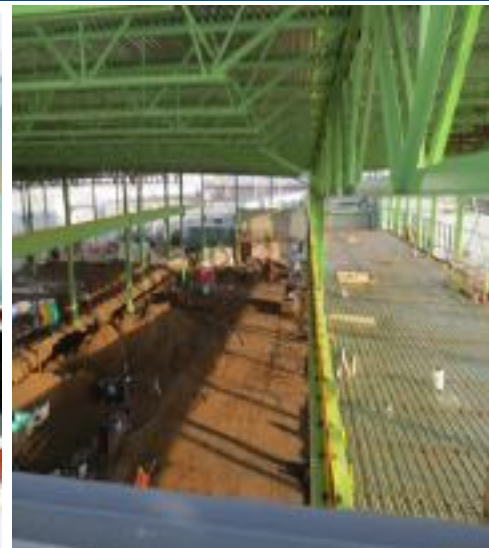




**Mount Dennis Economic Development Strategy -
Project Update and Proposed Final Action Plan**

City of Toronto, Economic Development and Culture
February 18, 2020 Stakeholder Advisory Group meeting #3

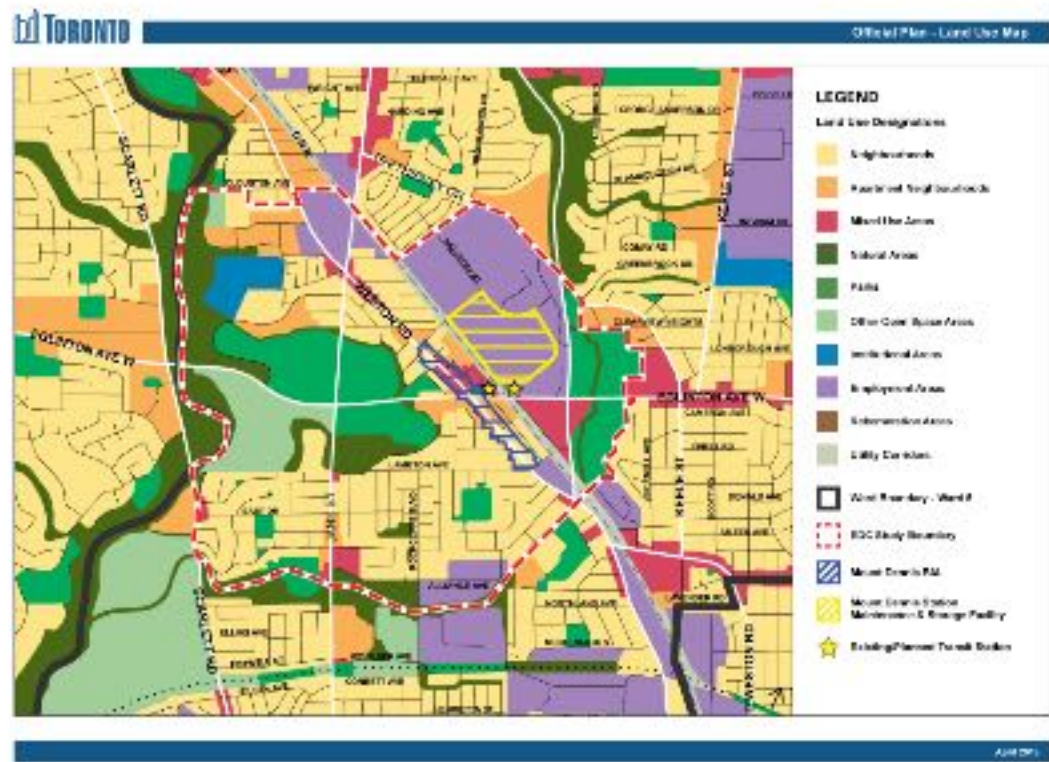


Study Purpose

The overall objective is to create an **economic development strategy** for the Mount Dennis area that will:

- stimulate revitalization, investment and job and assessment growth within the local business community
- enhance opportunities for surrounding area residents to access jobs

Study Area Map



This is a Pilot Project

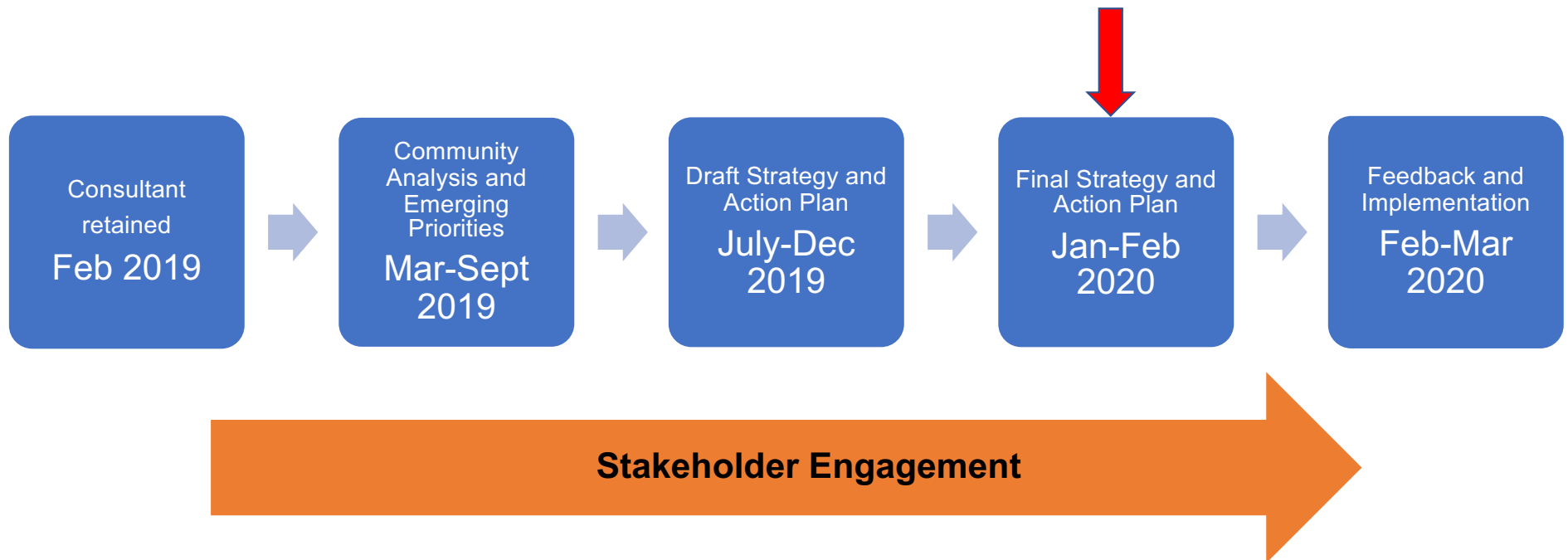
- Process has been documented to develop a study framework that is **replicable** in other areas of Toronto
- Development of **criteria to identify other areas** of the city for study

Study Overview

The project consists of **4 main phases**:

- 1. Community analysis** and identification of **emerging priorities**
- 2. Draft shared vision** and **economic development strategy**
- 3. Final economic development strategy**, including a **multi-year action plan**
- 4. Feedback and implementation** (documenting the pilot project and creating a template for future such projects)

Timeline and Deliverables



Stakeholder Engagement

The project has included the following **engagement activities**:

- Stakeholder Advisory Group
- Survey of businesses and community agencies
- Workshop
- Open House
- Community Meeting – to obtain input from area residents

Alignment of Studies in Mount Dennis



Economic Development and Culture
Mount Dennis Economic Development Study



City Planning
Mount Dennis Planning Framework Study



Final Action Plan



Refresher Overview of the Strategy: Vision

A vibrant, creative, sustainable and inclusive economic hub connecting mobility with local opportunity

Refresher Overview of the Strategy: Strategic Framework: 5 Action Areas





Final Action Plan

- This framework led to several 'sub action areas' which in turn led to 80+ strategic actions
- Timeframe established was short, medium, long term over a 10 year period
- Not everything will be done at once!
- Have identified the 'Top 20 Actions'

How We Got to the Top 20

- actions that **respond directly and immediately to strong opinions** heard during the consultation process
- initiatives that are **visible and tangible**
- initiatives that are relatively **low cost**
- initiatives where some organization or agency is **already acting** and this activity could be leveraged
- initiatives that are **big and ambitious in scope**

Final Action Plan: Your Feedback

- We will structure the discussion thematically around the ‘Top 20’ actions
- For each, will discuss:
 - a) key elements and any changes since December
 - b) any final clarification/modifications from SAG
 - c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*



(A) LEVERAGING TRANSIT INFRASTRUCTURE AND CONNECTIVITY

1) Actively promote Mount Dennis area for business investment and development: (to maximize impact of transit investment)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

2) *Improve access to commercial space:* **(e.g. programs that enable temporary use, access to vacant or underutilized space, 'meanwhile leases' etc.)**

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

3) Encourage commercial development through land use planning tools: (potentially as part of the upcoming Planning Framework Study being led by City Planning)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

4) Promote active transportation connecting existing and future community to Mount Dennis transit hub: (e.g. walking, cycling, scooter use, etc.)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

5) Identify and pursue opportunities for community benefits: (e.g. Community Benefits Framework can potentially support voluntary Community Benefits Agreement opportunities between local community groups and developers)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*



(B) CREATING A UNIQUE AND POSITIVE IDENTITY

6) *Support a local Indigenous placemaking initiative:* (support a local project to be led by the City's Indigenous Affairs Office and the Indigenous community)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

***7) Initiate streetscape improvement projects:* (potentially as part of the upcoming Planning Framework Study being led by City Planning, and/or through City/BIA initiatives)**

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

8) Support and promote public art in Mount Dennis: (public art sends a message about community pride and improvement and the importance of the creative sector)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

9) Continue to promote community safety in the Mount Dennis business area: (promote community safety and maintain evidence-based safety and security measures)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*



(C) ENCOURAGING CLUSTER INVESTMENT AND DEVELOPMENT

10) Support the development of a sustainable transportation sector: (a growing sector where Mount Dennis is anticipated to have a competitive advantage)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

11) Assess potential for an urban agriculture opportunity and create a farmers' market: (e.g. a community-led farmers' market/urban agriculture project)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

12) Promote Mount Dennis as a film location: (e.g. through documenting potential locations for shoots and ensuring film-friendly streets)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

13) Establish an innovation hub: (the combination of available space, relatively low rent, and transit access supports the development of an innovation hub to incubate new businesses)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*



(D) PROMOTING BUSINESS, CREATIVE AND CULTURAL ENTERPRISE

14) Promote local art, music and other cultural activity in Mount Dennis:
(encourage additional arts, culture and creative activity to build on the growing creative sector in the area)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

15) Establish new/extended festivals in Mount Dennis (e.g. Nuit Blanche): (bring Nuit Blanche to Mount Dennis, and support other festivals and events)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

16) Promote existing supports for business in Mount Dennis: (enhancing awareness and uptake of City programs for businesses e.g. property tax incentives, BIA façade improvements)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

17) Encourage and facilitate Mount Dennis business networking and collaboration: (e.g. in addition to BIA encourage establishment of a broader-based industry association for the area)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*



(E) SUPPORTING LOCAL TALENT AND SKILLS DEVELOPMENT

18) Identify local and/or social hiring and procurement opportunities: (with local anchor institutions / organizations undergoing major expansions, such as West Park Health Care Centre)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

19) Support sector-specific access to job opportunities and talent/skills development (e.g. hospitality and tourism, film, music sectors): (through job fairs, information sessions, etc.)

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

**20) Initiate effort to attract a post-secondary institution/satellite facility in Mount Dennis:
(with a significant population of post-secondary aged residents establishing a post-secondary institution of some type, ideally supporting the types of sectors seen in the area)**

- a) key elements and any changes since December
- b) any final clarification/modifications from SAG
- c) how best to activate, i.e. specific next steps:
 - *role of City or others in implementation*
 - *volunteers to participate?*

Other Actions...

Any other actions from the long list that SAG wishes to comment upon?

Discussion Questions About Overall Strategy

- Is there a general sense that this strategy / these actions will **bring about positive change** in Mount Dennis?
- Is there a general sense that this strategy is **achievable** for the most part?
- How will we know the strategy has been **successful**?

MD Business Area Profile: Purpose

To act as a **promotional piece** outlining the locational advantages of the area, as a key tool to be used in economic development efforts going forward

MD Business Area Profile: Structure

- *20 pages (max)*
- *Attractive design*
- *Intended to be primarily an online resource, also available in hard copy for specific purposes (e.g. business outreach events etc.)*

MD Business Area Profile: Structure

- **Map of the Area**
- **Reference to and summary of this Economic Development Strategy as proof of City support for development in the area**
- **Summary of Demographic Characteristics** (including population growth expectations)
- **Outline of Key Locational and Other Advantages of the Area**, including the Transit Hub
- **Identification of Mount Dennis BIA** and highlights of key BIA initiatives
- **Listing of key employers** in the surrounding industrial/commercial area (e.g. top 10 or 15 companies by total employment)
- **Identification of any key commercial/industrial real estate opportunities in the area**
- **Outline of Key Policy Initiatives and Programs to Support Enterprise in the Area** (including links to City and other web sites and online resources)
- **Summary: Why Invest in Mount Dennis?**

Feedback on the Process

As this is a pilot, the City is creating a template, to:

- build on the process and lessons learned from the creation of the Mount Dennis EDS
- articulate a process that could be rolled out to other communities across the City

Feedback on the Process: Your Thoughts

- the overall process
- stakeholder engagement (e.g. SAG, surveys, broader outreach sessions)
- criteria for identifying priority actions (including both 'quick wins' and more complex items)

Conclusion

- Final Q & A
- Thank you to the Stakeholder Advisory Committee
- Discussion of on-going continuing role for SAG members? (Catherine)