporting Indigenous Place-making in Toronto
- Every New Perspective Takes Us Higher
- Implementing a new Visual Identity and Narrative for EDC Programs and Services
- Supporting the Growth and Success of Toronto's Screen Industries
- Preserving Toronto Historic Museums and Heritage Buildings – Montgomery's Inn
- Supporting Bids for Major International Events

2018 Cultural Hotspot Launch: Maestro Fresh Wes performing at the Scarborough Cultural Hotspot Launch at Malvern Town Centre

## SUPPORTING

# INDIGENOUS PLACE-MAKING IN TORONTO

In 2018, EDC supported several community-led Indigenous place-making initiatives that acknowledge that Toronto resides on the traditional territory of Indigenous peoples and honour and celebrate the Indigenous history of this land. EDC's work on these initiatives is in support of efforts taken by the City towards reconciliation with Canada's Indigenous people and is a key component of improving inclusion and equity in this city.

In honour of National Indigenous Peoples Day in June, the City of Toronto added a Medicine Wheel and a vinyl wrap featuring Indigenous iconography to the iconic Toronto Sign at Nathan Phillips Square. The Medicine Wheel — chosen in consultation with the Toronto Council Fire Native Cultural Centre — was positioned before the Sign's first T while the vinyl wrap, resembling birchbark inlaid with symbols of significance for Indigenous communities, covered the outside of the letters of the Sign.

Also in honour of National Indigenous People's Day, EDC worked closely with the Mississaugas of the Credit First Nation, Na-Me-Res and Indigenous curators and artists, to produce the Indigenous Arts Festival (IAF) which ran from June 21-24 at the Fort York National Historic Site. The four day festival featured two days of educational programming for school groups, traditional and contemporary Indigenous music, drumming, dance, storytelling, crafts and food. Highlights of the festival also included the annual Na-Me-Res traditional Pow Wow held on June 22 and APTN's Indigenous Day Live concert held the evening of June 23, Canada's largest national celebration in recognition of Indigenous Peoples' accomplishments. A festival working group was established in 2018 consisting of a community advisory committee and internal city staff to ensure that the annual festival is led by the Indigenous community.

In October 2018, EDC provided support for a three-day cultural gathering which was held at Nathan Phillips Square to honour residential school survivors and their families. The celebration also raised awareness for the IRSS Legacy Project, which is being led by Toronto Council Fire and will consist of an Indigenous healing garden and turtle monument at the southwest corner of Nathan Phillips Square.

The IRSS project is Toronto's response to fulfil Action 82 of the Truth and Reconciliation Commission's Calls to Action, which urges provincial and territorial governments to commission and install a monument in each capital city to honour victims and survivors of residential schools. At the fall celebration, Anishinaabe artist Solomon King unveiled a scale model of the commemorative turtle sculpture. EDC will continue to provide support for implementation of this community-led project on Nathan Phillips Square through its completion.

The proposed Indigenous Centre for Innovation and Entrepreneurship (ICIE) will be located at a city-owned commercial space at 200 Dundas St. E. as part of a Section 37 undertaking. The building is currently under construction, and the City will take possession of the 16,000-square-foot space in 2020 and turn it over to this community-led initiative.

EDC staff are working with an Indigenous consulting team and a leadership group to develop a vision and business model for the ICIE, which will support Indigenous entrepreneurs in building their businesses, social enterprises, not-for-profits, co-operatives and collectives.

# EVERY NEW PERSPECTIVE TAKES US **HIGHER**

**Every day and in almost every aspect of our division's work, EDC is sharing the stories of Toronto at home and abroad:**

- Whether we are promoting Nuit Blanche and the city's dynamic arts scene in London, U.K., and New York;
- Inviting residents to experience Toronto's diverse cuisine through Winterlicious and Summerlicious;
- Travelling abroad on business missions to promote international relationships and export development;
- Introducing residents, newcomers and visitors to Toronto's past, present and future at our nine historic house museums and Fort York National Historic Site;
- Or guiding tourists visiting Toronto to experience all that our city has to offer.

To ensure all the Division's programs and services are utilizing consistent key messages aligned to the priorities of our new strategic plan, EDC developed a cohesive and galvanizing narrative and visual identity to be used in all EDC's communications and marketing.

The Winterlicious 2019 campaign was the first to roll out this new marketing approach in late 2018. In 2019, the visual identity and narrative will be applied to all EDC programs and services.

The visual identity has been applied to this annual report and the guiding narrative is

**A new city is being built.**

**Not only by crane. But by vision.**

**And innovation.**

**A will possessed by a diverse people with diverse talents.**

**And the desire to make real what was once unimaginable.**

**A new city, where business and the arts are not separated**

**A community not of one culture, but many.**

**Where every new perspective takes us higher,**

**Giving us the most spectacular view**

**Of a vibrant place, full of possibility.**

**The foundations were laid long ago.**

**We carry our past close to our hearts.**

**Because this is our city.**

**This is Toronto.**

**And we're just getting started**

**ECONOMIC DEVELOPMENT & CULTURE DIVISION  
HELPING TORONTO THRIVE AND GROW**



## SHOWCASING THE ARTISTIC AND CULTURAL VIBRANCY OF SCARBOROUGH

EVERYTHING  
I WANTED  
TO TELL YOU

EDC staff founded and have produced Nuit Blanche Toronto since its inaugural year in 2006. Over the past 13 years, the event has showcased the work of approximately 5,600 artists and generated \$398.7 million for the local economy. In 2018, the event attracted more than 1.2 million attendees including over 200,000 tourists.

In 2018, for the 13th edition of Nuit Blanche, EDC expanded Toronto's all-night contemporary arts festival from downtown Toronto into Scarborough. The move to Scarborough was an exciting addition to the annual event and an opportunity to showcase the artistic vibrancy of one of the most culturally and ethnically diverse neighbourhoods in the world.

On September 29, 2018, for one "magical" and "ground breaking" night, over 100,000 people of all ages took to the Scarborough streets to see art installations and performances at the Scarborough Civic Centre, the Scarborough Town Centre and the surrounding area.

They came from Scarborough and all over Toronto and beyond to see works such as Cavalier Noir, a Lego sculpture of a black warrior boy riding a unicorn, created by visual artist Ekow Nimako — who grew up in Scarborough's Malvern neighbourhood — and Toronto filmmaker, Director X. After Nuit Blanche, Cavalier Noir remained at the Scarborough Civic Centre for an extended period of time and was later moved to City Hall where it was shown for four additional months.

Transit riders who took the Scarborough RT during Nuit Blanche also got to view the dazzling murals created by graffiti artists Javid Jah, Shalak Attack, Tabban Soleimani, Planta Muisca and MEDIAH on display at the stations. The murals — which were painted in collaboration with international artist eL Seed as part of the Mirrors of Babel project — remain at Ellesmere, Kennedy, Midland and Scarborough Centre stations indefinitely.

During Nuit Blanche in Scarborough, three signature projects from EDC's Cultural Hotspot program were also featured. EDC's Cultural Hotspot program was launched in May 2014 and has travelled across Toronto over the past five years to highlight art, culture and community in Toronto neighbourhoods outside the downtown core. The goal of the Cultural Hotspot programs is to inspire new ideas about where culture thrives in Toronto by collaborating on transformative, dynamic signature partnerships and providing seed funds to emerging arts organizations from diverse communities that promote local arts and culture.

For 2018, the Hotspot program highlighted north and central Scarborough from May to October and partnered on 28 new projects, including murals, intergenerational and youth-specific workshops, performances and festivals, engaging thousands of participants and audience members.

The free launch party was held in May at Malvern Town Centre and featured a stellar lineup of local talent, including the godfather of Canadian rap Maestro Fresh Wes and two-time world champion hoop dancer Lisa Odjig.

The Hotspot projects on display during Nuit Blanche 2018 included Scarborough Arts' large-scale Scarborough Sign, Community Arts Guild's Interlacing storytelling and weaving project and RISE's Within documentary, featuring the stories of 20 local community members.

The HOT Eats program celebrated over 50 local restaurants that make Scarborough a cultural and culinary destination. Those eateries were featured in an online directory and listed in the Scarborough Cultural Loops Guide, which features a series of self-guided tours that highlight local arts and cultural institutions, greenspaces, architecture, restaurants, public art and murals.



# TORONTO LOVES FILM



The Shape of Water

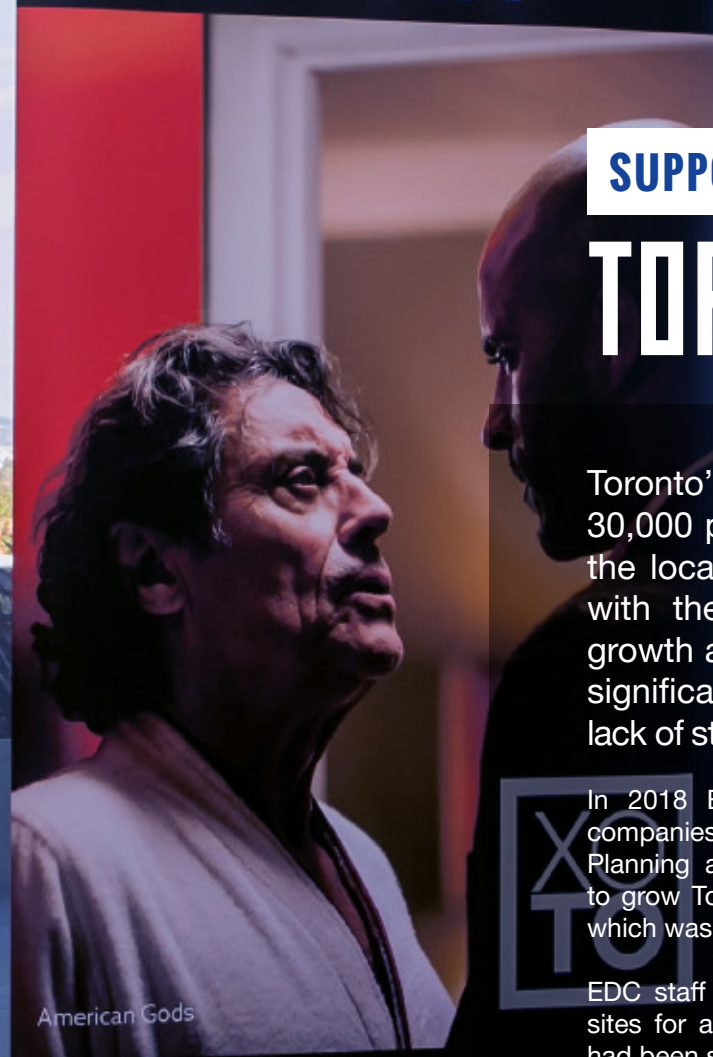


Offering more than 30,000  
talented cast and crew



[toronto.ca/film](http://toronto.ca/film) #xoTO #FilmTO

# TORONTO LOVES FILM



American Gods

Bringing screen projects  
to life



[toronto.ca/film](http://toronto.ca/film) #xoTO

## SUPPORTING THE GROWTH AND SUCCESS OF TORONTO'S SCREEN INDUSTRIES

Toronto's Screen Industry employed over 30,000 people and contributed \$2 billion to the local economy. EDC staff work closely with the industry to support its ongoing growth and success. Over the past years, a significant obstacle to this growth was the lack of studio and production space in the city.

In 2018 EDC staff worked closely with film studio companies and other City divisions, including City Planning and CreateTO, to foster the right conditions to grow Toronto's film and television production space, which was at two million square feet.

EDC staff commissioned a study to identify relocation sites for a number of studios whose leased properties had been sold for non-industry use, as well as to find the best expansion and new sites for studios whose buildings would be removed to accommodate construction as part of the Port Lands Flood Protection project.

To preserve existing production space in the Port Lands and south of Eastern, the City purchased Showline Studios, which was being sold for a non-studio use. EDC assisted CreateTO to run a request for proposal for a film company to take over Showline Studios. Studio City Rentals, which was the winning bidder, reopened the space in late 2018.

Through such collaborative efforts between the EDC, film industry stakeholders and City divisions, at least an additional 450,000 square feet of new production space is set to open in Toronto in the next year or two. This includes significant planned expansion by Cinespace Film Studios (215,000 square feet) and Pinewood Toronto Studios (225,000).

EDC also actively promotes Toronto as a place for film and television production. In April 2018, staff accompanied Mayor Tory and Deputy Mayor Michael Thompson, the chair of the City's Economic Development Committee, with an industry delegation of 23 companies and organizations to Los Angeles to actively pitch Toronto as a great place to make movies and television.

The mission included scheduled meetings with established studios, such as NBCUniversal, Disney and Fox, as well as streaming services and original content producers, Netflix and Amazon Studios. It was the third such business mission for the City and by far the most successful one.

Major commitments followed, including a production hub in Toronto announced by Netflix in early 2019. The California-based streaming giant plans to lease two studio spaces at Cinespace Studios and Pinewood Toronto Studios.

# PRESERVING TORONTO HISTORIC MUSEUMS AND HERITAGE BUILDINGS - Montgomery's Inn

Montgomery's Inn Museum in Etobicoke — once an inn, tavern and family residence for Toronto's Irish immigrants in the 1830s — is one of 10 Toronto History Museums owned and operated by the City. In 2018 EDC staff led a \$1.5 million restoration and service improvement makeover of this beloved historic site.

There are two parts to the inn museum: the renovated heritage building and the 1990 modern addition where a drive shed once stood so inn guests could park their carriages and horses when they stayed overnight.

It is the 1990 addition that received significant building upgrades during this two-year restoration and revitalization project while the main historic building had many decorative elements restored. The upgrades included a redesign of the entrance and reception area, as well as a new gift shop and reconfigured staff offices.

As part of the lobby redesign, large picture windows were installed to provide a view of the adjacent parkland, allowing visitors to be more connected with the grounds, which were once part of a 161-hectare farm that supplied food for Thomas Montgomery's family, inn guests and for retail sale.

These changes, as well as a new elevator, better lighting and signage have all helped to make the museum much more accessible and easier for visitors to navigate their way around the museum.

Visitors will also notice the high tech linoleum flooring in the new gift shop, which depicts an historic map of Etobicoke that takes them back to the 19th century as they buy their tickets and begin their tour.

To improve the inn's authenticity, almost all the rooms in the historic inn were repainted using paint scrapes and research to determine the colours most likely used by the inn during its heyday, including the re-introduction of a fresh, vibrant robin's egg blue. The sitting room, dining room, main bedroom and upper parlour were also fitted with new gold-coloured curtains created by a weaver of historical textiles.

To improve visitor experience, the inn updated its lighting, replacing the valance lighting above the doors and introducing new multi-use lighting. The new lighting includes reproduction lights that provide historically appropriate lighting when desired, as well as new LED strip lighting for much brighter lighting during activities and special events, such as the indoor farmers' market.

This major infrastructure project was one of 80 or more led by EDC staff in 2018 to maintain, restore and improve service for the City's 10 museums and over 100 additional City-owned heritage buildings which are the responsibility of the Division.

# SUPPORTING BIDS FOR MAJOR INTERNATIONAL EVENTS

One of EDC's services is to both support and lead bids to attract major international events that have the potential to reap significant economic impacts for Toronto. If the bids are successful, Division staff also play key roles in the successful holding of the events.

In spring 2018 it was announced that Collision — one of North America's largest tech conferences — would be leaving its New Orleans location and coming to Toronto for three years beginning in May 2019. EDC, along with Tourism Toronto, submitted a formal bid in January 2018 to host the conference which was strategically aligned to meet the City's objectives to attract foreign direct investment; promote international trade; attract international talent and entice venture capitalists to invest in Canadian companies.

Following the announcement, the Collision Toronto Host Committee was formed to include EDC's general manager and staff along with academic, community, political and business leaders who met regularly throughout 2018 to provide advice to the Collision team on the planning and delivery of the Toronto conference.

Collision consists of 14 standalone conferences focused on specific-industry tracks from marketing to design, coding to robotics and more. The Collision team has a goal to grow from 25,000 attendees to 70,000 attendees over the three years. The organizers felt that the scale of the GTA's tech community, along with the transportation and conference infrastructure, provided the opportunity for Collision to achieve this growth.

The Collision conference wasn't the only major event EDC helped to secure in 2018. EDC led the City's interdivisional and external working group in the development of the bid agreements and requirements to have the City considered as a Host Candidate City for the 2026 FIFA (Men's) World Cup.

The World Cup is one of the world's premier international sporting competitions attended by thousands of athletes and spectators and broadcasted around the world. It is recognized for generating significant economic, cultural and community benefits for their host city and increasing the city's profile on the world stage.

Toronto is one of three Canadian cities in the submission by the United Bid Committee (UBC) to host the 2026 FIFA (Men's) World Cup. UBC was formed in 2017 by the national soccer federations of Canada, Mexico and the United States to present the joint bid.

EDC staff worked with the UBC team to produce a video showcasing Toronto's assets, including its neighbourhoods, professional sports teams, cultural sites and restaurants. This video was shown as part of the final UBC presentation to FIFA voting members at the June FIFA Congress in Moscow.

EDC staff also arranged and hosted a FIFA/Canadian Soccer Association delegation visit to Toronto to meet with Maple Leaf Sports & Entertainment to assess various technical elements submitted as part of Toronto's Host Candidate City bid in the UBC submission.

In June 2018, FIFA announced that UBC won the rights to host the 2026 FIFA World Cup by a vote of 143-65. FIFA will announce the 18 host cities in late 2020 or early 2021 with Toronto a likely choice to make the list.



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ECONOMIC DEVELOPMENT  
& CULTURE

**WE'RE  
JUST  
GETTING  
STARTED**

CREATED BY

