



Economic Development and Culture Divisional Strategy

2018 - 2022



The Economic Development and Culture Division strives to make Toronto a place where business and culture thrive. Our objectives are 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.

Photo (previous page): Nuit Blanche 2017 event by artists Siku Alloodoo and Jaskiran Dhillon prompts engagement with what it means to act in awakened solidarity with Indigenous peoples

Setting Priorities

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, we have developed the 2018-2022 Economic Development and Culture Divisional Strategy to guide our programs and services over the next five years.

The Economic Development and Culture Divisional Strategy has been developed through a robust consultation process with residents and industry partners and with expert advice from our leaders panel chaired by Councillor Michael Thompson. 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 two foundational strategies approved by Council – Creative Capital Gains (2011) and Collaborating for Competitiveness (2013) – 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
- 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.

goal

Combat economic and cultural disparities across Toronto through impactful programs and services for equity-seeking communities and underserved areas of the city

actions

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



Photo (above): Scarborough student shares story she submitted as part of “My City My Six” project

Photo (next page): Cultural Hotspot initiative shines a spotlight on arts and culture in East York

goal

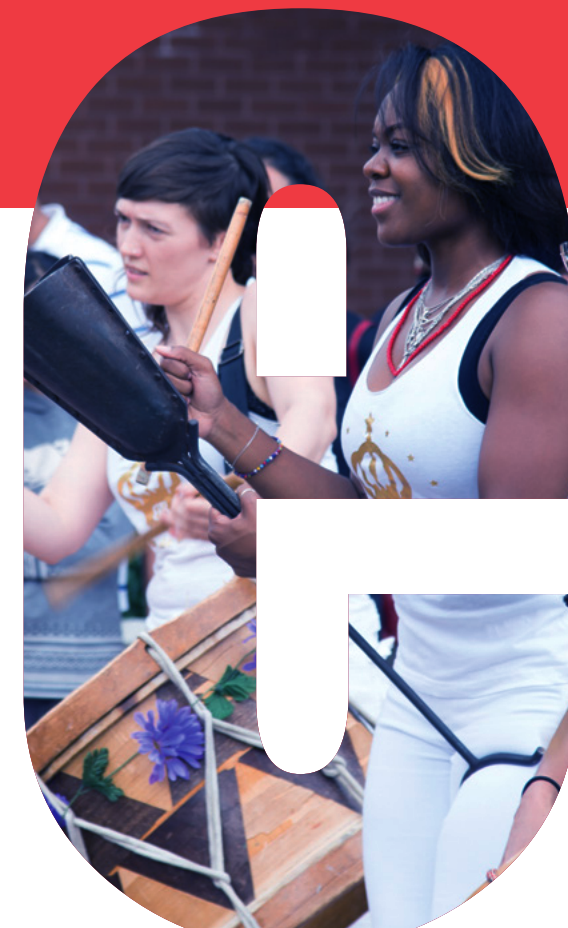
Improve participation in City-led cultural and economic opportunities for underserved communities

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

performance measures

- Per cent of participants from outside of the city’s core attending business and culture programs
- Per cent of applicants successfully accessing programs from areas identified as being underserved



goal

Improve industry competitiveness for emerging and established business and cultural sectors



goal

Enable the workforce to respond to new and future opportunities and challenges

performance measures

- Number of EDC clients who participate in workforce development initiatives



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 business and culture community
- Champion business and culture's efforts to contribute to environmental sustainability and develop a green economy

performance measures

- Value of investment and number of jobs derived from international partnerships
- Number of new participants accessing EDC programs for cultural and business innovation

Photo (above): Toronto's next generation of innovators and entrepreneurs are showcased at InnovateTO150

Photo (next page): MaRS Discovery District is one of the world's largest urban innovation hubs

actions

- Expand workforce development initiatives for business and culture in partnership with Toronto Employment and Social Services
- 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



goal

Improve access to and affordability of space for business and culture

actions

- Leverage incentives and grants to support 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



performance measures

- Square footage of new or expanded space for business and culture created through EDC-led programs and partnerships
- Per cent of EDC funding partners who support access to space
- Square footage of inventory of shared work, incubators, co-locations and pop-ups

Photo (above): Gibson House is one of 10 museums owned and operated by the City of Toronto

Photo (next page): YYZ Live program supports Toronto musicians, such as AHI, by providing opportunities to perform at Toronto Pearson International Airport

goal

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

performance measures

- Number of hours of community-led programming delivered in EDC-managed space



goal

Foster and maintain a culture of public service innovation and excellence

actions

- Improve collaboration among staff and across all sections of the Economic Development and 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



performance measures

- Per cent of employee engagement satisfaction
- Number of EDC staff receiving public recognition for their work from peers and from outside organizations

Photo (above): Staff at INFOTOGO kiosks provide helpful advice, maps and information on Toronto attractions and events

Photo (next page): The Toronto Film, Television and Digital Media Office coordinates all location filming within the city, such as street scenes in *Flatliners*

goal

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

performance measures

- Per cent of customer satisfaction
- Per cent of services conducting a customer satisfaction survey
- Number of program reviews completed



The Economic Development and Culture Division acknowledges the contributions of our Leaders Panel, which provided expert business and creative sector advice and feedback throughout the development of the Divisional Strategy.

Members:

Councillor Michael Thompson (Chair)
Janet De Silva, President & CEO, Toronto Region Board of Trade
Sara Diamond, President, OCAD University
Menon Dwarka, Executive Director, Etobicoke Arts
Rania El Mugammar, Artist/Inclusion Educator/Activist
Robert Foster, Founder, President and CEO, Capital Canada Limited
Michael Kessel, President and CEO, Cleveland Clinic Canada
Henry Kim, Director and CEO, Aga Khan Museum
Julien Lutz (aka Director X), Film Director
Heather Partridge, Area Manager, Chief Executives Organization
Celia Smith, Chief Operating Officer, TAS Design Build
Andrea Stairs, Managing Director, eBay Canada
Jesse Wente, Broadcaster, Advocate & Pop Culture Philosopher

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