

Mount Dennis Economic Development Strategy

Stakeholder Workshop

July 10, 2019

Purpose of Today's Session

- (1) to share learnings and findings from research and surveys
- (2) to confirm or modify the strategic framework
- (3) to brainstorm potential strategic actions/initiatives

Agenda for Today's Session

- Introductions
- Overview Presentation of Key Findings and Implications
- First Discussion Session: group discussions, feedback
- Second Discussion Session: group discussions, feedback

Demographic & Economic Overview

Welcome To Mount Dennis

Our Study Area



Overview from Three Data Sets

- 1) Polaris (Manifold) Profile Analysis
- 2) Census Tract Place of Work Data
- 3) Toronto Employment Survey

Demographics

	Mount Dennis	City of Toronto
Population, 2016	21,729	2.865 million
Households, 2016	8,325	1.171 million
Average Household Size	2.53	2.40
% population age 14 or under	16.4%	16.3%
% population age 65 or over	16.0%	16.4%
Labour Force	11,558	1.556 million

Dwellings

	Mount Dennis	City of Toronto
% homeowners	56.0%	54.3%
% renters	44.0%	45.7%
Average dwelling value (2016)	\$623,000	\$892,000
% single detached dwellings	31.8%	25.0%
% apartment dwellings (5+ stories)	31.1%	42.9%
Period of construction 2001 & later	11.5%	18.9%

Education & Income

	Mount Dennis	City of Toronto
% (over age 15) highest level of schooling: no certificate, diploma, degree	17.9%	8.2%
% (over age 15) with bachelor's degree or higher	15.0%	32.4%
Average household income	\$71,599	\$100,129
Household income \$150,000+	4.4%	11.6%

Immigration & Mobility

	Mount Dennis	City of Toronto
1 st Generation Canadian	54.8%	51.0%
2 nd Generation Canadian	29.9%	27.1%
3 rd and older generation Canadian	15.3%	21.9%
Top 5 countries of origin for immigrants	<ul style="list-style-type: none"> - Jamaica (1,011) - Guyana (511) - Mexico (290) - Trinidad & Tobago (267) - El Salvador (237) 	<ul style="list-style-type: none"> - Jamaica (49K) - Guyana (40K) - China (33K) - USA (28K) - India (24K)

Visible Minorities

	Mount Dennis	City of Toronto
Total Visible Minorities	53.9%	48.6%
<i>Black</i>	18.7%	8.4%
<i>Latin American</i>	8.8%	2.8%
<i>Filipino</i>	4.9%	5.1%
<i>Southeast Asian</i>	4.0%	1.8%
<i>South Asian</i>	6.0%	12.0%
<i>Chinese</i>	3.5%	10.7%

Religious Affiliation

	Mount Dennis	City of Toronto
Buddhist	4.6%	2.7%
Christian	66.2%	53.9%
Hindu	4.2%	5.5%
Jewish	0.7%	3.8%
Muslim	7.0%	8.2%
Sikh	0.9%	0.8%
Aboriginal Spirituality	0.0%	0.03%
Other Religions	0.0%	0.5%
No Religion	16.3%	24.6%

Household Expenditures

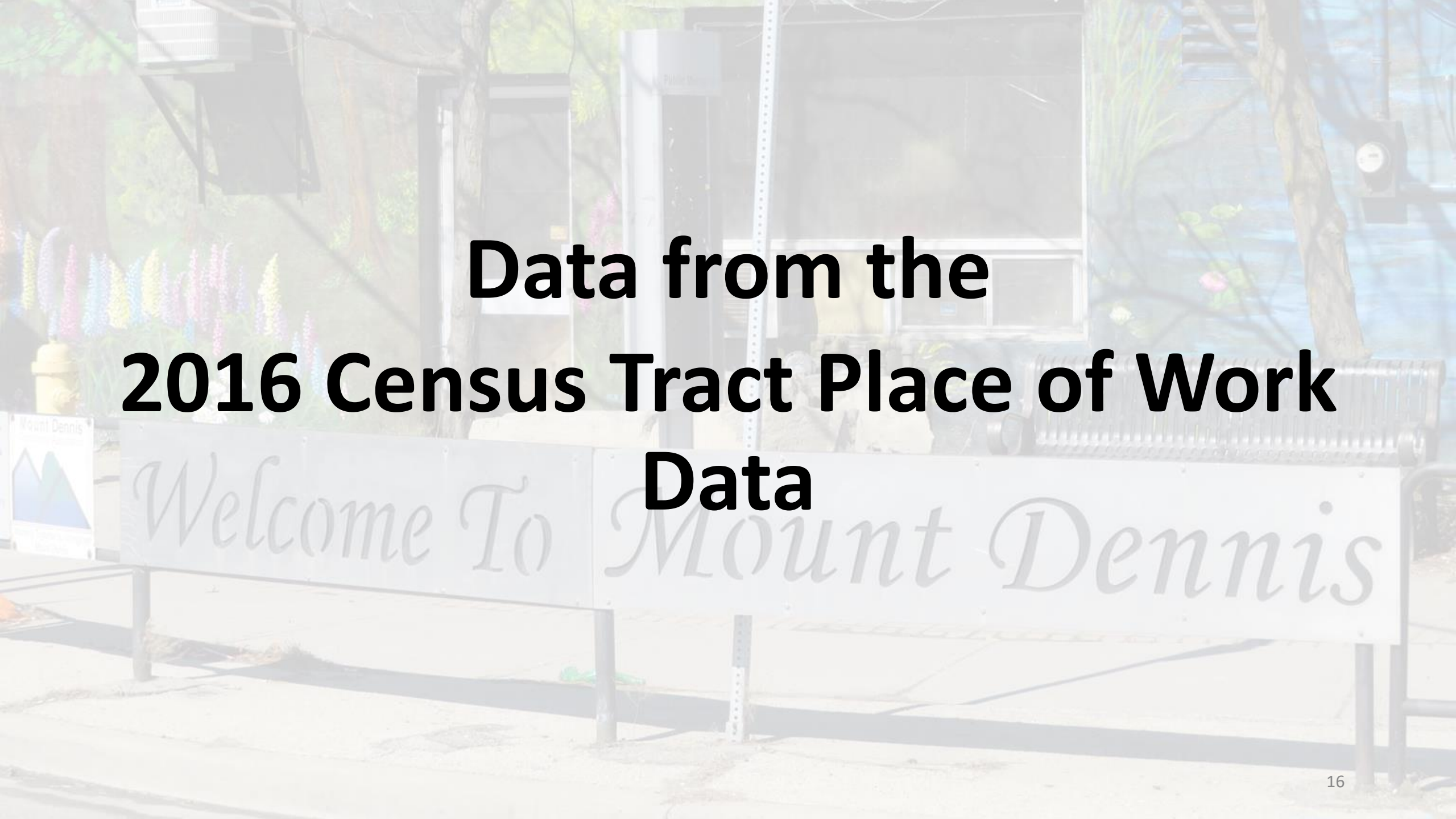
	Mount Dennis	City of Toronto
Total Expenditure	\$68,126	\$90,740
<i>Food</i>	<i>\$7,349</i>	<i>\$9,219</i>
<i>Shelter</i>	<i>\$17,512</i>	<i>\$21,855</i>
<i>Household Operation</i>	<i>\$4,117</i>	<i>\$5,155</i>
<i>Furnishings and Equipment</i>	<i>\$1,855</i>	<i>\$2,308</i>
<i>Clothing</i>	<i>\$3,533</i>	<i>\$4,429</i>
<i>Transportation</i>	<i>\$10,026</i>	<i>\$12,487</i>
<i>Health Care</i>	<i>\$1,567</i>	<i>\$1,973</i>
<i>Personal Care</i>	<i>\$1,150</i>	<i>\$1,416</i>
<i>Recreation</i>	<i>\$3,044</i>	<i>\$3,879</i>
<i>Reading Materials</i>	<i>\$102</i>	<i>\$130</i>
<i>Education</i>	<i>\$1,584</i>	<i>\$2,223</i>
<i>Tobacco & Alcohol</i>	<i>\$822</i>	<i>\$1,022</i>
<i>Games of Chance</i>	<i>\$113</i>	<i>\$145</i>
<i>Personal Taxes</i>	<i>\$8,310</i>	<i>\$15,109</i>
<i>Insurance</i>	<i>\$4,005</i>	<i>\$5,422</i>
<i>Gifts</i>	<i>\$1,680</i>	<i>\$2,231</i>
<i>Charitable Contributions</i>	<i>\$566</i>	<i>\$783</i>

Lifestyle Types

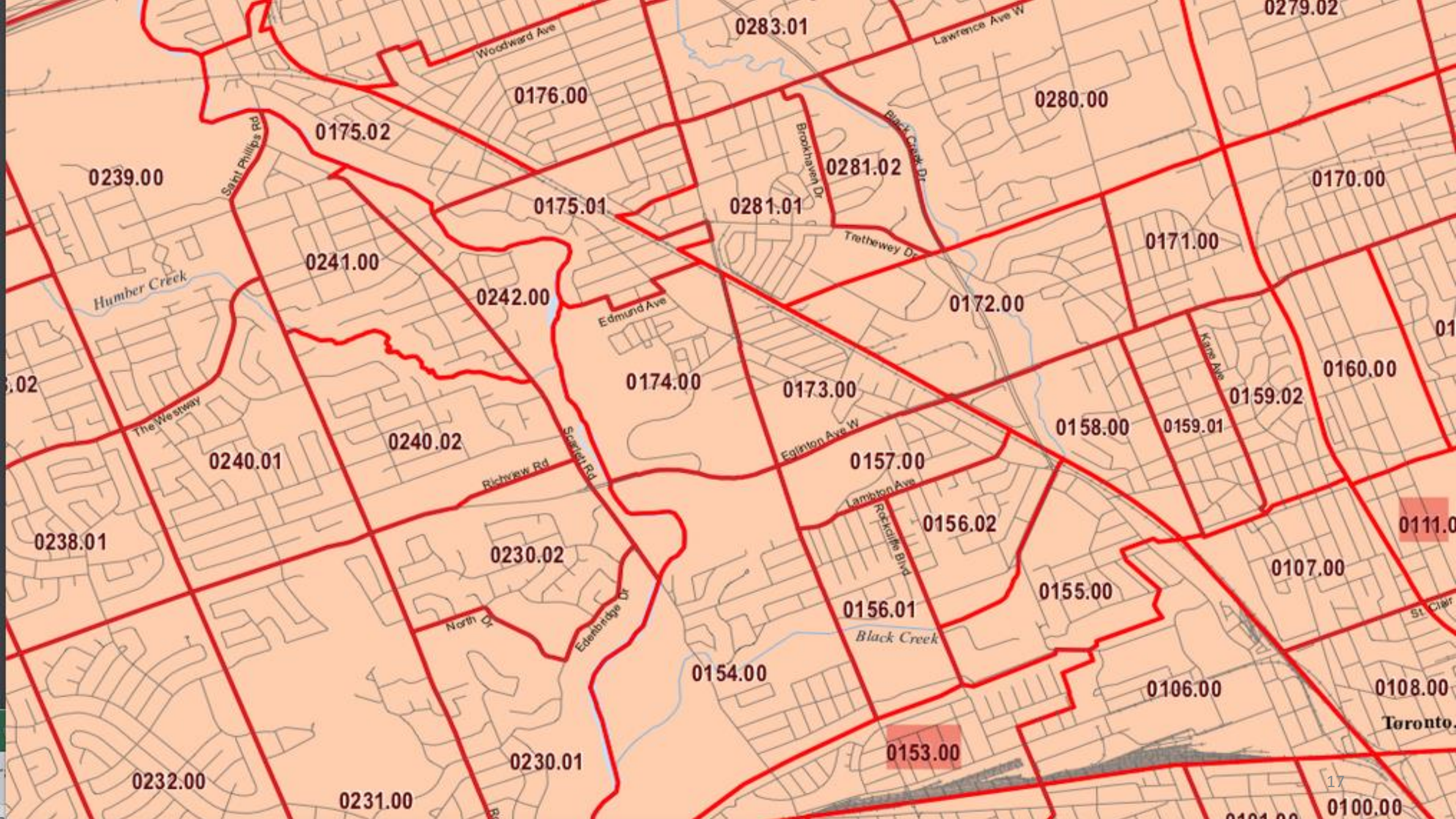
	Mount Dennis	City of Toronto
Affluent	0.2%	7.3%
Elite Professionals	1.5%	8.3%
Ethnic Cruisers	0.5%	7.0%
Nest Builders	0.9%	3.8%
Buy Me a New Home	32.2%	19.9%
Empty Nesters	0.8%	2.3%
Up the Ladder	15.2%	9.5%
High Trades	5.8%	7.8%
Urban Life in a Small Town	0.0%	0.0%
Joyful Country	0.0%	0.0%
Rural Handyman	0.0%	0.0%
Comfortable Apartment Dwellers	26.2%	19.6%
Singles	1.3%	2.1%
New Canadians	2.8%	3.3%
Renters	9.3%	4.3%
One Parent Families	2.5%	1.3%
Thrifty	0.8%	3.3%

Take-aways from Polaris Profile Data

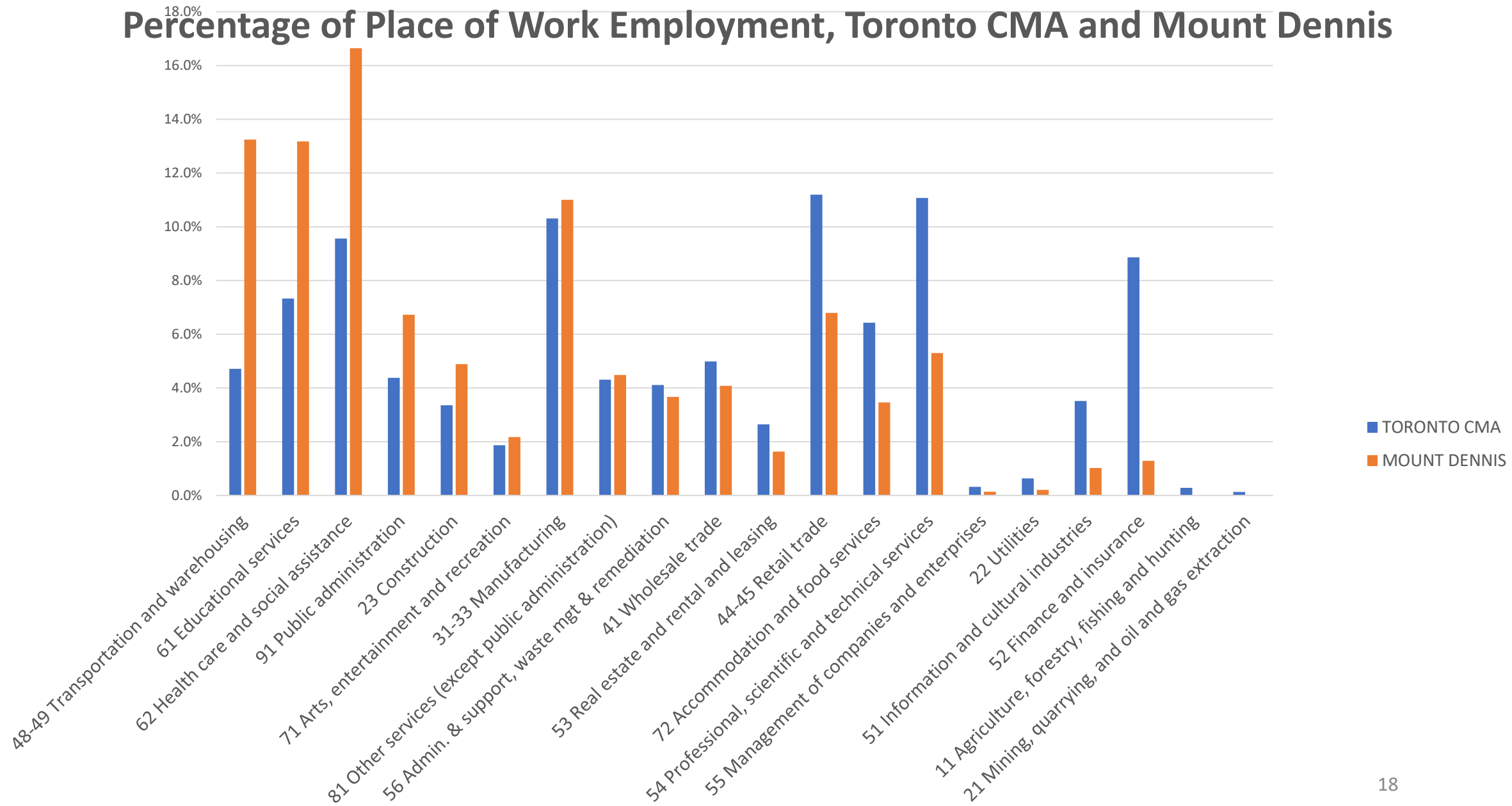
- similar demographics to City overall
- greater home ownership
- older homes; lower market values
- lower education levels
- lower income levels
- lower household expenditure in all expenditure categories
- higher levels of first generation Canadians
- higher concentrations of specific ethnocultural groups
- greater religious affiliation



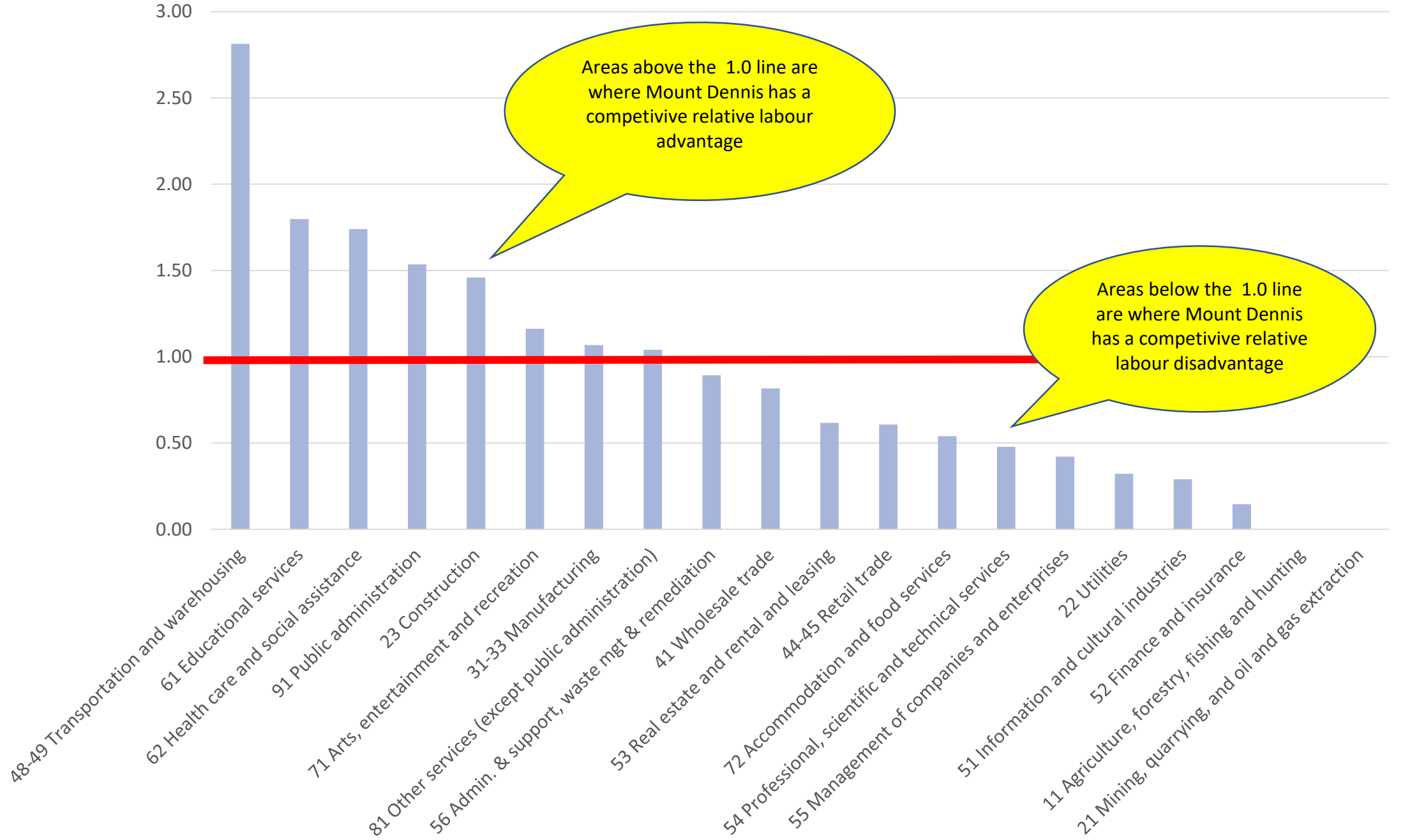
Data from the 2016 Census Tract Place of Work Data



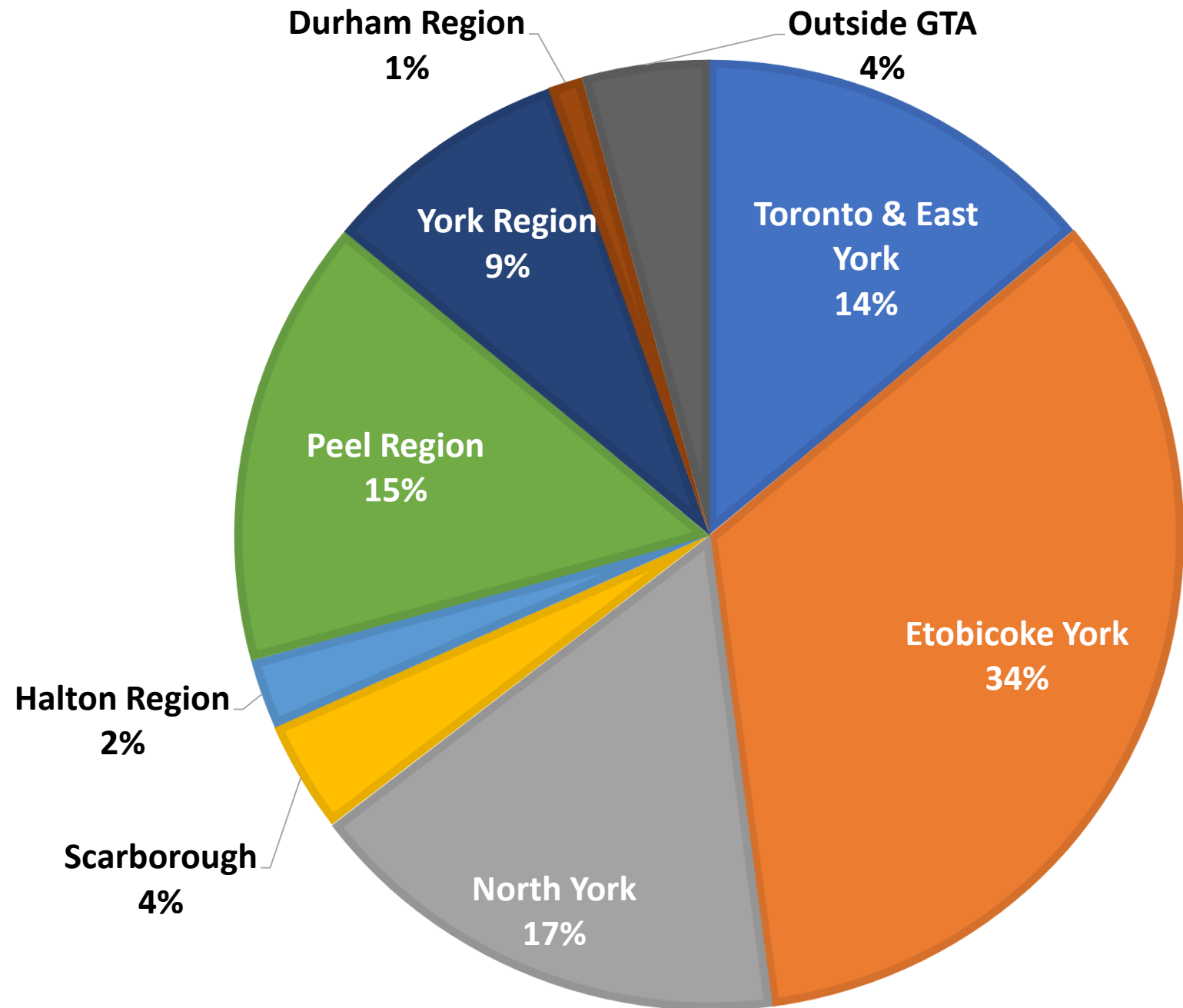
Percentage of Place of Work Employment, Toronto CMA and Mount Dennis



Location Quotients of Major Industry Sectors in Mount Dennis



Where Workers Come From



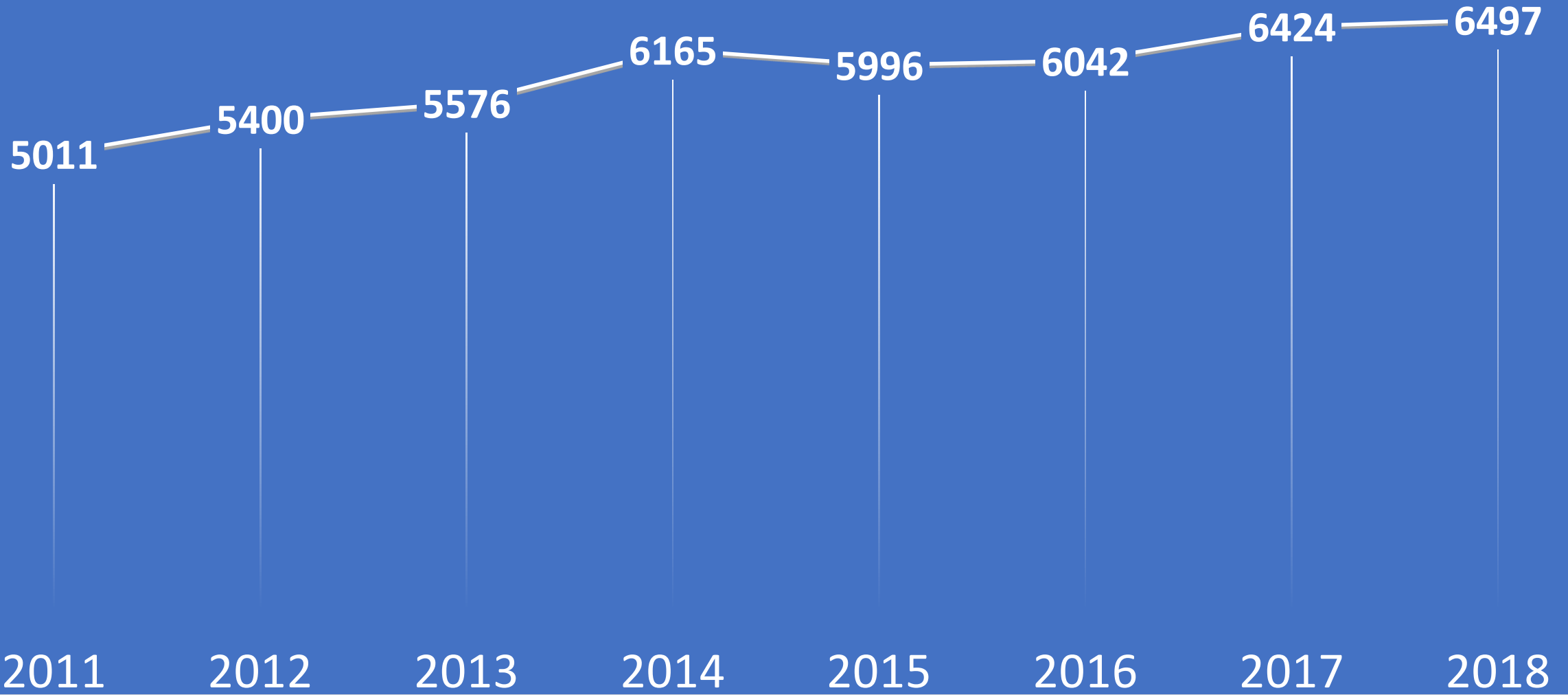
Take-aways from Census Tract Place of Work Data

- Competitive advantages in transportation, warehousing; educational services; health care; public admin.; construction
- 2/3 of workers come from beyond area: 1/3 from outside of Toronto overall

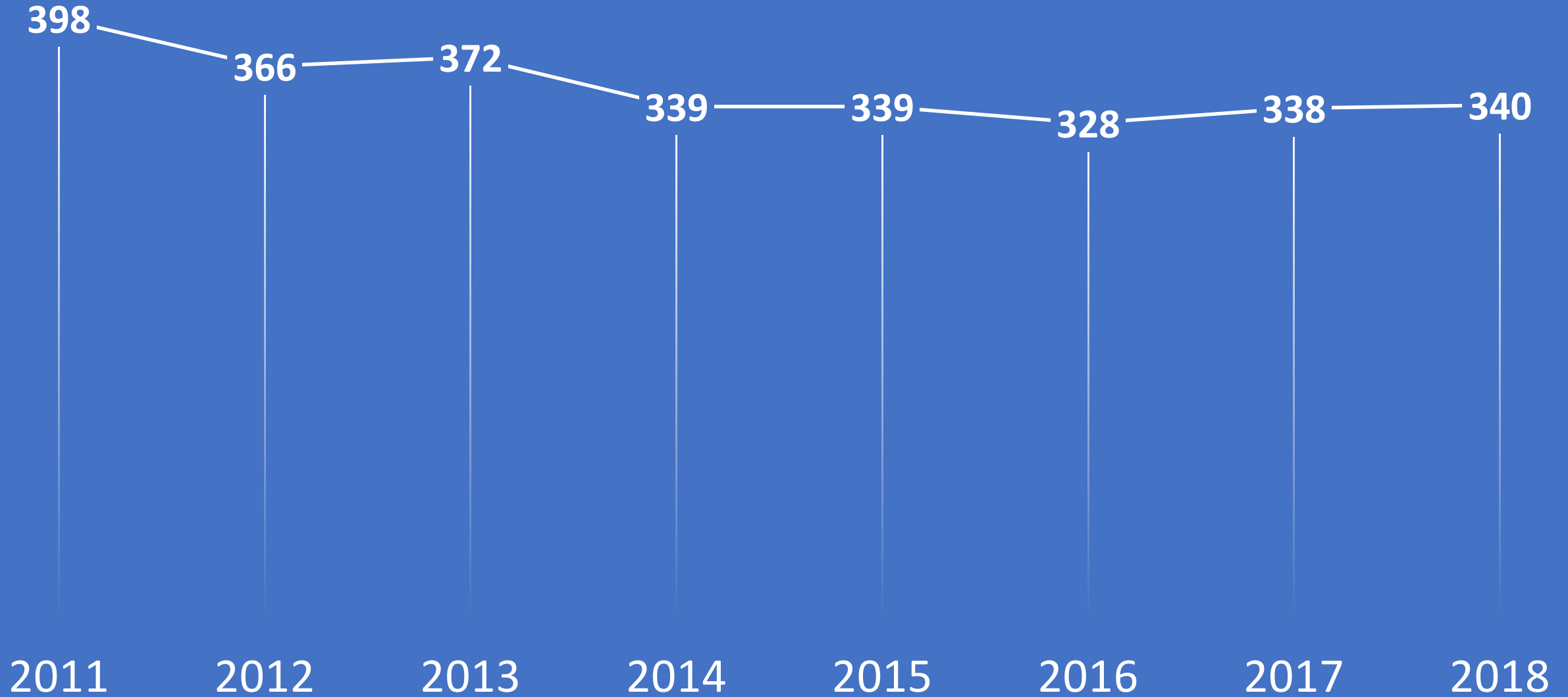
The background image shows a 'Welcome To Mount Dennis' sign with a stylized mountain logo. The sign is partially obscured by a large, bold text overlay. The text overlay reads 'Data from the 2018 Toronto Employment Survey'.

Data from the 2018 Toronto Employment Survey

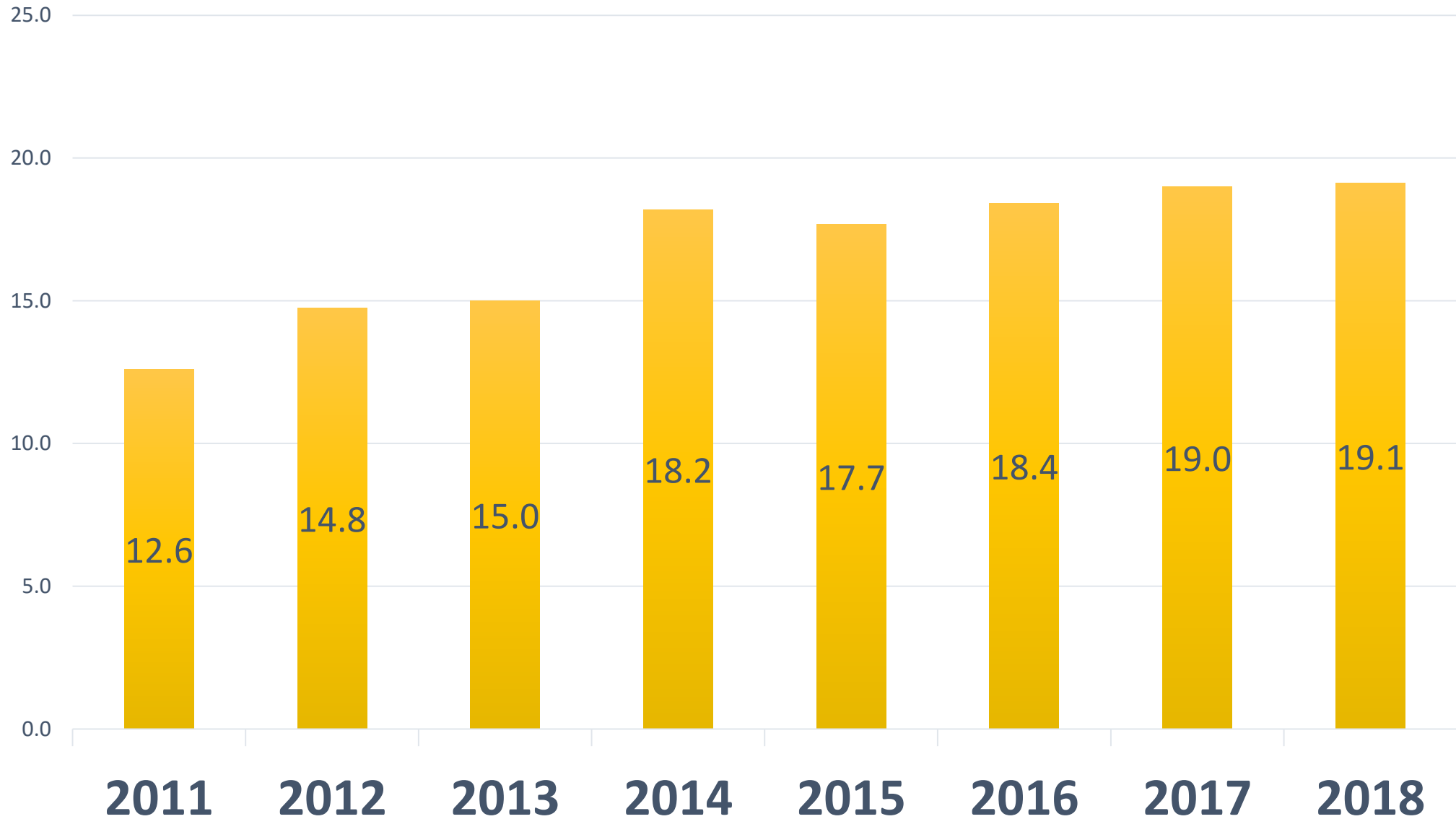
NO. OF EMPLOYEES (FT & PT), MOUNT DENNIS STUDY AREA



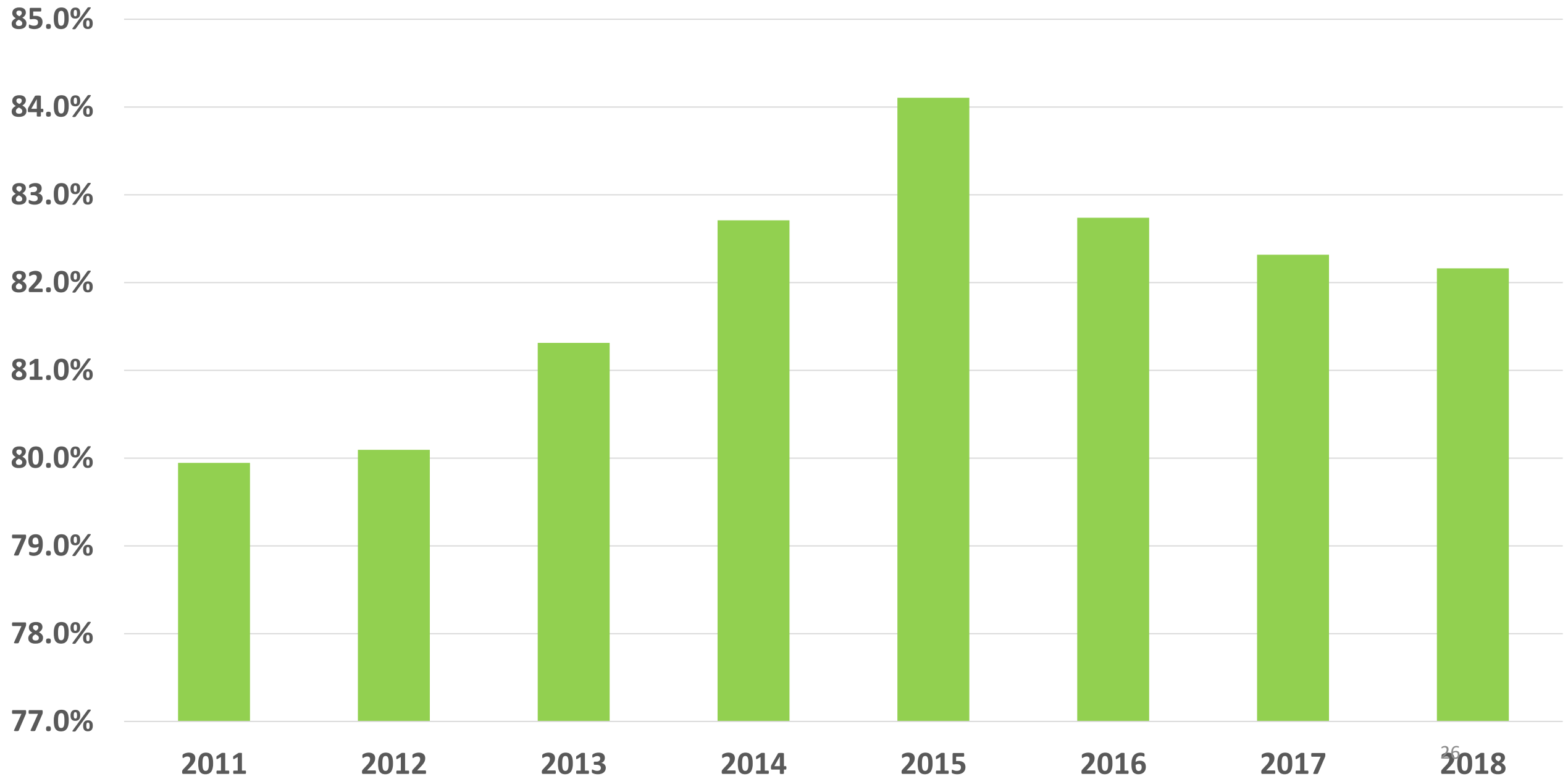
NO. OF ESTABLISHMENTS, MOUNT DENNIS STUDY AREA



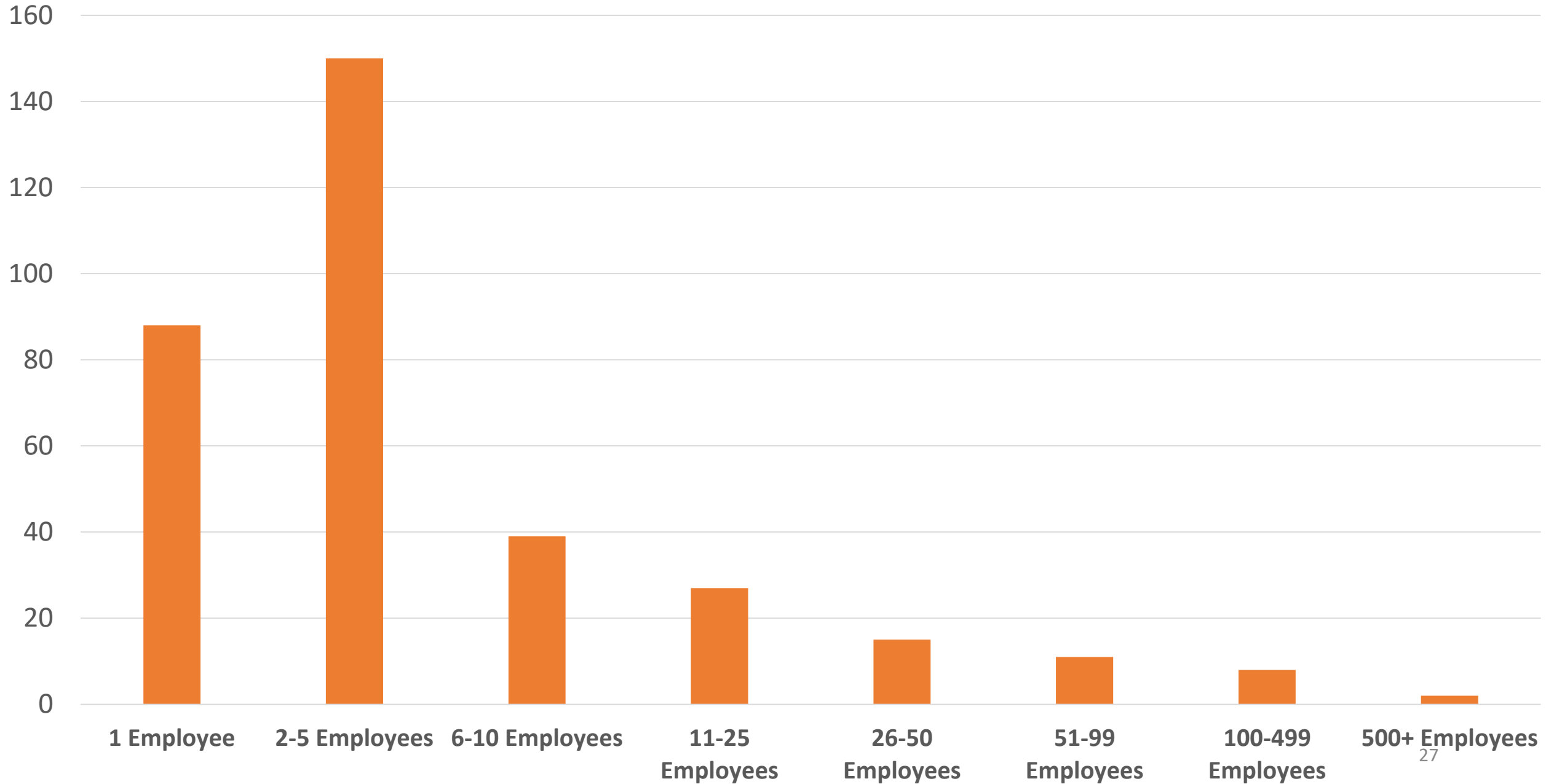
Average No. of Employees per Establishment, Mount Dennis Study Area



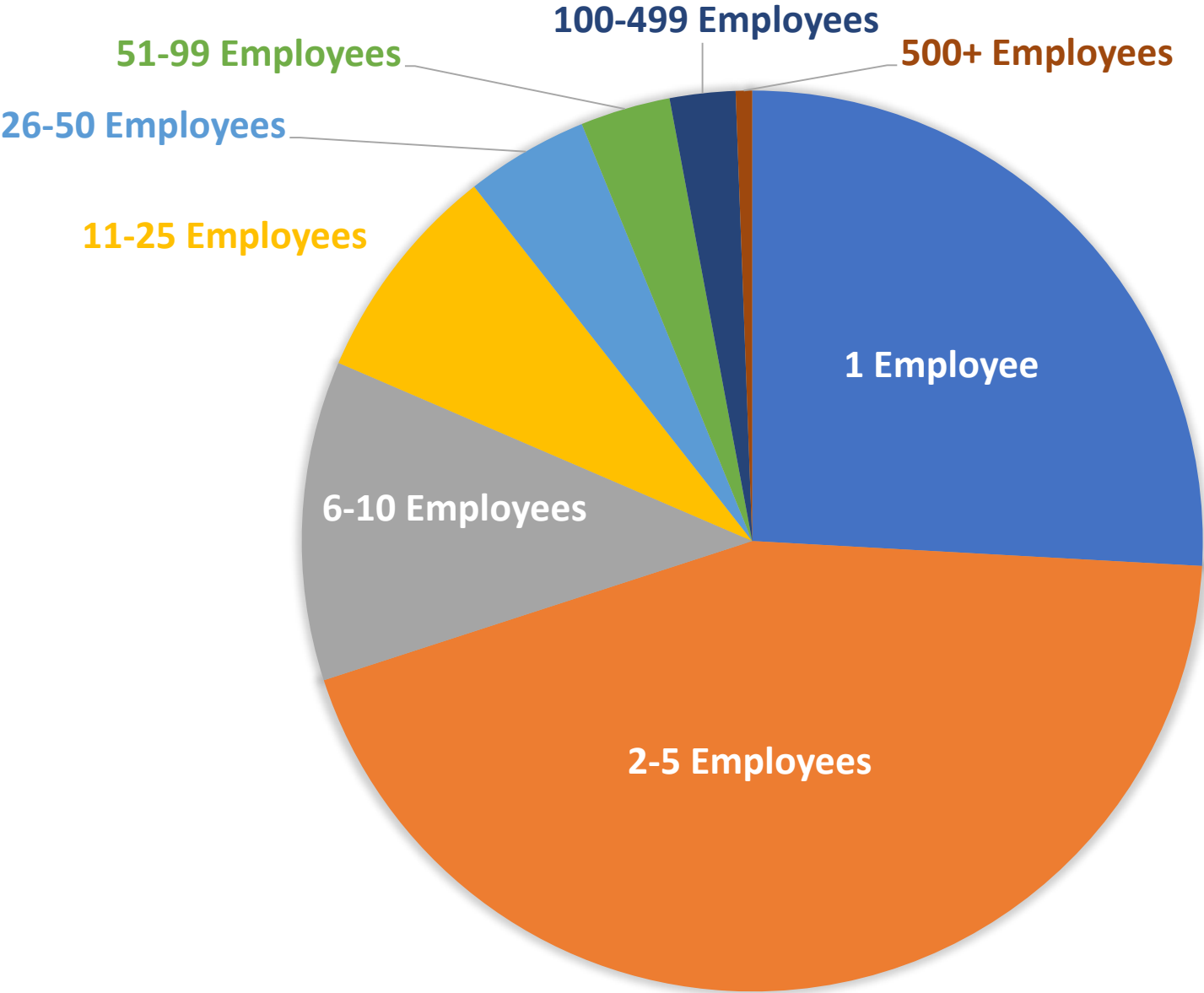
% Full-Time Jobs in Mount Dennis



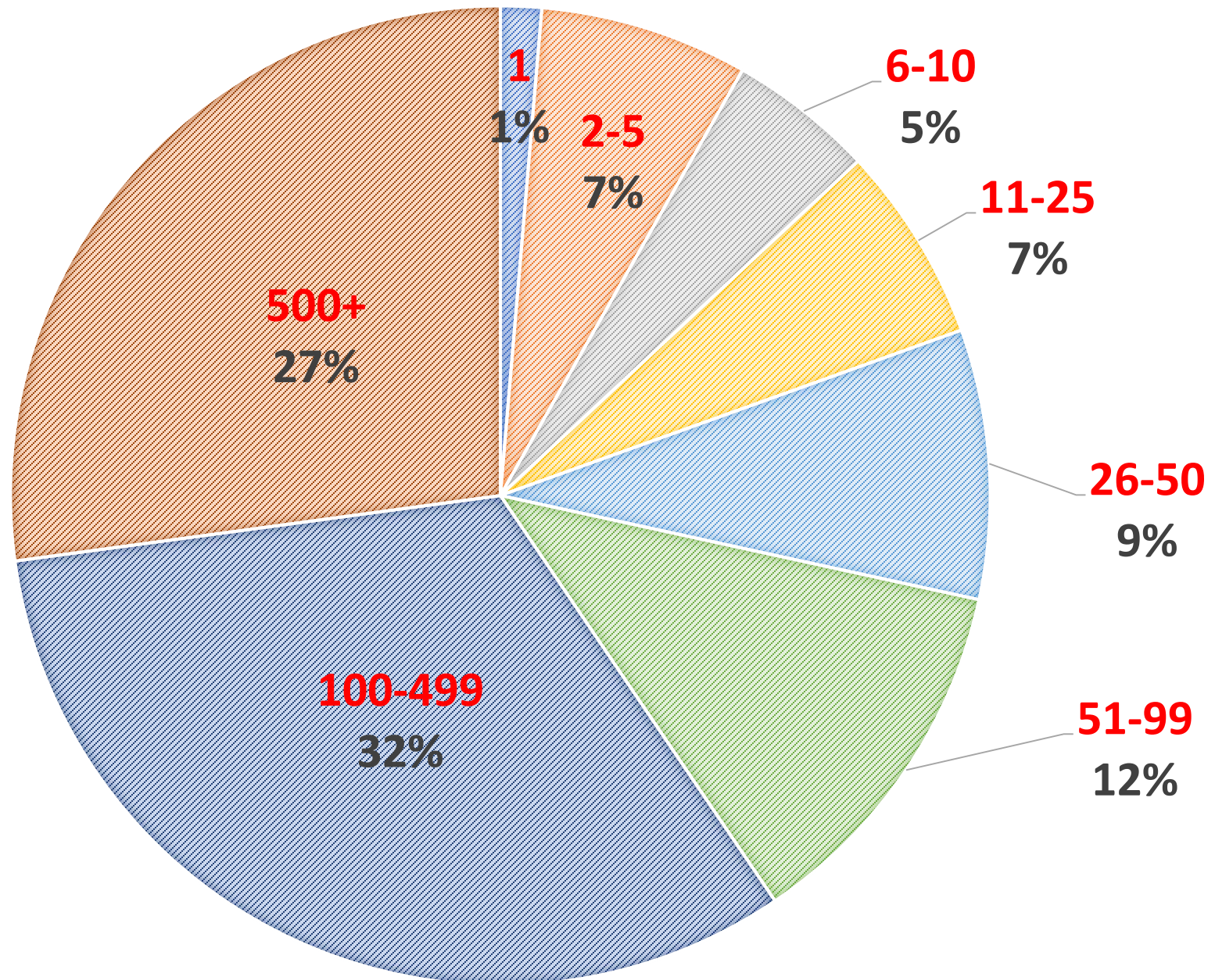
Number of Firms by Size in Mount Dennis



DISTRIBUTION OF FIRMS BY SIZE IN MOUNT DENNIS

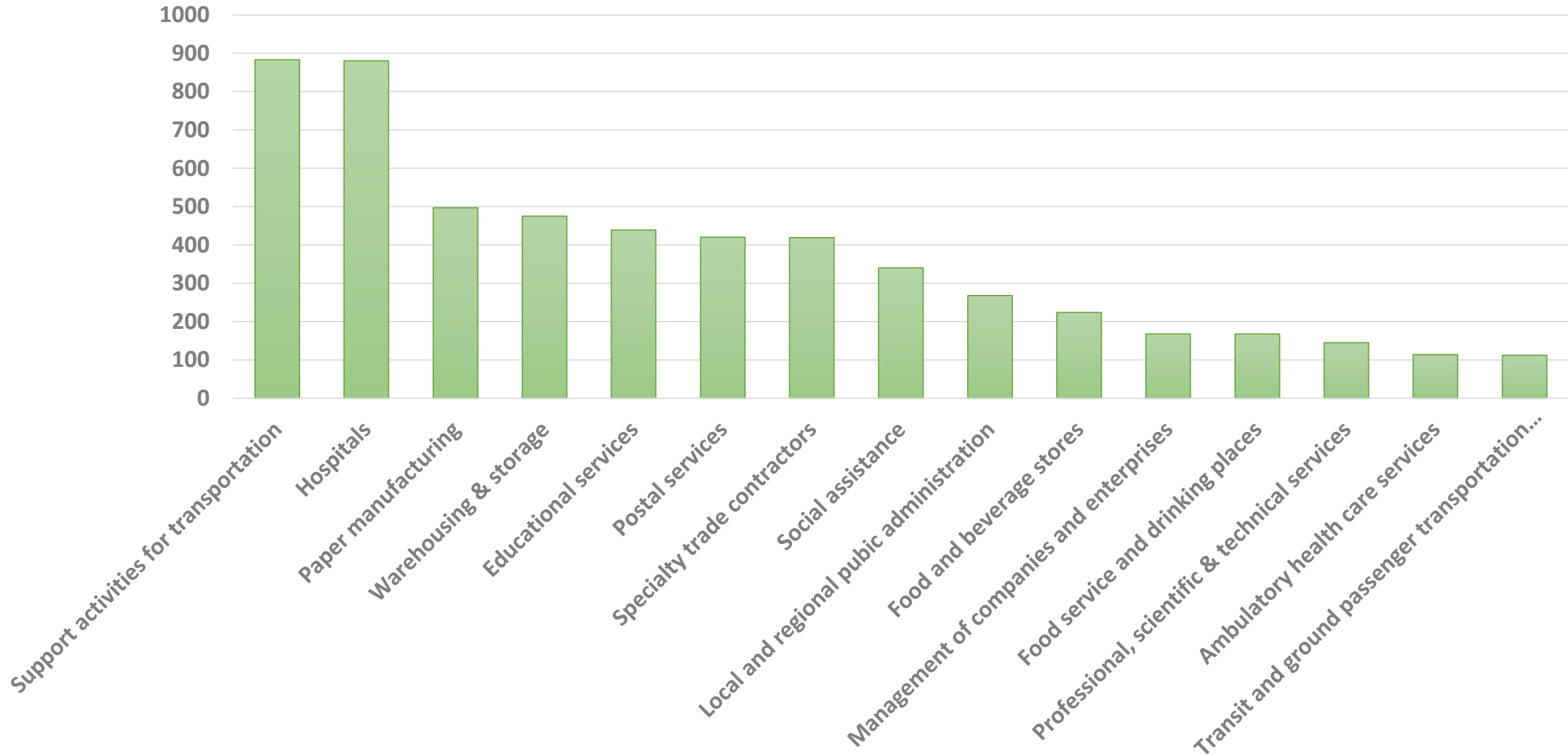


NO. OF EMPLOYEES BY SIZE OF FIRM, 2018



Major Employment Industries in Mount Dennis

(over 100 total employees)



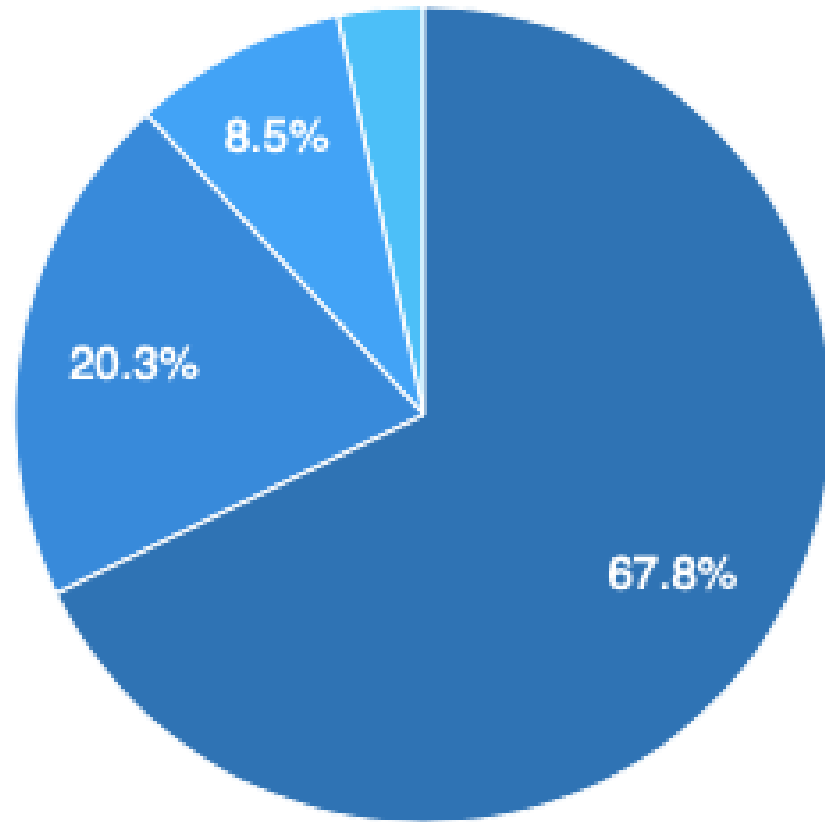
Take-aways from Toronto Employment Survey Data

- Number of enterprises declining, but...
- Employment in area growing
- Employees per establishment growing
- Recent decrease in percentage of FT employment
- 60% of employees work in firms employing 100+
- Very few large employers of 100+ (10)
- Major employment sectors are:
 - *support activities for transportation*
 - *hospitals*

Preliminary Business Survey Results

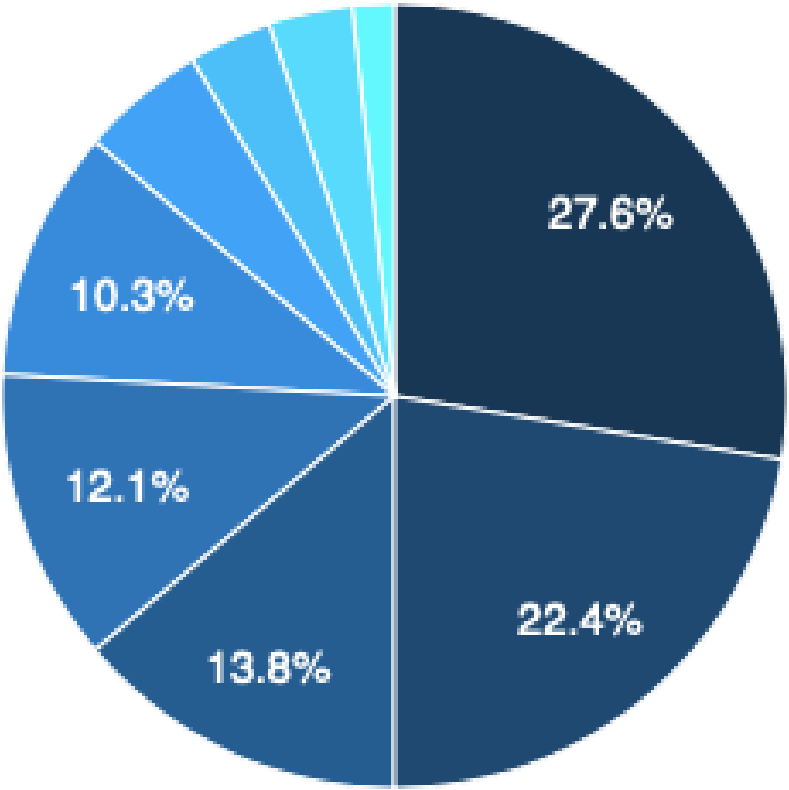
(n = 60)

Position of Respondent



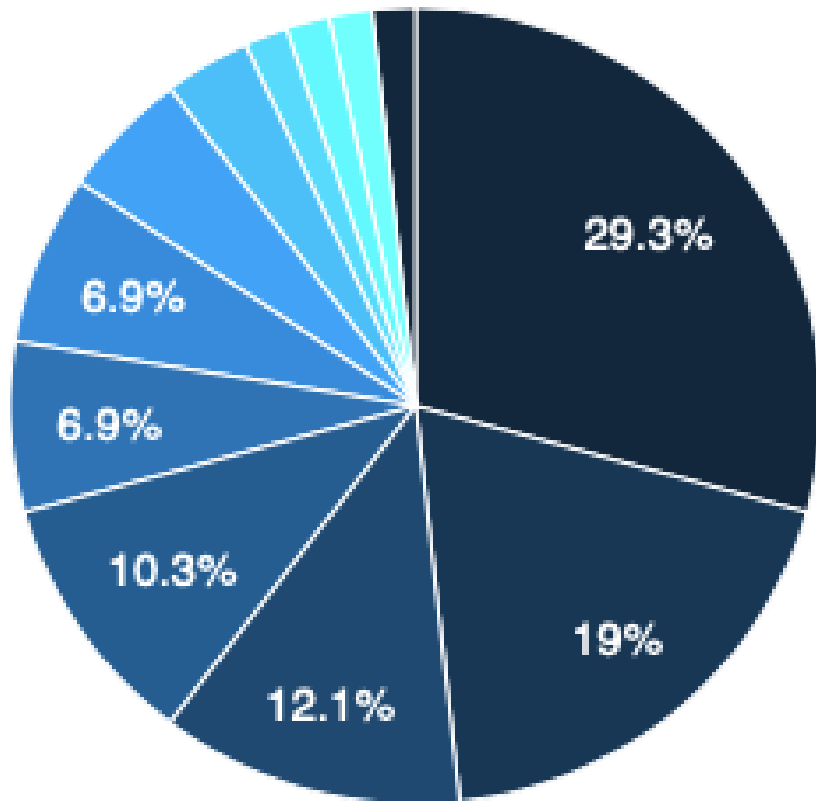
- 68% - Owner
- 20% - Manager
- 8% - Employee
- 3% - Other, please specify

Type of Business Operation



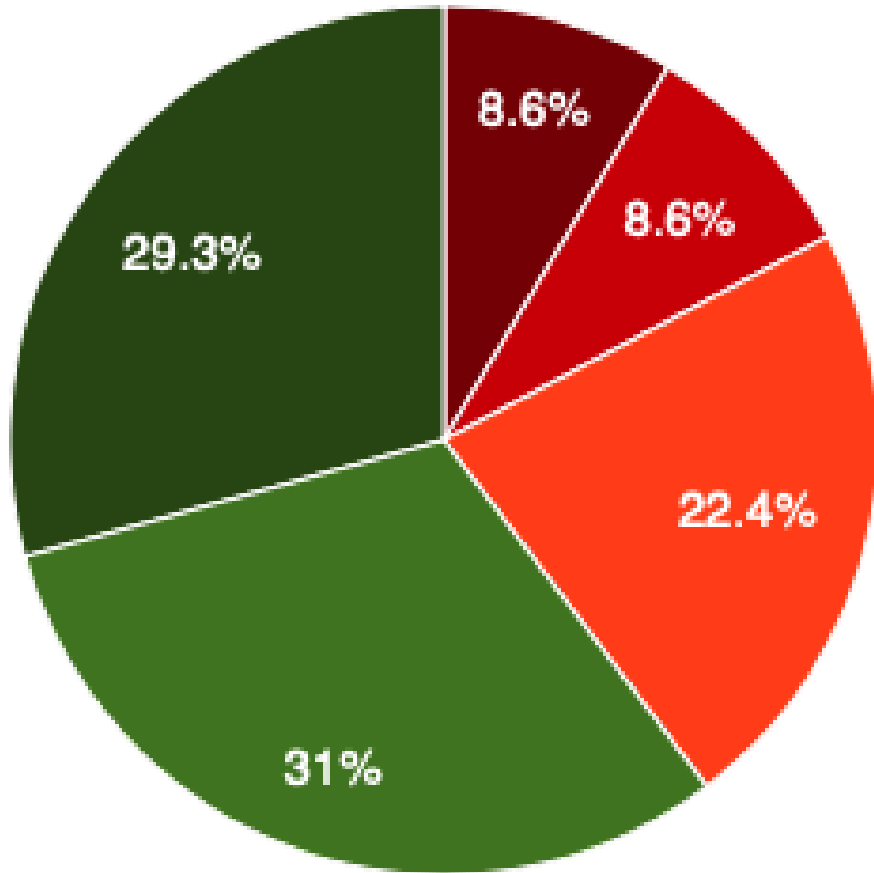
- 28% - Service
- 22% - Retail
- 14% - Other, please specify
- 12% - Manufacturing
- 10% - Construction
- 5% - Wholesale
- 3% - Office
- 3% - Recreation/Entertainment
- 2% - Institutional

Business Sector of Respondents



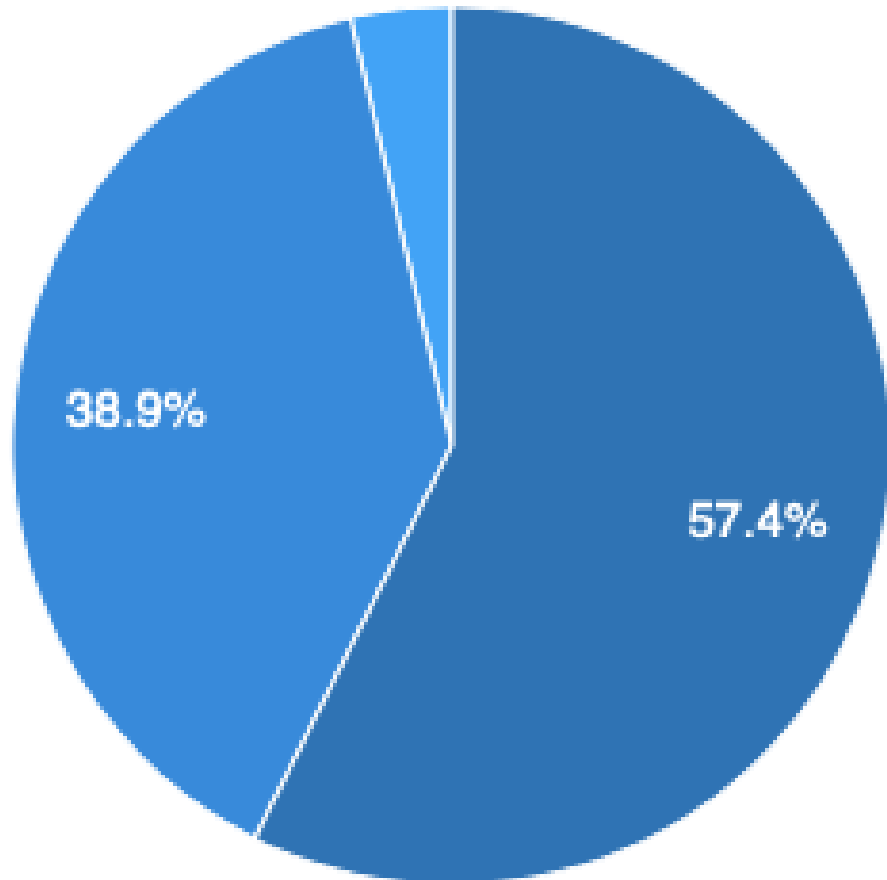
- 29% - Other, please specify
- 19% - Construction
- 12% - Food and Beverage
- 10% - Automotive
- 7% - Business and Professional Services
- 7% - Retail
- 5% - Design
- 3% - Cosmetics
- 2% - Education
- 2% - Fashion
- ▲ 1/2 ▼

How Long in Mount Dennis?



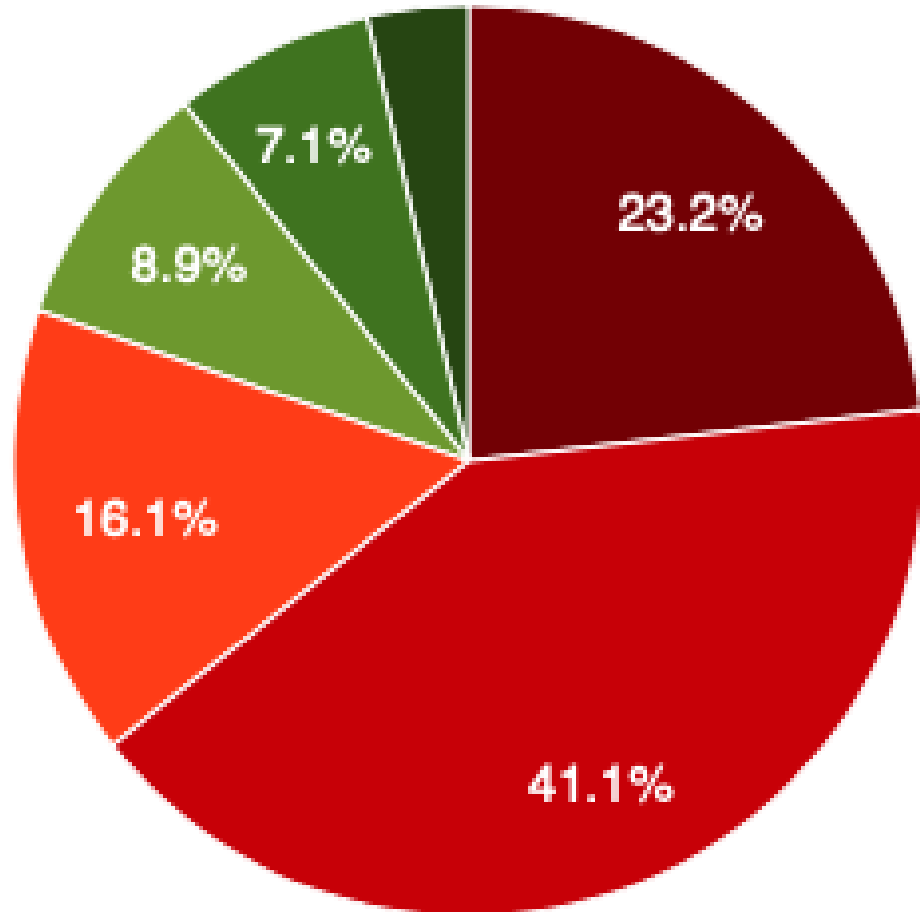
- 9% - Less than 3 years
- 9% - 3-5 years
- 22% - 6-10 years
- 31% - 11-25 years
- 29% - More than 25 years

Owned or Leased Premises?



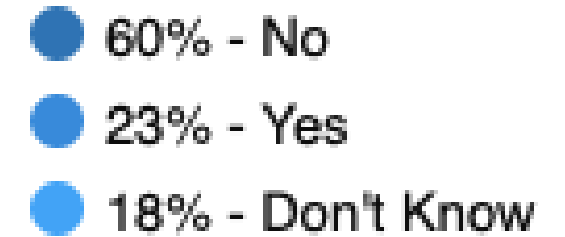
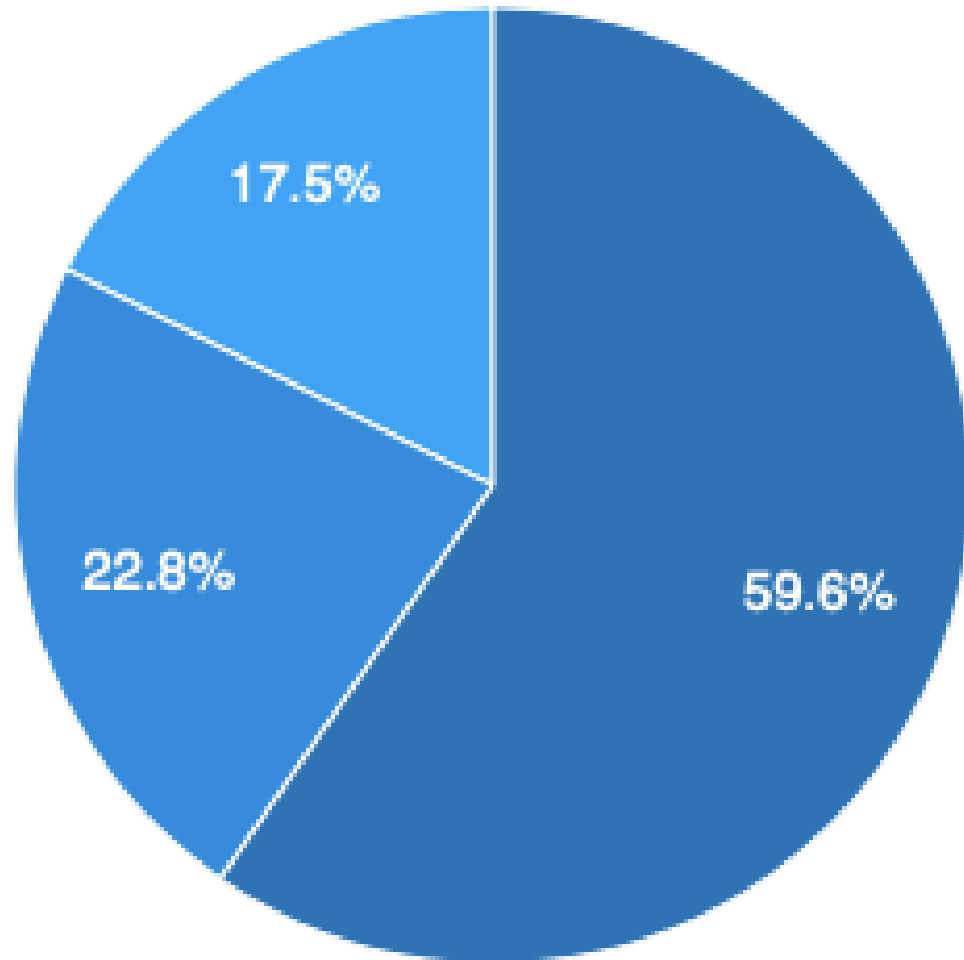
- 57% - Lease or rent space
- 39% - Own premises
- 4% - Other, please specify

How Large (Space) is Business?

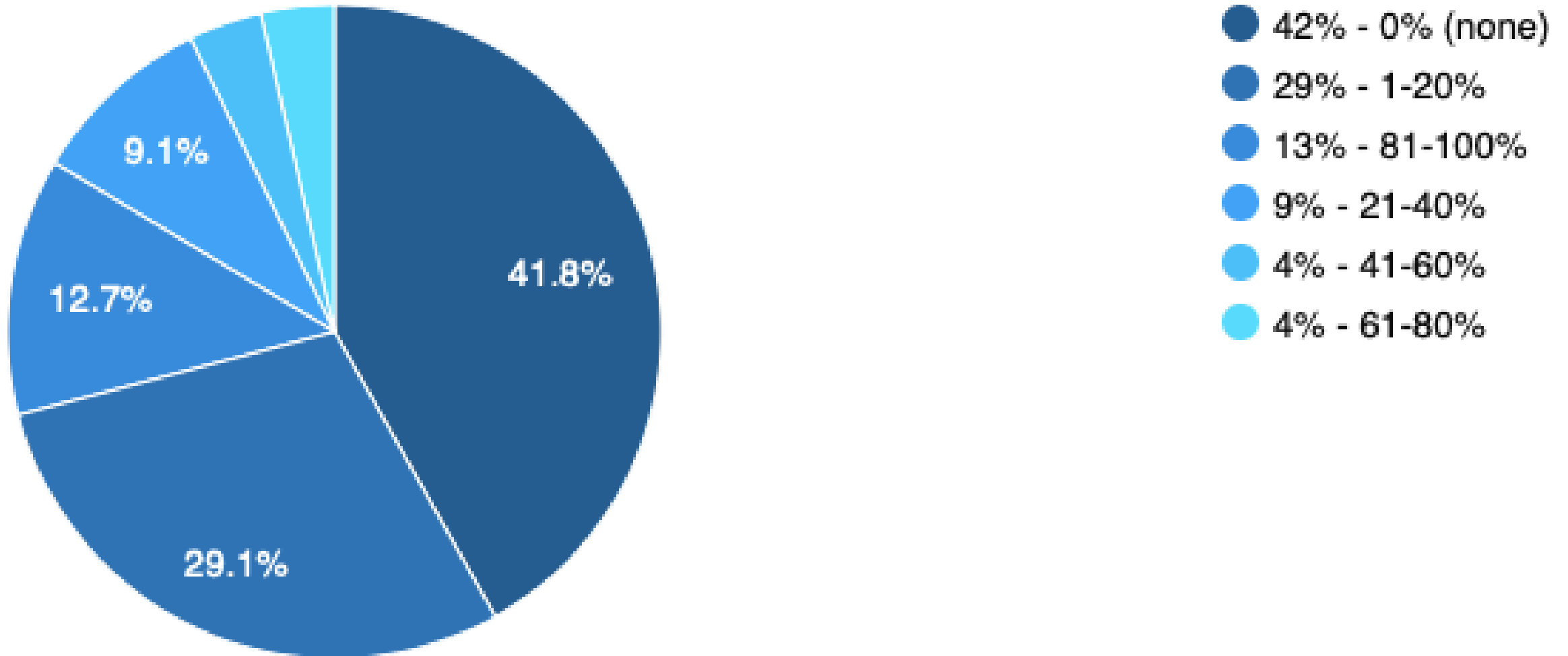


- 23% - Under 1,000 sq.ft.
- 41% - 1,000-4,999 sq.ft.
- 16% - 5,000-9,999 sq.ft.
- 9% - 10,000-49,999 sq.ft.
- 7% - 50,000-99,999 sq.ft.
- 4% - 100,000 sq.ft. or more

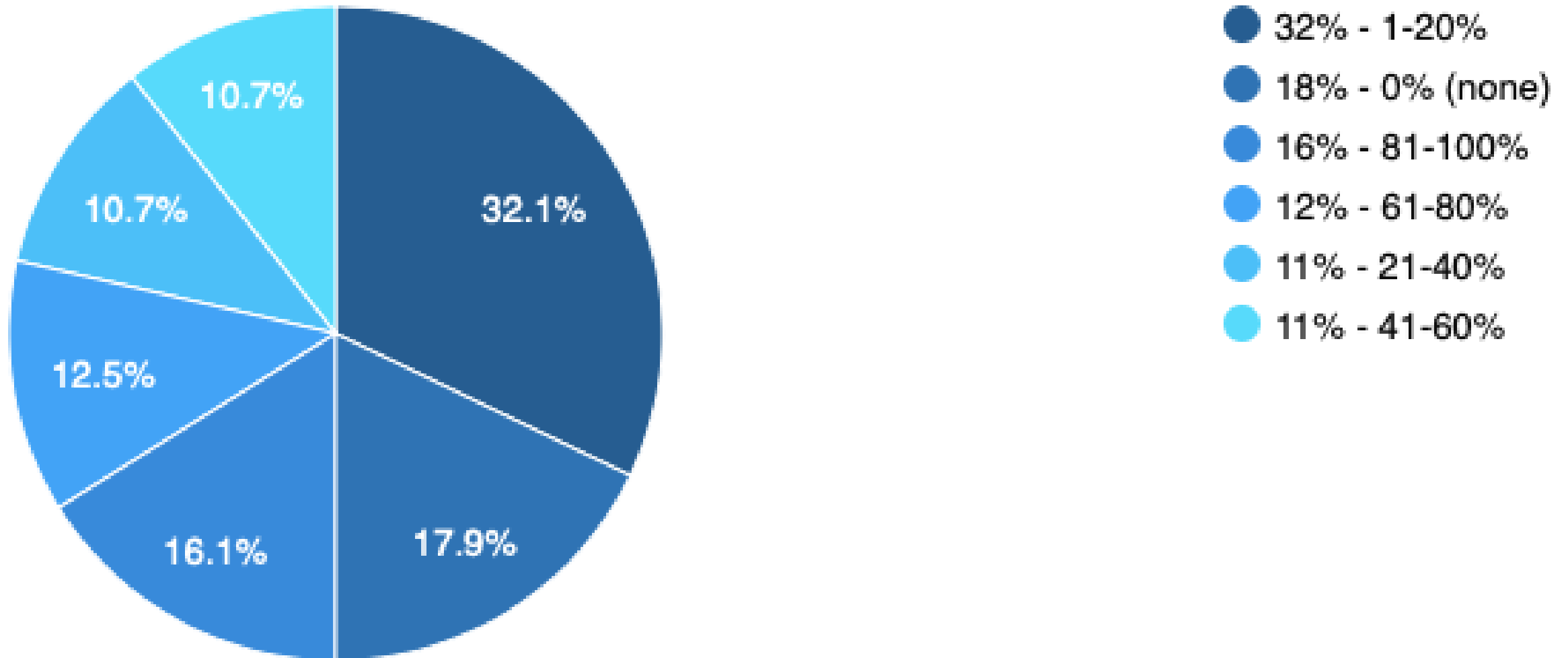
Member of Mount Dennis BIA?



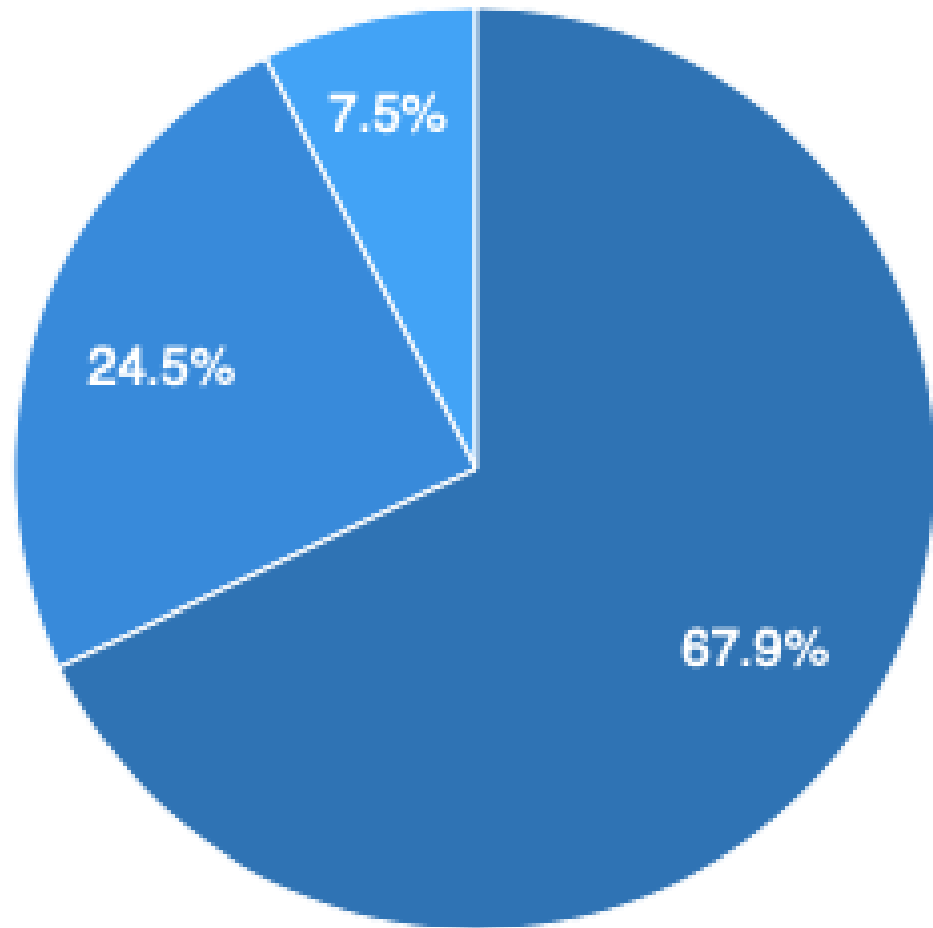
% of Employees Living in Mount Dennis Area



Customers / Clientele Based in Mount Dennis

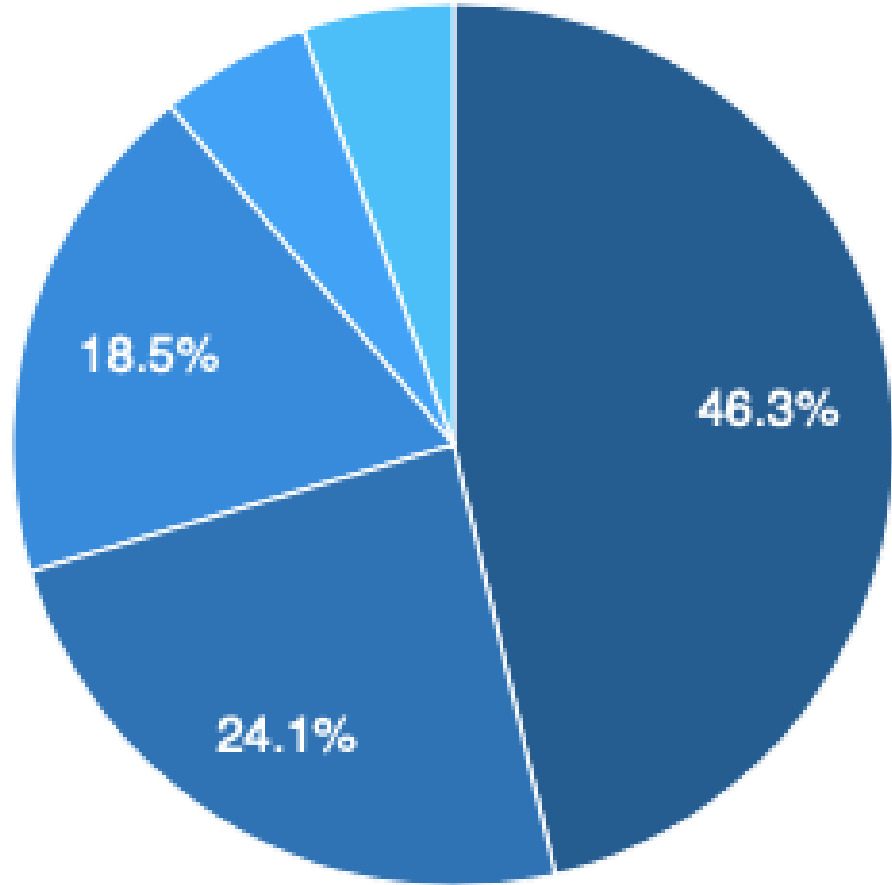


Identification as Diverse Supplier



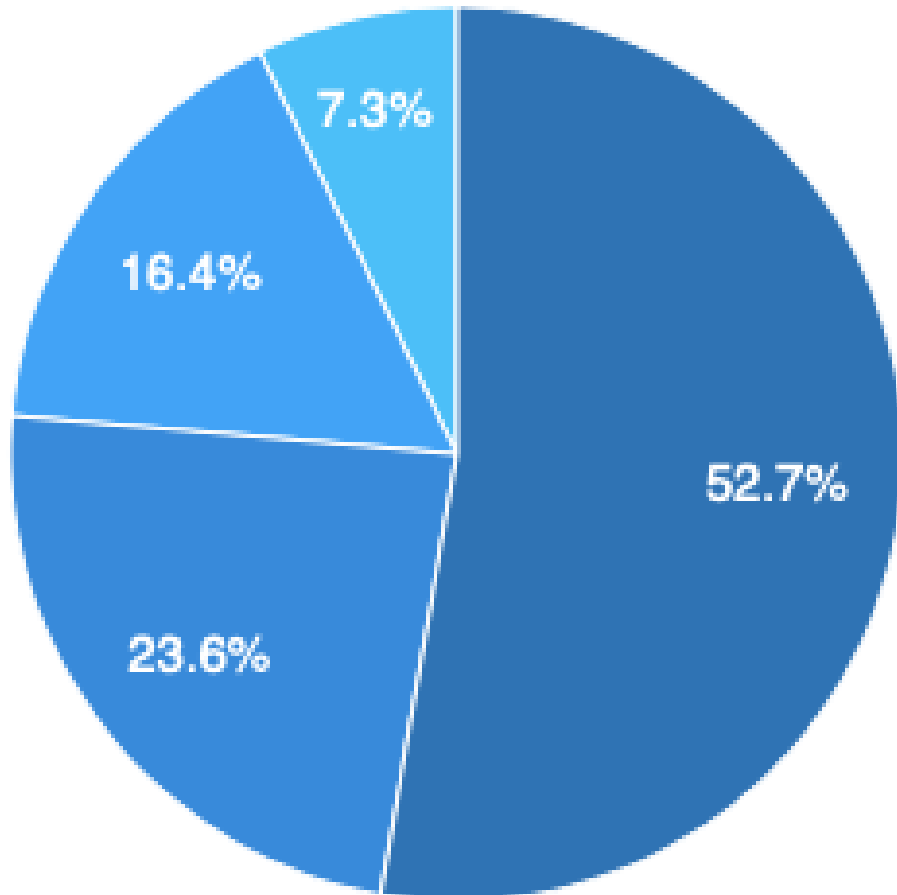
- 68% - No
- 25% - Yes
- 8% - Don't Know

Growth in Business over Past 3-5 Years



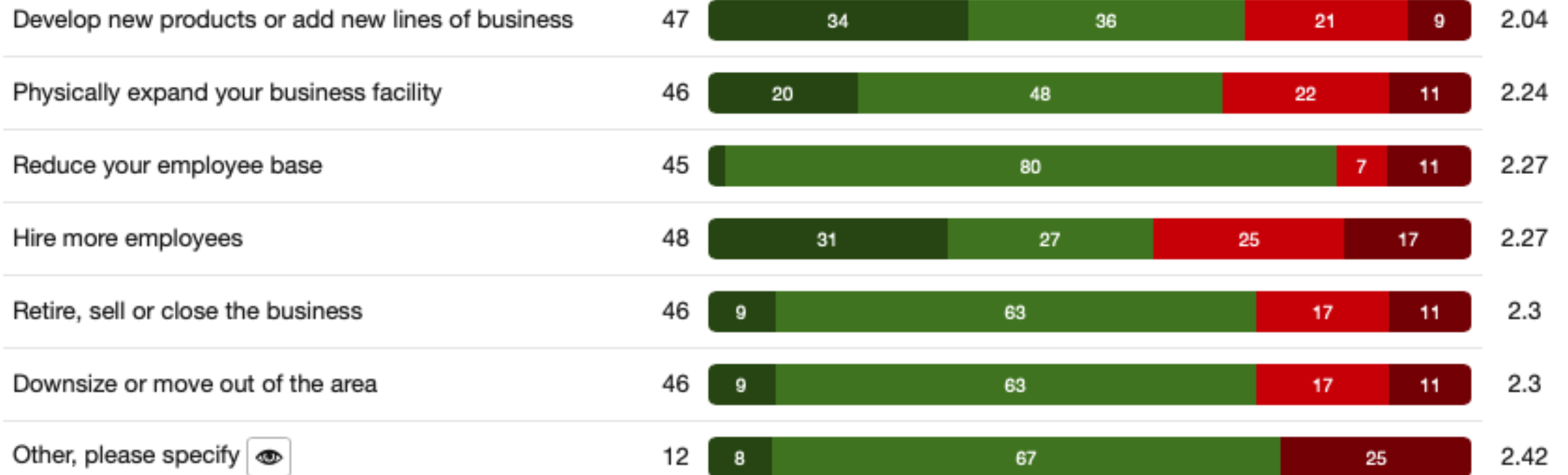
- 46% - Growing
- 24% - Stable
- 19% - Declining
- 6% - Variable
- 6% - Can't Say/Don't Know

Perceptions About Business Prospects Over Next 3-5 Years



- 53% - Optimistic
- 24% - Concerned
- 16% - Neutral
- 7% - Can't Say/Don't Know

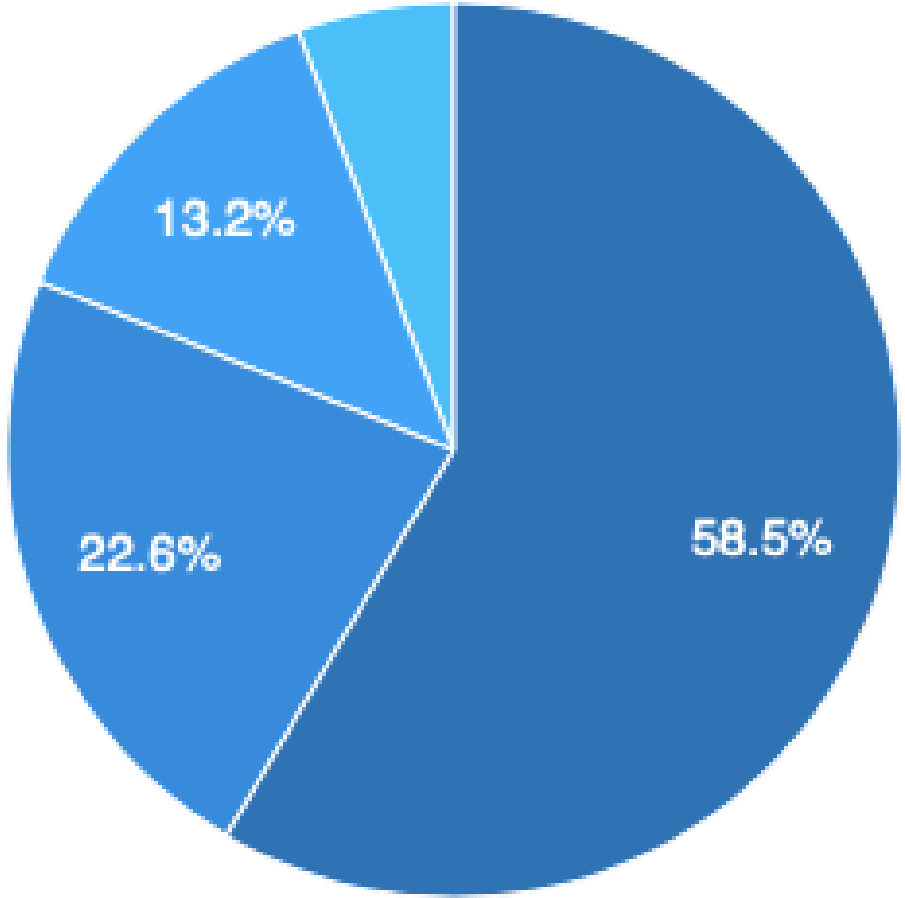
Business Plans Over Next 5 Years



Average: 2.24 — Median: 2 — Standard Deviation: 0.88

- 1. Yes
- 2. No
- 3. Maybe
- 4. Don't Know

Awareness of Business Supports



- 58% - Not at all aware
- 23% - Somewhat aware
- 13% - Can't say/don't know
- 6% - Very aware

Some Key Findings

- mostly smaller, owner-run businesses
- wide range of business types: 50% retail/service; 50% other
- many businesses long-established in area: 60% 10 years or more
- most lease space, thus vulnerable to cost increases?
- most businesses physically fairly small (nearly 2/3 less than 5K sf)
- many do not employ local residents (40% have 0 employees living in area)
- great dependence upon customers / clientele from outside the area
- nearly half report business has grown over past 3-5 years
- significant optimism for future
- approximately 1/3 report plans to hire more employees, develop new products and services
- a fifth plan to physically expand premises
- most businesses have no idea what sort of support and assistance may be available to them

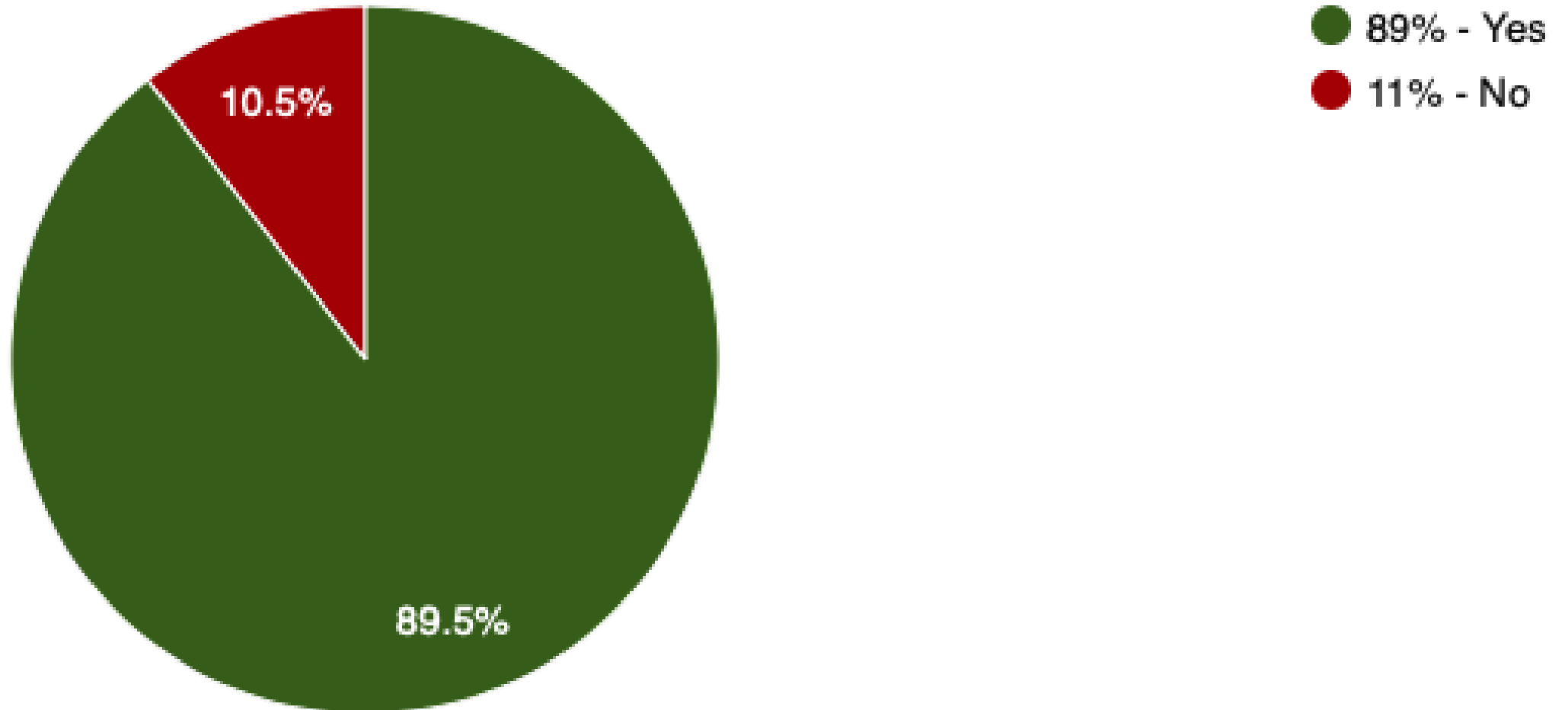
Feedback on Potential Strategies

Potential Strategy	% saying 'High Priority'
Attracting more businesses	64%
Public transit connectivity	57%
Community safety (e.g. policing and security)	56%
Access to incentives (e.g. for operating costs; building and façade improvements; etc.)	53%
Parking facilities and supply	52%
Streetscape beautification and amenities	50%
Branding and marketing of the area	46%
Creating awareness of available City supports for business	44%
Pedestrian and cycling environment	33%
Protection of employment lands	33%
Networking & awareness of how local businesses can support one another	32%
Arts and culture facilities and programming	27%
Development of business incubators and affordable shared/collaborative spaces	27%
Support in navigating City permit / regulatory processes	26%
Supports for businesses owned/ managed by a member of an equity-seeking group	24%
Support for sourcing, hiring and/or training staff	19%

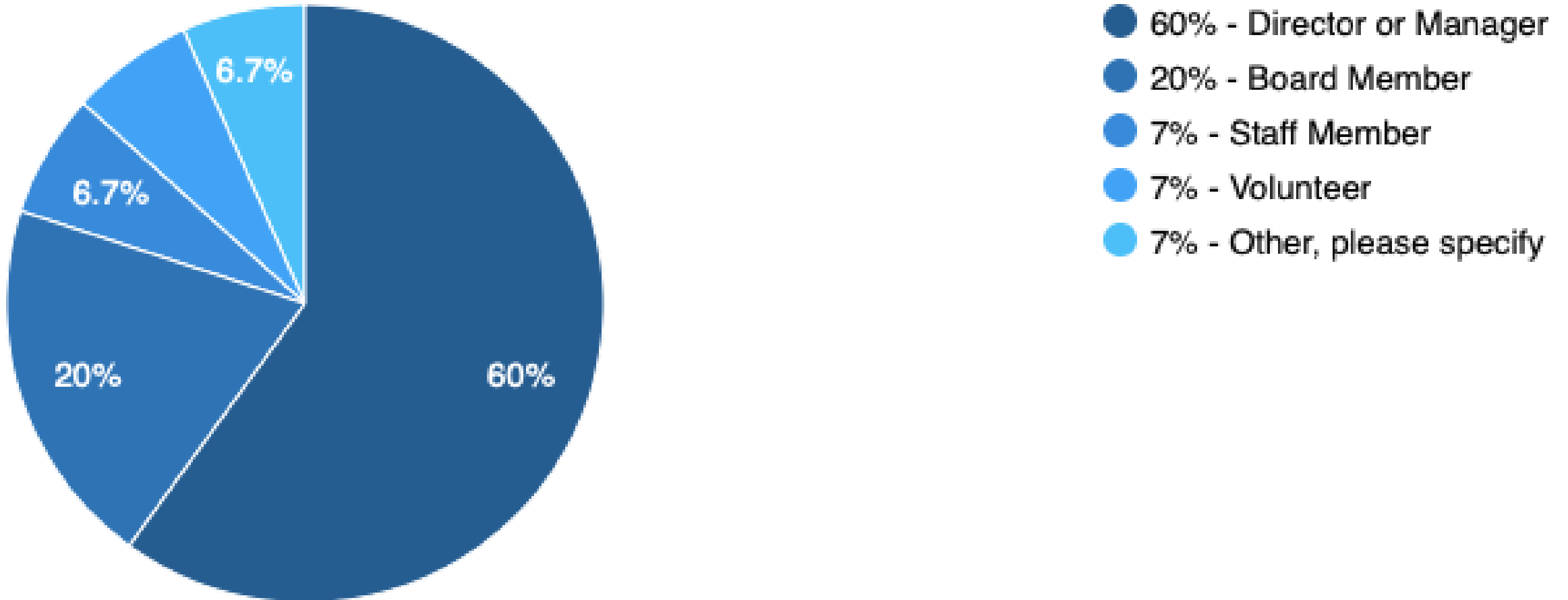
Preliminary Community Organization & Agency Results

(n = 19)

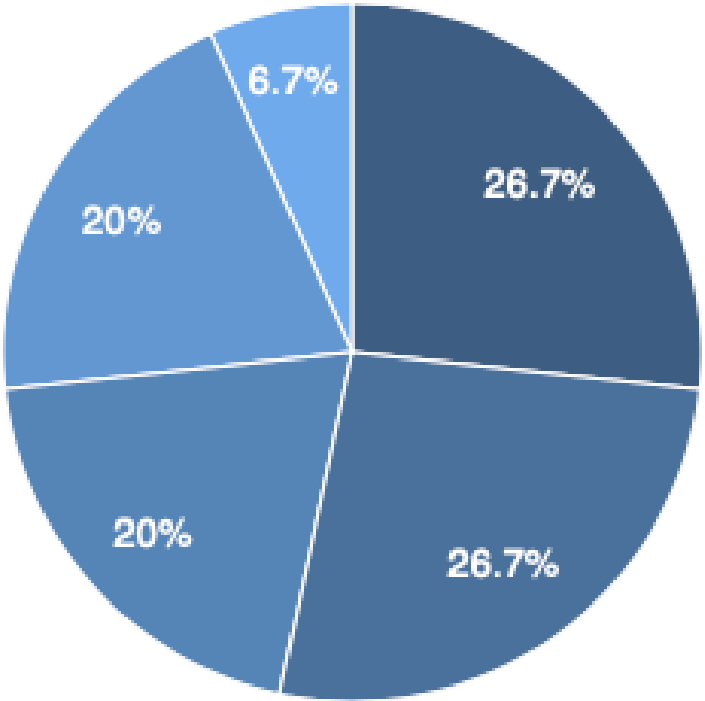
Most Organizations Operate Within the Area



Most Respondents Hold Senior Positions

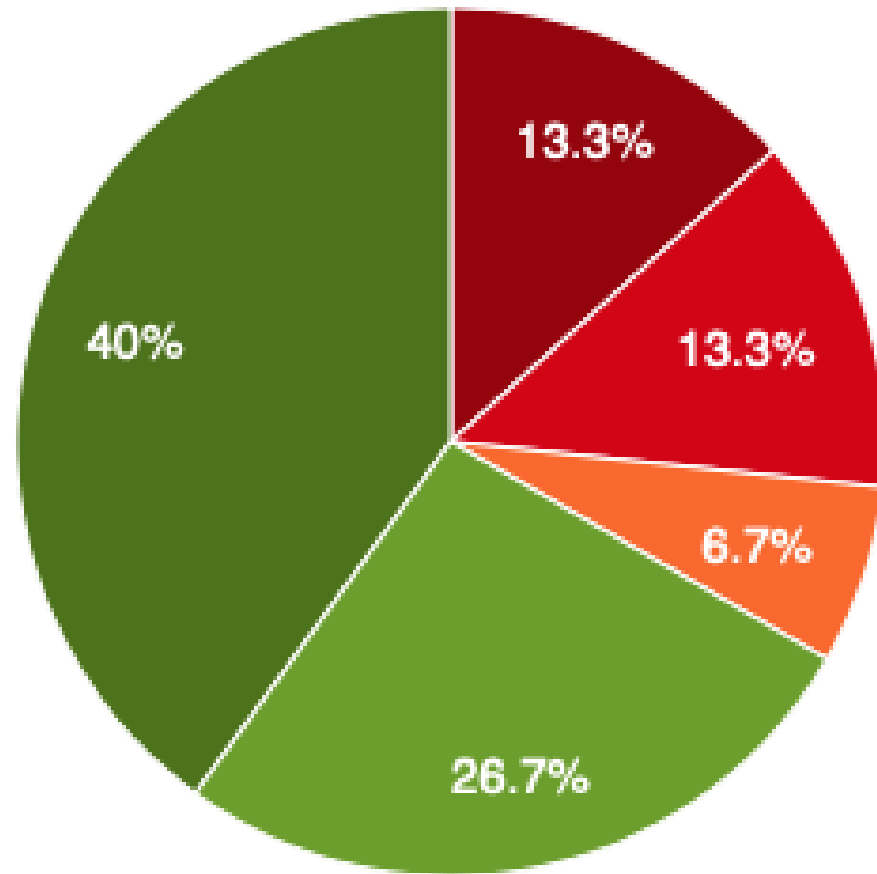


Type of Organization



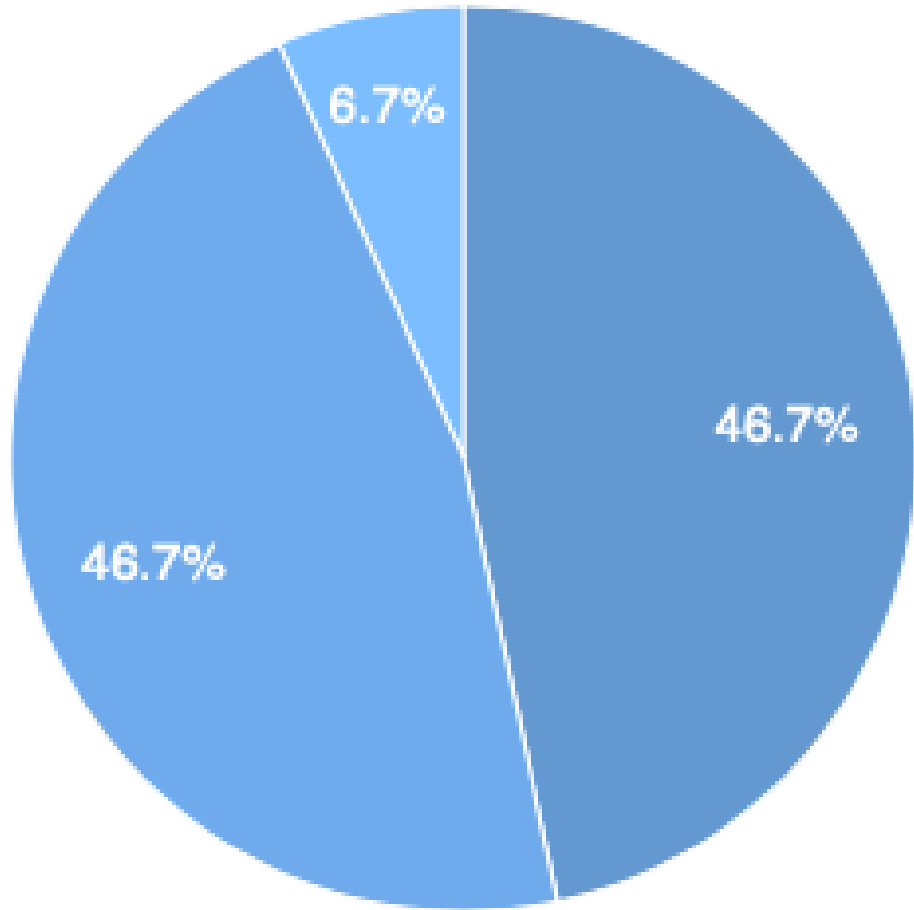
- 27% - Social Services
- 27% - Other, please specify
- 20% - Faith-Based Group
- 20% - Government/ Government Agency
- 7% - Service Club

Length of Time in Operation



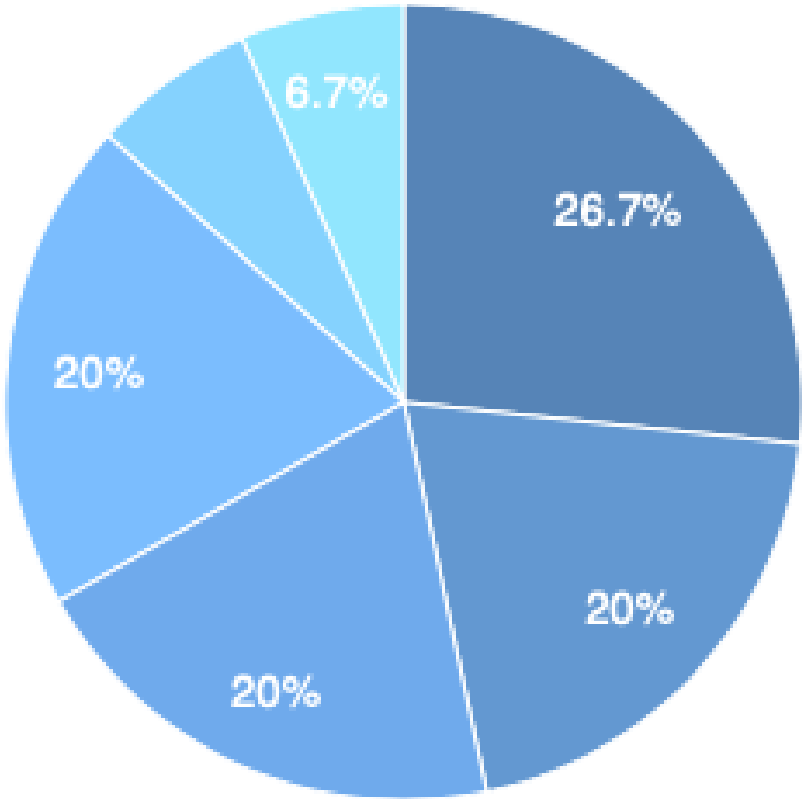
- 13% - Less than 3 years
- 13% - 3-5 years
- 7% - 6-10 years
- 27% - 11-25 years
- 40% - More than 25 years

Owned vs. Leased Premises



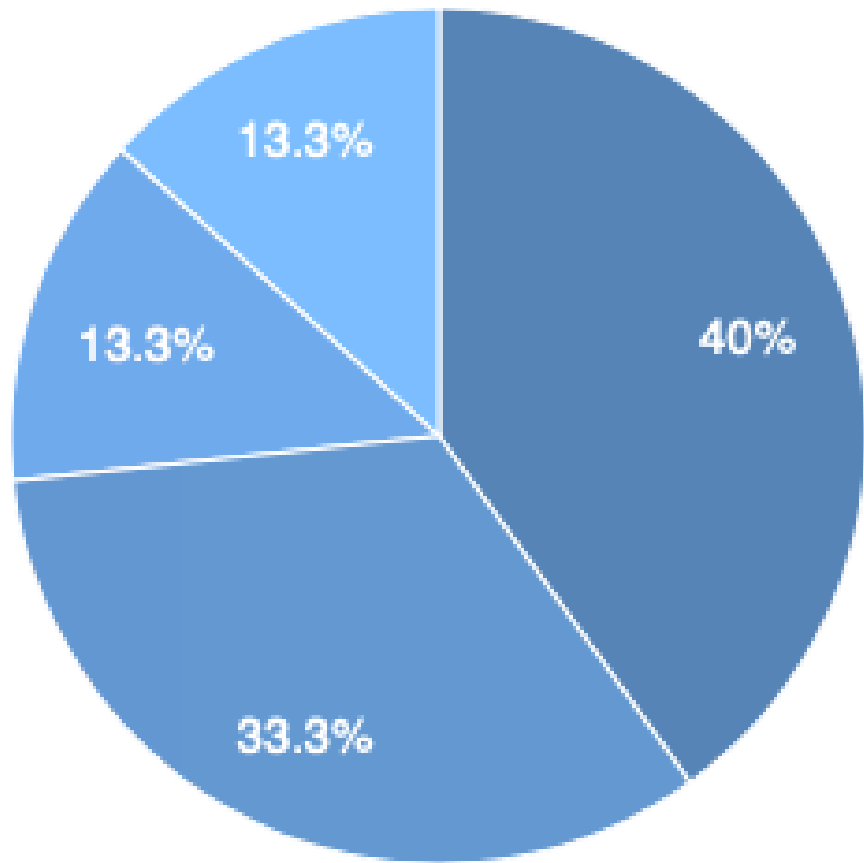
- 47% - Own premises
- 47% - Lease or rent space
- 7% - Other, please specify

Service Area



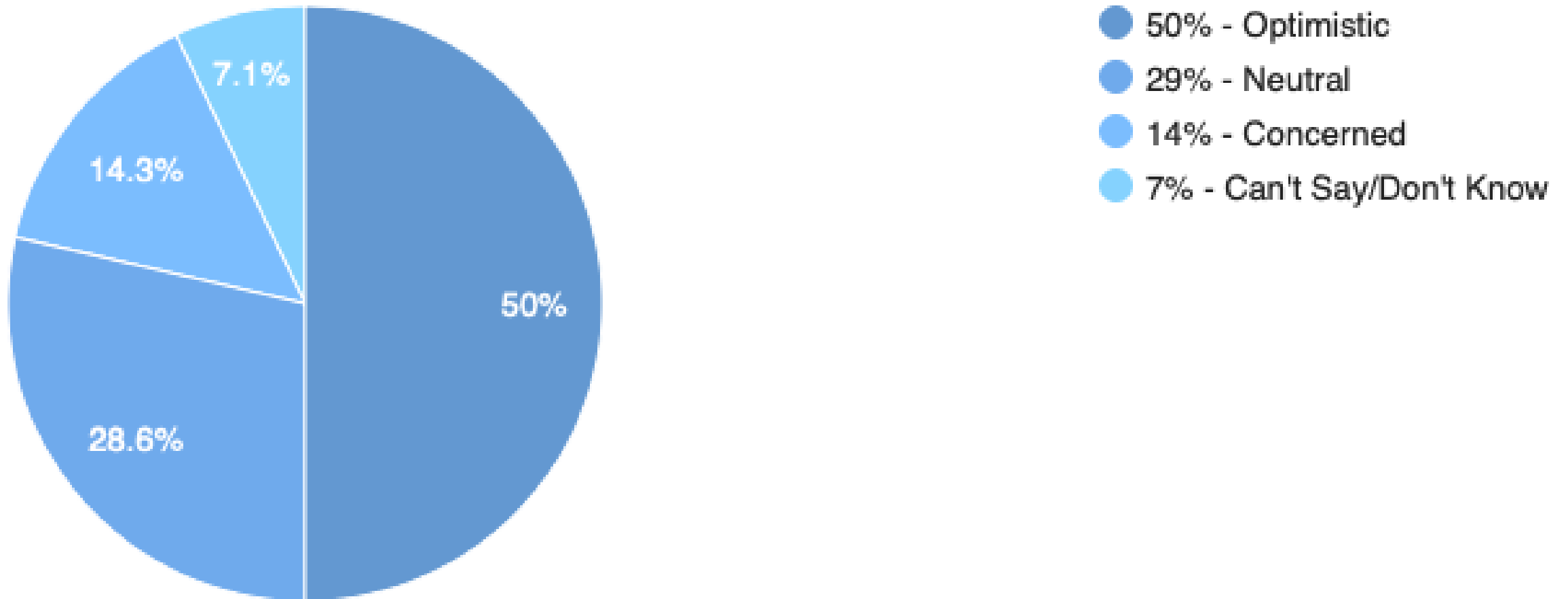
- 27% - Western Toronto
- 20% - Primarily the Mount Dennis area
- 20% - Mount Dennis/Weston area
- 20% - All Toronto
- 7% - Greater Toronto Area and/or beyond
- 7% - N/A or don't know

Perception of Past Business Climate



- 40% - Stable
- 33% - Growing
- 13% - Declining
- 13% - Can't Say/Don't Know

Perception of Future Business Climate



Some Key Findings

- wide range of organizations represented and services provided
- typically long histories in area (2/3 11+ years)
- 40% serve primarily Mount Dennis / Weston area / clientele
- half rent premises, so possibly vulnerable to cost / value increases in area
- most (3/4) stable or growing over past 3-5 years
- 50% optimistic about prospects in area (like businesses)

Feedback on Potential Strategies

Potential Strategy	% saying 'High Priority'
Public transit connectivity	77%
Community safety (e.g. policing and security)	69%
Access to incentives (e.g. for operating costs; building and façade improvements; etc.)	69%
Pedestrian and cycling environment	54%
Attracting more businesses	50%
Streetscape beautification and amenities	50%
Branding and marketing of the area	46%
Support for sourcing, hiring and/or training staff	46%
Parking facilities and supply	42%
Creating awareness of available City supports for business	38%
Protection of employment lands	38%
Arts and culture facilities and programming	38%
Development of business incubators and affordable shared/collaborative spaces	38%
Networking & awareness of how local businesses can support one another	31%
Supports for businesses owned/ managed by a member of an equity-seeking group	31%
Support in navigating City permit / regulatory processes	25%

Commonality in Strategies Identified

Strategy	Business Survey: 50% or more High Priority	Community Survey: 50% or more High Priority
Attracting more business	✓	✓
Public transit connectivity	✓	✓
Community safety	✓	✓
Access to incentives	✓	✓
Streetscape beautification & amenities	✓	✓
Parking facilities & supply	✓	
Pedestrian & cycling environment		✓

Implications for the Strategy

- 1) Emphasis should be placed upon **educating and assistance regarding business support programs available**, recognizing high percentage who have plans to grow
- 2) More **business attraction efforts and start-up support** should be put in place as business attraction is highly desirable (*focus on what seem to be existing active clusters: this may include **food and beverage; automotive; construction***)
- 3) **Leverage the increased transit accessibility** of the area when attracting new business in these clusters: a) greater access by potential customers, b) greater access by potential employees
- 4) **Safety** appears to be a big concern, potential limiting factor to business development: explore ways of addressing concerns
- 5) **Branding and beautification** are important to the business community – possibly explore opportunities to use arts & culture initiatives to do this (even though arts and culture were only a high priority for 25%)

Implications for the Strategy

- 6) Expand **development approvals process supports** (with greater education and possibly a streamlined process) to assist those businesses with expansion plans – as there seems to be a significant number of these
- 7) Explore innovative ways of using increased value of area to establish **fund to protect existing long-term businesses from rent increases** (*top-up fund to assist in covering rent increases?*)
- 8) Develop **matching service for local employers** who need labour to find employees who live locally (to increase the effective live-work balance in the area)

Benchmarking: Criteria

- focus upon small neighbourhood area(s), not entire municipality
- strong focus upon job creation and economic development, within context of other neighbourhood initiatives
- application to multiple areas within municipality – commonality of process and plan structure
- evidence of innovation
- evidence of success

Benchmarking: Examples (so far)

- Hamilton
- Vancouver
- London

Benchmarking: Some Findings / Best Practices

- **Safety and security** a common factor
- All concerned with **branding and identity-creation** (including landscaping and beautification)
- Several try to identify a **unique project or feature** that is a catalyst for other economic development
- Several emphasize **arts, culture aspects** of the neighbourhood, local community
- Some concern with **gentrification, displacement**, but not much evidence of active policies to prevent
- Several emphasize **evaluation upon outcomes**

ULI Presentations: Some Neat Ideas

- **Iconic Design Solution:** Pedestrian bridge across the rail corridor
- **Policy Innovation ('firsts'):**
 - *Create (Toronto's first) Innovation District, with co-located manufacturing & research*
 - *Creation of Neighbourhood Trust or Community Land Trust, to help maintain local decision-making and protecting affordability*
 - *Mount Dennis Redevelopment Corporation*
 - *Linkage fees for developers*
 - *Community Benefits Agreements*

ULI Presentations: Some Neat Ideas

- **Use Existing Tools:**

- *Enhanced cycling and pedestrian infrastructure to link with transit hub*
- *Use existing planning tools more selectively on a site-by-site basis*
- *Establish more inclusionary zoning*

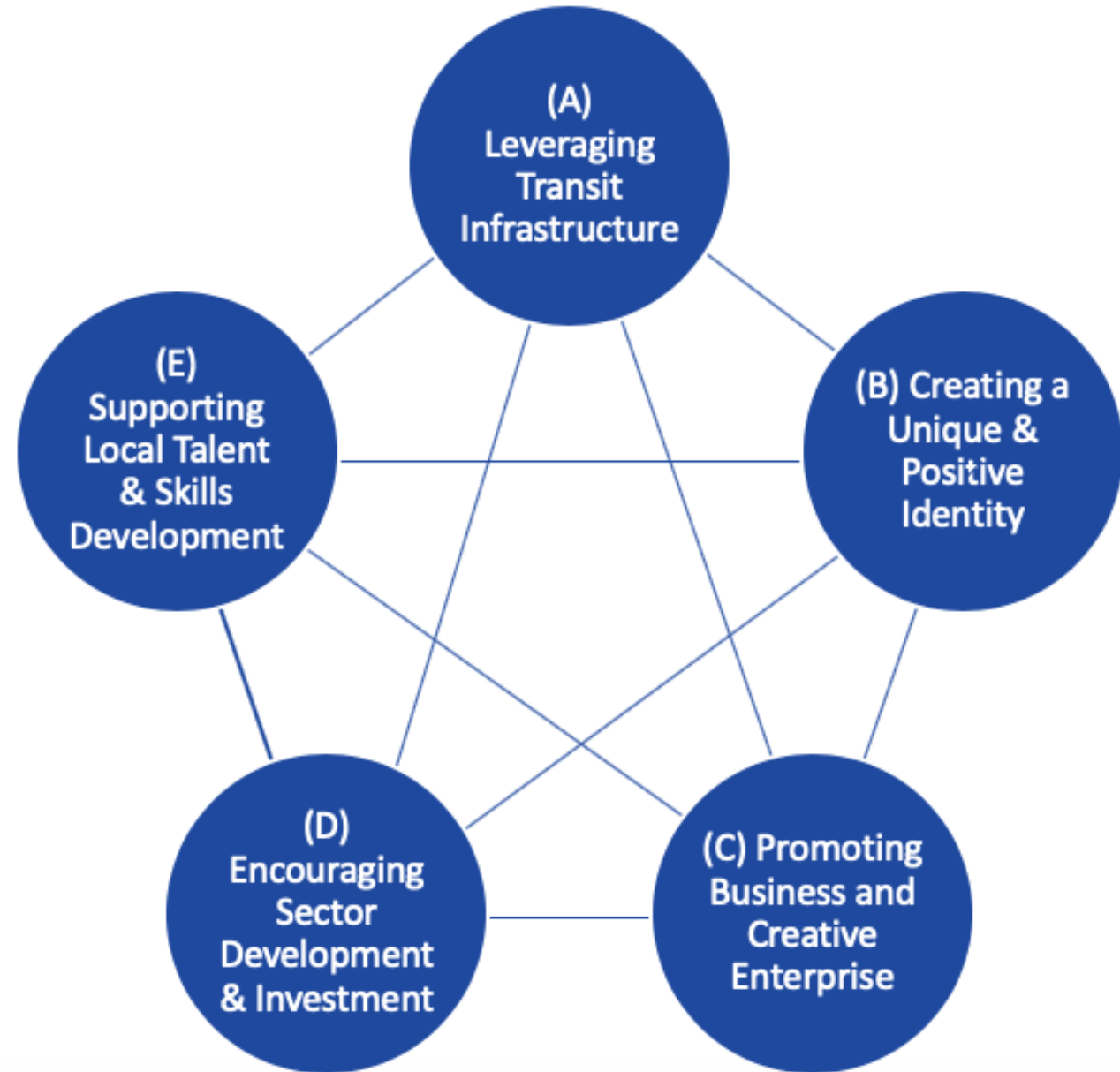
- **New Business Ideas:**

- *A brewery!*
- *Partnerships with universities and colleges*
- *Community hub for social services*
- *Mass timber construction*

Discussion Groups

Welcome To Mount Dennis

Five Major Themes



12 Supporting Themes

Five Major Themes	Twelve Supporting Themes
Leveraging Transit Infrastructure	<ol style="list-style-type: none">1. Balanced development: Retain the industrial and mixed-use character of the overall area2. Promote available, underutilized land and buildings in the area as commercial opportunities3. Transit hub: Leverage the significant transit investment and promote the area as a focal point and destination4. Mitigate potential impacts of gentrification
Creating a Unique & Positive Identity	<ol style="list-style-type: none">5. Placemaking: build on existing assets, as well as brand and market the area as an ‘eco-neighbourhood’6. Vibrancy, walkability and authenticity

12 Supporting Themes

Five Major Themes	Twelve Supporting Themes
Promoting Business & Creative Enterprise	7. Develop more cultural activity and awareness in MD 8. Promote new and diverse retail businesses: 9. Ensure awareness of existing supports to business 10. Explore potential for major projects in area: e.g. cultural activity as part of the former Kodak building; a post-secondary campus; etc.
Sector Development	11. Promote specific niches / clusters / sectors
Supporting Local Talent	12. Encourage local hiring and talent and skills development

First Breakout Group

QUESTIONS

- Does this framework (5 major themes; 12 supporting themes) still hold up in light of this new information?
- If not, how should they be modified or revised?
- Are there new categories, or specific actions, that should be added? If so, what?

FORMAT

- 20 minutes discussion; 10 minutes report back
- Designate groups spokesperson

BREAK

Welcome To Mount Dennis

Second Breakout Group

QUESTIONS

- What strategic actions could be taken by the City that would result in positive progress in each strategy area (*try for 1 in each of the 12 areas*)
- Who would be responsible for each action?

FORMAT

- 45 minutes discussion; 15 minutes report back
- Designate groups spokesperson

THANK YOU!

Welcome To Mount Dennis