



# Mount Dennis Economic Development Study

## *Phase 3: Proposed Final Action Plan REPORT*

April 2020



**TCI Management Consultants**

## **Foreword from City of Toronto Economic Development and Culture Staff**

### ***Re: COVID-19***

The Mount Dennis Economic Development Strategy (MDEDS) project, led by City of Toronto Economic Development and Culture staff working closely with TCI Management Consultants, has involved a highly consultative process over a period of approximately 15 months, resulting in the creation of a proposed local economic development strategy aimed at stimulating revitalization, investment and job growth in the Mount Dennis business/employment area and improving access to jobs for residents.

It is important to acknowledge that this strategy was developed and largely completed pre-COVID-19. In March, 2020, the City of Toronto declared a State of Emergency due to the COVID-19 pandemic and has been working with other levels of government, agencies, businesses and community organizations to ensure the City is best positioned to stop the spread of the virus, while providing support to those who need it most. Businesses, residents, communities, organizations and institutions in Toronto and indeed in other cities around the world are facing unprecedented economic upheaval and disruption that has resulted in significant long-term damage to several key business sectors and economic hardship for thousands of individuals.

The Mount Dennis area was selected as a pilot for the economic development study in large part on the basis of key factors that include its status as a priority Neighbourhood Improvement Area (NIA), the presence of both a retail 'main street' and industrial/ manufacturing operations in the area, opportunities anticipated as a result of the construction of the Mount Dennis transit mobility hub and strong local support and advocacy. The MDEDS has identified specific, direct and impactful actions that will create meaningful opportunities for Mount Dennis area businesses and residents alike, and beyond. Now more than ever, with the new reality presented by COVID, Mount Dennis is a place of extreme vulnerability as a further disadvantaged area, and of significant opportunity, as Toronto reopens, recovers, rebuilds and reimagines the economy and communities are successfully restored. This work will take place through the actions of the City and multiple partners in collaboration, and is likely to proceed through a phased approach as the economy and city life slowly reopen.

The MDEDS is now at the implementation planning stage. Because the strategy was created before the pandemic, City staff are prioritizing the slate of potential actions identified through the study, through an additional 'COVID-19 lens', and will be activating a range of key projects and interventions developed through the plan. Many of these actions are still highly relevant, and in some cases much more relevant, to support economic recovery in the current environment. The City is also looking closely at additional strategic actions and initiatives to support strong, focused, inclusive and resilient economic recovery and rebuild efforts in response to COVID-19, through various program interventions, service delivery initiatives and partnerships. The intention is to identify renewal solutions that have long-term and transformational benefit to Toronto's business and cultural sectors wherever possible. Efforts to support economic development, recovery and rebuild in the Mount Dennis area in response to COVID-19 will now also inform implementation activities for the MDEDS.

## **Mount Dennis Economic Development Study – Key Project Participants**

The City of Toronto Economic Development and Culture Division (EDC) would like to acknowledge the following key participants for their valuable input during the process:

### **Councillor’s Office**

Councillor Frances Nunziata, Ward 5, York South-Weston  
Miran Markovic, Advisor, Communications and Strategic Initiatives

### **Stakeholder Advisory Group**

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Robert Caplan, Mount Dennis BIA and Caplan’s Appliances  
Alex Dow, United Way  
Peter Frampton, Learning Enrichment Foundation  
Nora Lay, Toronto Public Library  
Lijeanne Lee, West Park Healthcare Centre  
Mike Mattos, Mount Dennis Community Association  
Marlene McKintosh, Urban Arts  
Craig McLuckie, Irving Tissue  
Eric Meliton, Partners in Project Green, TRCA  
Lancefield Morgan, Metrolinx  
Richard Mozer, Elle Cuisine  
Cassandra Nicolaou, Mount Dennis BIA and Supercoffee  
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### **TCI Management Consultants**

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### **City of Toronto - Additional Contributors**

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Alana Zheng – Graphics and Visualization, City Planning

In addition, Economic Development and Culture staff would like to thank all the business and community agency stakeholders who provided survey responses and/or attended additional meetings and workshops on the project, as well as area residents who participated in the community meeting hosted by the Ward Councillor.

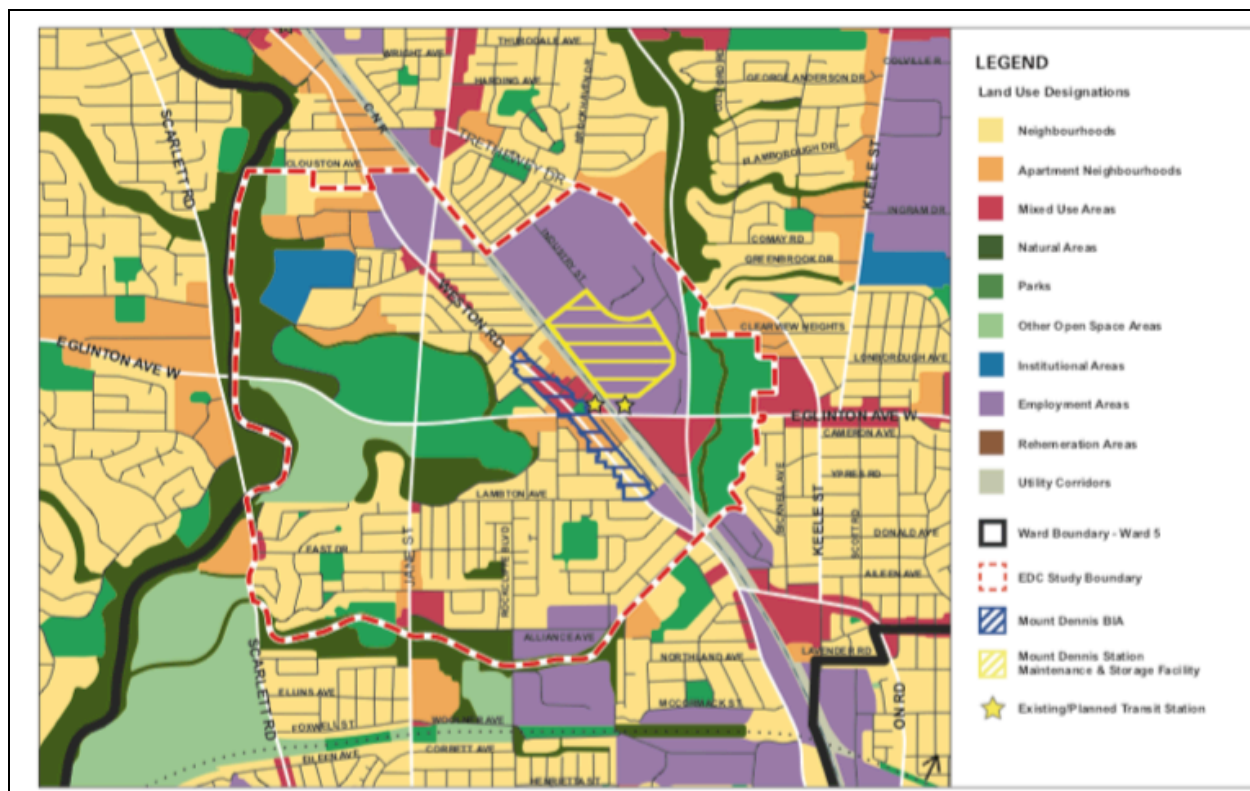
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## Introduction to the Phase 3 Report

### *Purpose of the Study*

The City of Toronto Economic Development and Culture Division (EDC) has identified Mount Dennis (see the study area map below) as a neighbourhood for which a local economic development strategy will be prepared. The reasons for this identification include the area's designation as a priority neighbourhood improvement area (NIA) in the City's *Toronto Strong Neighbourhoods Strategy*<sup>1</sup>, the presence of both a retail 'main street' and industrial/manufacturing interests, the planned opening of a major transit hub in Mount Dennis in the very near future which is likely to contribute to significant economic changes in the area, and strong local support and advocacy. It is anticipated that as a 'pilot' project identified by the City, the creation of this economic development strategy will result in a prototype process that could be replicated in other areas of Toronto.



**Boundary of the Mount Dennis Study Area**

From the Request for Quotation (RFQ) document: *“The project is focussed on creating a local economic development strategy to stimulate revitalization, investment and job and assessment growth within the Mount Dennis business/employment area and enhance opportunities for surrounding area residents to access jobs.*

<sup>1</sup> <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-strong-neighbourhoods-strategy-2020/>



*The economic development strategy will include a recommended multi-year action plan to help focus and coordinate the City's economic development efforts and maximize outcomes."*

The firm **TCI Management Consultants** was retained through a tender procurement process to undertake the development of the strategy through a highly consultative and collaborative process focused on the local business community. The project has proceeded under the direction of and in close collaboration with the City's Economic Development and Culture Division.

### *Background: Phase 1 and Phase 2 Reports*

The first phase of the work was to identify emerging issues and priorities. Phase 1 reviewed demographic, economic and development trends in the area and developed a preliminary framework for the Action Plan. It resulted in a Phase 1 Report (***Community Analysis and Emerging Priorities***) which can be viewed at:

<https://www.toronto.ca/community-people/get-involved/public-consultations/mount-dennis-economic-development-strategy/>.

The Phase 2 Report (draft Action Plan), also available at the above link, documented and further advanced preparation of the economic development strategy for Mount Dennis. Development of the draft Action Plan was informed by a series of consultations with a Stakeholder Advisory Group, input obtained through local business and agency surveys and a broader Stakeholder Workshop held on July 10, 2019, and discussions with various City Divisions. The draft Action Plan was presented at a public Open House on December 10, 2019 to obtain further input and feedback on the emerging strategy, with the intent of helping to inform development of the Phase 3 (proposed final Action Plan) Report. Councillor Frances Nunziata (Ward 5, York South-Weston) actively participated in and supported all stakeholder sessions.

Following the December 2019 Open House, City staff circulated the draft Action Plan broadly, including to all Stakeholder Advisory Group members, any participants who had attended additional project workshops or sessions, any survey respondents who had identified themselves, anyone who had subscribed to receive project updates, and key City Divisions and external agencies. Comments were invited to be provided on the summary document identifying the proposed 'top 20' key actions, as well as on the full draft Action Plan itself.

In addition, Councillor Frances Nunziata hosted a Community Meeting on January 27, 2020, targeted to all residents (both owners and tenants) within the project study area, as previous sessions arranged by City staff had been specifically focused on the local business community and community agency stakeholders in accordance with the established project scope and work plan. The purpose of the Community Meeting arranged by the Councillor's office was for residents in the study area to learn about the project and have an opportunity to provide feedback on the draft Action Plan and 'top 20' proposed key actions.

The City's consultant, with the project team, has collected and synthesized input on the draft Action Plan obtained at and immediately following the December 2019 Open House and

January 2020 Councillor meeting. Additional feedback received from internal or external project stakeholders following preparation of the Phase 2 draft Action Plan report has been considered in preparing this Phase 3 piece – the proposed Final Action Plan.

The City's Economic Development and Culture (EDC) Division and TCI Management Consultants held the final stakeholder session (Stakeholder Advisory Group meeting #3) that had been planned prior to finalization of the Action Plan, in February, 2020. At this session the City and TCI presented a draft of the proposed Final Action Plan (Phase 3 report) prepared by TCI Management Consultants, and obtained final feedback from the stakeholder reference group that had been established for the project.

### *Phase 3 Report*

This Phase 3 Report, the proposed Final Action Plan, is organized in the same format as the Phase 2 draft Action Plan. Following this initial 'Introduction' section, the Vision for economic development in Mount Dennis is presented. The overall framework for the Action Plan, which consists of 5 inter-related and mutually-supporting 'action areas' into which various economic development initiatives are grouped, is then presented. In total, the Action Plan contains nearly 90 potential initiatives over a 5+ year timeline, identifying short, medium and long-term actions. In addition to the timeframe, the Action Plan specifies the anticipated responsibilities for implementing each initiative, and notionally assesses the overall priority for each.

As with any multi-faceted and complex strategy, some actions and initiatives are more fundamental and far-reaching than others. Accordingly, while all the actions are supportive of economic development and positive outcomes in Mount Dennis, a short-list of the 20 most significant and impactful was prepared. This 'Top 20' short list of actions, many of which encompass related actions from the complete list, is presented after the Vision and Action Plan Framework is discussed. The detailed actions themselves (with their associated timeframes, responsibilities and priority assessments) are contained in the accompanying Appendix.

### *What Happens Next?*

The proposed Final Action Plan report prepared by TCI presents a range of potential actions to support economic development in Mount Dennis. The report will be reviewed by the City's Economic Development and Culture Division, focusing on the 'Top 20' thematic action areas, to prioritize a slate of key actions to be included in an implementation plan. In addition, an accompanying business area profile will be developed by TCI as a key tool for promoting and informing the general public as well as potential investors about the advantages of Mount Dennis. Finally, recognizing that this economic development strategy for Mount Dennis has been a 'pilot project' of the City, the lessons learned and methodologies employed have been documented by TCI for the City's consideration in rolling out similar processes elsewhere.

Action Plan implementation and monitoring will largely be the responsibility of the City's Economic Development and Culture Division in collaboration with various internal and external partners, and prioritization of activities will involve considerations related to budget,



resourcing, work plan alignment and anticipated impact. In some cases, Economic Development and Culture will 'lead' or 'activate' an initiative, and in other situations, other City Divisions or external agencies and partners will lead or be requested to lead where responsibilities align more closely with their overall mandate – recognizing that implementation will be a highly collaborative process. Following completion of the Action Plan, the City may conduct further outreach and communications with project stakeholders and other interested parties with a view to maintaining momentum and rallying support around Action Plan implementation. Should there be sufficient interest from the local community, Economic Development and Culture staff may, as part of the implementation phase, continue to convene a small stakeholder reference group of local business and community leaders to meet periodically to support the project, also encouraging stakeholders from under-represented groups to participate. EDC staff may also support the establishment of City, business or community-led working groups to advance specific initiatives related to the study.

It is anticipated that later in 2020, EDC staff will bring forward to the City's Economic and Community Development Committee the consultant's recommended final Action Plan, as well as the related implementation strategy for this project that will be prepared by City staff. The implementation report will recognize the leadership role of the Economic Development and Culture Division in coordinating or activating the strategy's key actions, with a strong focus on internal and external partnership, and will identify key measures of success. The strategy will act as an important driver in activating positive change in Mount Dennis and will be implemented in coordination with related initiatives including various elements of the Mount Dennis Planning Framework Study.

## **Vision for Economic Development in Mount Dennis**

The Vision for economic development in Mount Dennis has been refined through the consultation process to read as follows:

***“A vibrant, creative, sustainable and inclusive economic hub connecting mobility with local opportunity.”***

It is important to recognize that this is a vision for this **economic development** initiative, not an overarching vision for Mount Dennis as a community in which to live or to visit, or an integrated brand for the area overall. While economic development is clearly an important facet of any comprehensive vision for the community, it is at the end of the day just one aspect. Other elements such as social services, environmental remediation, community celebrations, etc<sup>2</sup>. that are not themselves directly 'economic development' would enter into an overall vision for a community. Thus it is important to recognize that this Vision is in a sense 'limited in scope' to addressing primarily the business environment in Mount Dennis and only secondarily other aspects that may influence overall economic development.

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<sup>2</sup> (although these attributes obviously contribute to an overall quality of life in a community that provides a supportive context for this)

## Framework for the Action Plan

This framework consists of 5 interrelated areas of action, which are:



The logic for each of these 5 areas is as follows:

- A) Leveraging Transit Infrastructure and Ensuring Connectivity:** This potential area of economic development strategy recognizes that the location of Mount Dennis and the coming transportation infrastructure improvements are a major strength and economic opportunity for the area that needs to be recognized and built upon, while also recognizing opportunities to help mitigate the potential effects of gentrification.
- B) Creating a Unique & Positive Identity:** This aspect of the strategy recognizes that community identity, placemaking and branding are important aspects of economic development. Moreover: a) the current image and identity of Mount Dennis is somewhat deficient; b) there is an emerging positive identity in terms of an 'eco-neighbourhood' theme; and c) the above-mentioned transportation infrastructure improvements will create positive conditions for an improved sense of place. Accordingly, this is seen as a second important aspect of strategy.
- C) Encouraging Cluster Development & Investment:** The analysis showed that there may be current clusters of economic activity existing in the area, where Mount Dennis arguably would have a competitive advantage over other areas in the City. In economic development strategy, such areas of concentration

represent opportunities to further promote and develop ‘clusters’ of enterprise where businesses supplying the sector of interest, as well as businesses using the products and services provided by those sectors (so-called backwards and forwards linkages) are promoted and developed.

- D) Promoting Business, Creative and Cultural Enterprise:** Recognizing the relatively low occupancy costs at present in Mount Dennis, combined with the increased accessibility of the area that is foreseen in future, a key opportunity area was seen to be to promote and develop creative and cultural enterprise (which often thrives in lower cost premises in urban and accessible locations). Further supporting existing enterprises in the area, as well as pursuing new business and investment opportunities and enhanced cultural programming for the area, presents a strategic economic development opportunity.
- E) Supporting Local Talent & Skills Development:** Understanding the current employment base of Mount Dennis, another major thrust of economic development strategy is to identify training and skills development opportunities for the local workforce in line with employment trends and to promote local hiring. Another component of this strategy area would relate to examining the potential for a post-secondary presence in the area that could help provide such training, perhaps associated with identified sectors established or emerging in Mount Dennis.

The framework and its various supporting themes and detailed actions align broadly with the Economic Development and Culture’s 5-year Divisional Strategy (2018-2022)<sup>3</sup> which is focused on the four key areas of equity and inclusion, talent and innovation, space and access and operational excellence. Many of the actions articulated in the Phase 3 report contribute to supporting inclusive economic growth in Mount Dennis, and align directly to EDC’s Equity Plan strategic objectives and actions.

In each of these 5 areas, various ‘supporting themes’ have been articulated (16 in total), that respond to the issues and opportunities raised during the consultation process. These emerging opportunities provided the basis for further consultation and development of the Phase 2 Phase 3 reports.

Major Theme	Supporting Themes
<b>(A) Leveraging Transit Infrastructure and Ensuring Connectivity</b>	<ol style="list-style-type: none"> <li><b>1. Intensification of Uses:</b> Promote available, underutilized land and buildings in the area as commercial opportunities for investment, development and renovation/expansion</li> <li><b>2. Balanced development:</b> Retain the industrial and mixed-use character of the overall area while protecting existing employment lands, encouraging transit-supportive industrial and commercial intensification where appropriate and addressing potential displacement of business.</li> <li><b>3. Transit Hub:</b> Leverage the significant transit investment and promote the area as a focal point and destination for those living outside the area to come to Mount Dennis, as well as for local residents to access key employment centres (airport, downtown).</li> <li><b>4. Mitigate potential impacts of gentrification:</b> through reduced development charges, community benefit agreements, neighbourhood land trusts, etc.</li> </ol>

<sup>3</sup> See: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/economic-development-culture/economic-development-culture-divisional-strategy/>

<b>(B) Creating a Unique &amp; Positive Identity</b>	<p>5. <b>Placemaking:</b> build on existing assets, as well as brand and market the area as an 'eco-neighbourhood': This pilot approach would provide the opportunity to define both what an eco-neighbourhood is and promote MD as 'Toronto's first'</p> <p>6. <b>Vibrancy, walkability and authenticity:</b> Improve sidewalks, streets, facades, street furniture, public art, connectivity to transit, etc. through a defined capital infrastructure program, to improve safety, active transportation (including cycling), walkability and reinforce an 'eco' image while at the same time appreciating the area's authentic character.</p> <p>7. <b>Use public art as a differentiating characteristic:</b> Include public art as an integral part of capital infrastructure projects, to highlight ecological and historical themes.</p> <p>8. <b>Ensure safety to persons and property throughout the area:</b> Promote the relative safety and security of the area after this is established.</p>
<b>(C) Encouraging Cluster Development &amp; Investment</b>	<p>9. <b>Promote specific niches / clusters / sectors</b> that build upon existing advantages of the area: non-profit and public benefit corporations; health care; green tech; transportation; warehousing; construction; skilled trades; and entrepreneurship.</p> <p>10. <b>Encourage development of an innovation hub / business incubator</b></p>
<b>(D) Promoting Business, Creative and Cultural Enterprise</b>	<p>11. <b>Develop more cultural activity and awareness in Mount Dennis:</b> Through, for example: encouraging investment in arts and culture; a major festival planned in the area; and other potential programming.</p> <p>12. <b>Promote and attract a variety of retail businesses:</b> through lower business taxes on Weston Road; expansion of the BIA; grocery stores and markets [to address food desert issues]; new restaurants; etc.</p> <p>13. <b>Ensure awareness of existing supports to business:</b> ensure that both existing businesses and new entrepreneurs are aware of the full range of supports and incentives available through the City and various partners, and investigate potential new support opportunities.</p> <p>14. <b>Explore potential for major projects in area: e.g.</b> cultural and/or educational activity as part of the former Kodak building; any surplus Metrolinx land; Industry Street land.</p>
<b>(E) Supporting Local Talent &amp; Skills Development</b>	<p>15. <b>Encourage local hiring and talent and skills development</b> to support emerging employment opportunities in Mount Dennis by, for example, exploring potential initiatives and partnerships with local businesses, agencies and others; etc.</p> <p>16. <b>Encourage development of a post-secondary campus</b> in the area</p>

## The 'Top 20' Initiatives

The City project team identified the 'Top 20' initiatives contained within the Action Plan that were judged to be the most significant and impactful in terms of creating positive change in the economic development environment of Mount Dennis. These were based upon a set of criteria broadly applied to consideration of all 80+ actions and initiatives. These criteria were:

1. Support **over-arching City objectives**.
2. Focus on actions that are **within the City's mandate**.
3. **Concentrate on drivers versus symptoms** and focus on actions with a strong likelihood of success.
4. **Don't duplicate** other ongoing studies or initiatives.
5. **Build on, leverage and fill** gaps in current service delivery.
6. Focus on actions that can be researched and developed **within study timeframe and budget**.
7. Focus on actions that promise to be **cost effective to implement**.
8. **Visibility:** actions that have prominence and are noticed to signal positive change by residents and businesses.
9. **Short term:** at least some actions should be short-term in nature, resulting in positive change relatively quickly.
10. **Community-building:** at least some actions that involve partnerships or some form of joint action that help to build trust and community

The 'Top 20' action areas selected, organized according to their placement in the framework (and not in any additional order of priority) are:

### (A) LEVERAGING TRANSIT INFRASTRUCTURE AND CONNECTIVITY

1. **Actively promote Mount Dennis area for business investment and development:** The significant changes in accessibility and connectivity brought about by transit improvements are anticipated to greatly increase the attractiveness of Mount Dennis as a business development environment and need to be capitalized upon.
2. **Improve access to commercial space:** The strategy recognizes that commercial space is a critical variable to economic development and encourages the provision of low cost flexible commercial space through a variety of programs that enable temporary use, access to vacant or underutilized space, 'meanwhile leases' etc.
3. **Encourage commercial development through land use planning tools:** The investigation and use of various planning mechanisms such as commercial zoning provisions, greater commercial densities, etc., as appropriate, is encouraged as means to promote and support commercial development.

4. ***Promote active transportation connecting existing and future community to Mount Dennis transit hub:*** This action area takes advantage of the increased transit accessibility by encouraging other modes of transportation (walking, cycling, scooter use, etc.) that would connect to transit. This encourages healthy connectivity throughout the entire Mount Dennis study area (and beyond).
5. ***Identify and pursue opportunities for community benefits:*** This action area aligns with the City's 2019 Community Benefits Framework. A Community Benefits Framework can potentially support voluntary Community Benefits Agreement opportunities between local community groups and developers.

## **(B) CREATING A UNIQUE AND POSITIVE IDENTITY**

6. ***Support a local Indigenous place-making initiative in Mount Dennis:*** As an opportunity to recognize and help make Indigenous culture more visible, support a local place-making initiative in the Mount Dennis area to be led by the City's Indigenous Affairs Office and the Indigenous community.
7. ***Initiate streetscape improvement projects:*** A program of streetscape improvements to the public realm throughout Mount Dennis (potentially as part of the upcoming Planning Framework Study being led by City Planning, and/or through BIA/City initiatives) will create a strong visual message that the business environment is improving and that the area is a good place in which to invest.
8. ***Support and promote the provision of public art in Mount Dennis:*** As with the streetscape and façade improvements, public art sends an important message about community pride and improvement as well as the importance of the creative sector to the community.
9. ***Continue to promote community safety in the Mount Dennis business area:*** The process of developing this Action Plan revealed perceptions about public safety and property security in Mount Dennis. While that may be unfounded in light of hard evidence, this does point to a need to continue to stress the importance of community safety and to maintain evidence-based safety and security measures.

## **(C) ENCOURAGING CLUSTER DEVELOPMENT AND INVESTMENT**

10. ***Support the development of a sustainable transportation sector:*** Sustainable transportation is an emerging and growing sector and one where Mount Dennis is anticipated to have a demonstrable competitive advantage. As well the transit improvements in the area reinforce a 'sustainable transportation' image of the area. This action area is to recognize, support and further develop this economic sector.



11. **Assess potential for an urban agriculture opportunity:** Many of those consulted saw an opportunity for urban agriculture in the area, e.g. through a community-led project or agri-business opportunity, building on and potentially supplying the existing Weston Farmers' Market. The Action Plan endorses and reinforces this direction.
12. **Promote Mount Dennis as a film location:** In many respects Mount Dennis provides an ideal environment for film shoots, with its range of location options, from natural and bucolic, to urban and 'gritty'. Again, the transportation connectivity of the area presents an ideal opportunity to more actively promote the area for this type of activity.
13. **Establish an innovation hub:** The combination of available space, relatively low rent, and higher-order transit presents an ideal opportunity for the development of an innovation hub to incubate and accelerate new businesses, especially those aligned with growing sectors that are potentially suitable to support in Mount Dennis (e.g. sustainable transportation, clean tech).

#### **(D) PROMOTING BUSINESS, CREATIVE AND CULTURAL ENTERPRISE**

14. **Promote local art, music and other cultural activity in Mount Dennis:** This action area works to recognize that Mount Dennis is already acting to a large extent as a cultural space, and to build on this reality through the encouragement of additional arts, culture and creative activity.
15. **Establish new/extended festivals in Mount Dennis:** There is a strong interest and opportunity to bring festivals such as Nuit Blanche to Mount Dennis and the Action Plan is oriented towards encouraging this outcome. The Action Plan also identifies opportunities for other festivals and events.
16. **Promote existing supports, and investigate potential new support programs for business in Mount Dennis:** The consultation process revealed that many existing enterprises were unaware of the considerable range of existing programs to support business and encourage growth. The Action Plan promotes actively creating awareness about, interest in, and uptake of, these programs. Among other supports, this would include property tax incentives and the BIA façade improvement program. Further, opportunities to develop and introduce or pilot new support programs for business in Mount Dennis, including financial supports, should be investigated.
17. **Encourage and facilitate Mount Dennis business networking and collaboration:** Networking and collaboration is critical to economic development in any community and the consultation process revealed that there was likely significant opportunity for further networking in this regard. The BIA is clearly one very important mechanism but is limited to the extent of their defined benefits

area. The Action Plan encourages the development of an additional, broader-based industry association for the area, which could complement and collaborate with the existing retail-focused BIA where there are areas of mutual interest.

## **(E) SUPPORTING LOCAL TALENT AND SKILLS DEVELOPMENT**

18. **Identify local and/or social hiring and procurement opportunities:** Identify local and/or social hiring and procurement opportunities with local anchor institutions such as West Park Healthcare Centre or other organizations undergoing major expansions where there would be significant opportunities to support such projects in providing a range of community benefits.
19. **Support sector-specific access to job opportunities and talent/skills development (e.g. hospitality and tourism, film, music sectors):** The Action Plan broadly supports identifying pathways to employment for existing and potential new residents that are aligned with existing sectors in Mount Dennis through initiatives such as job fairs, information sessions, sector-specific task forces, etc.
20. **Initiate effort to attract a post-secondary institution/satellite facility in Mount Dennis:** The Phase 1 work revealed that Mount Dennis is probably the most underserved area in the City with respect to access to post-secondary education. It has significant population of prime post-secondary aged residents with no institution of any kind within a 5-km. radius. The Action Plan is thus strongly oriented towards establishing a post-secondary institution presence of some type in Mount Dennis, ideally supporting the types of sectors seen in the area.

## Appendix A: Strategy at a Glance: Components, Supporting Themes and Action Areas

Strategy Component	Supporting Theme	Actions and Initiatives Area
<b>(A) LEVERAGING TRANSIT INFRASTRUCTURE AND CONNECTIVITY</b>	1. Promote available, underutilized land and buildings in the area as commercial opportunities for investment, development and renovation/expansion	a) Actively Promote Mount Dennis Area for Business Investment and Development
		b) Improve Access to Commercial Space
		c) Investigate Potential for a Mount Dennis Redevelopment Corporation
	2. Balanced development: Retain the industrial and mixed-use character of the overall area while protecting existing employment lands, encouraging transit-supportive industrial and commercial intensification where appropriate and addressing potential displacement of business.	d) Encourage Commercial Development through Land Use Planning Tools
		e) Protect Employment Areas and Encourage Transit-Supportive Development
		f) Improve Flood Control to Help Facilitate Development
	3. Transit Hub: Use the transit hub positioning of Mount Dennis to encourage development	g) Promote Active Transportation Connecting existing and future community to Mount Dennis Transit Hub
		h) Develop 'Last Mile' Plan
	4. Mitigate potential impacts of gentrification through reduced development charges, community benefit agreements, neighbourhood land trusts etc.	i) Identify and Pursue Opportunities for Community Benefits
		j) Address Impacts to Small Business Related to Transit Construction
		k) Encourage and Promote Affordable Housing Opportunities in Mount Dennis
		l) Consider the Opportunity to Form a Mount Dennis Neighbourhood Land Trust (MDNLT)

Strategy Component	Supporting Theme	Actions and Initiatives Area
<b>(B) CREATING A UNIQUE AND POSITIVE IDENTITY</b>	5. Placemaking – build on existing assets, as well as brand and market the area as an ‘eco-neighbourhood’: This pilot approach would provide the opportunity to define both what an eco-neighbourhood is and promote MD as ‘Toronto’s first’	m) Develop Mount Dennis Brand
		n) Initiate Streetscape Improvement Project(s)
	6. Vibrancy, walkability & authenticity: Promote an active and walkable environment that is integrated into the historic fabric of the area	o) Further Promote BIA Façade Improvement Program
	7. Use public art as a differentiating characteristic: Include public art as an integral part of capital infrastructure projects, to highlight ecological and historical themes	p) Support and Promote the Provision of Public Art in Mount Dennis
	8. Safety: promote, enhance and monitor safety throughout the area	q) Promote Community Safety in the Mount Dennis Business Area
<b>(C) ENCOURAGING CLUSTER DEVELOPMENT AND INVESTMENT</b>	9. Promote specific niches / clusters / sectors that build upon existing advantages of the area: non-profit and public benefit corporations; health care; green tech; transportation; warehousing; construction; skilled trades; and entrepreneurship.	r) Support the development of a sustainable transportation sector
		s) Actively develop and promote other niches where Mount Dennis may have a competitive advantage
	10. Encourage development of an innovation hub / business incubator	t) Encourage development of an innovation hub / business incubator

Strategy Component	Supporting Theme	Actions and Initiatives Area
<b>(D) PROMOTING BUSINESS, CREATIVE AND CULTURAL ENTERPRISE</b>	11. Develop more cultural activity and awareness in Mount Dennis: Through, for example: encouraging investment in arts and culture; a major festival planned in the area; and other potential programming.	u) Promote Local Art, Music and Other Cultural Activity in Mount Dennis
	12. Promote and attract a variety of retail businesses: through lower property taxes on Weston Road; expansion of the BIA; grocery stores and markets [to address food desert issues]; new restaurants; etc.	v) Encourage a Variety of Retail Businesses in Mount Dennis
		w) Investigate Opportunities to Increase Financial Support for Main Street Businesses
	13. Ensure awareness of existing supports to business: ensure that both existing businesses and new entrepreneurs are aware of the full range of supports and incentives available through the City and various partners, and investigate potential new support opportunities.	x) Promote Existing Programs and Investigate Potential New Supports for Business in Mount Dennis Business Community
		y) Encourage and Facilitate Mount Dennis Business Networking and Collaboration
	14. Explore potential for major projects in area: e.g. cultural and/or educational activity as part of the former Kodak building; any surplus Metrolinx land; Industry Street land.	z) Explore Potential for Major Projects in Mount Dennis
<b>(E) SUPPORTING LOCAL TALENT AND SKILLS DEVELOPMENT</b>	15. Encourage local hiring and talent and skills development to support emerging employment opportunities in Mount Dennis by, for example, exploring potential initiatives and partnerships with local businesses, agencies and others; etc.	aa) Encourage local hiring and skills development
	16. Encourage development of a post-secondary campus in the area	ab) Encourage development of a post-secondary campus in the area

## Appendix B: The Complete Action Plan List

This Appendix contains the complete list, for consideration by the City, of potential actions to support economic development in Mount Dennis. It consists of close to 90 specific actions and initiatives identified through the course of the study. Each is presented in terms of the specific action (aligned with the framework previously outlined); the anticipated responsibility, on a preliminary basis, for implementation and completion of the action; the priority of the action; and the overall timeframe. ‘Priority’ and ‘timeframe’ are further discussed below.

As mentioned earlier, the implementation of any specific actions by the City’s Economic Development and Culture Division, other City Divisions or any external agencies/organizations will depend on prioritization and coordination of activities within the context of the overall strategy, as well as lead and partner budget, resource and work plan alignment considerations.

### *Priority of the Action*

The following coding system is used in describing the priority assigned to each specific action:

- A** – High-priority recommendation, *must* be part of the Economic Development Strategy
- B** – Medium-priority recommendation, *should* be part of the Economic Development Strategy (EDS), to help support high-priority recommendations
- C** – Lower-priority recommendations, would be nice to implement but only after A and B have been dealt with
- D** – Important recommendation, but should be requested to be considered by City Planning as part of the Planning Framework Study or other City Planning initiatives
- E** – Recommendation that can be supported by the EDS, but belongs elsewhere and should be requested to be considered by other Divisions or organizations

### *Timeframe for the Action*

The following coding system is used in describing the timeframe in which each action is to be initiated:

- O** – Ongoing – is happening *now* and needs to be validated, supported
- S** – Should be initiated in the Short-term, 2020 – 2021
- M** – Should be initiated in the Medium-Term, 2022 – 2024
- L** – Should be initiated in the Longer-Term, 2025+

### *Strategic Actions*

The following sheets contain the specific actions themselves.



Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>(A) LEVERAGING TRANSIT INFRASTRUCTURE AND CONNECTIVITY</b>				
<b>1. Promote available, underutilized land and buildings in the area as commercial opportunities for investment, development and renovation/expansion</b>	<b>(a) Actively Promote Mount Dennis Area for Business Investment and Development</b>			
	<b>1) Actively Promote Development Incentives:</b> actively promote the Imagination, Manufacturing, Innovation & Technology (IMIT) program; Creative Co-location Facilities Property Subclass; 40% Property Tax Rebate for Charitable Status; as incentives for development/redevelopment of employment/commercial lands in conformity with Official Plan land use provisions	EDC - lead	A	S
	<b>2) Create Development Sites Inventory:</b> develop and maintain an inventory of key industrial, commercial and institutional (ICI) investment/development sites in the area (similar to Signature Sites – Toronto Site Selection Tool but to also include smaller GFA opportunities and retail). Among other opportunities, the site inventory work is to include an assessment of land or facilities and buildings suitable for film production or post-production.	EDC - lead	A	S
	<b>3) Create Investor Information Package:</b> create an information package for the investment/development/ real estate community (e.g. industrial, commercial) that promotes Mount Dennis, including its strategic location, excellent access and the positive future of the area, arts, cultural and community assets including local events, and outlines incentives available – this should include a business profile of MD (1-page marketing 'teaser' document and accompanying piece). Extend marketing/promotion of MD to identified international investment markets as appropriate. (N.B. – study includes a business profile component). Leverage and reach out to appropriate partners including real estate and development community, ULI, etc.	EDC - lead	A	S
	<b>4) Hold Investor Opportunity Forum:</b> launch information/ Mount Dennis investment materials through 'Investment Opportunity Forum' or similar event for business and real estate community, including major Pearson Airport businesses, Downtown businesses and public sector organizations potentially seeking relocation or expansion opportunities – with the intention of attracting a major business or government office anchor type of use to attract further business investment. Leverage and reach out to appropriate partners including real estate and development community, ULI, etc.	EDC - lead	A	M
	<b>5) Create Mount Dennis Business Ambassador Program</b> – Identify local business representatives to act as ambassadors to promote business and investment opportunities in Mount Dennis	EDC – lead	A	M
	<b>6) Promote Mount Dennis Business Events:</b> Feature Mount Dennis for high profile business events (e.g. Signature Sites, inbound delegation tours, etc.)	EDC - lead	B	M
	<b>7) Encourage Co-Working Office Space:</b> Promote the opportunity to develop flexible co-working office space in the area	EDC - lead	C	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>1. Promote available, underutilized land and buildings in the area as commercial opportunities for investment, development and renovation/expansion, <i>continued</i></b>	<b>(b) Improve Access to Commercial Space</b>			
	<b>8) Support access to low-cost space:</b> Encourage and support programs providing low-cost space on short term leases (such as “pop-up” programs) to entrepreneurs, small businesses and community organizations (e.g. food co-operatives), and programs to support their incubation to become permanent tenants. Investigate potential for developing a small business hub to support the establishment, incubation and growth of local entrepreneurs, with consideration given to the City or a partner leasing space for this purpose (e.g. for two years). Programming might include seniors to mentor young entrepreneurs (see for example the U.S.-based SCORE program of volunteer, expert mentors)	EDC - lead or activate	A	S
	<b>9) Encourage temporary use of vacant/underutilized retail space:</b> Work with the MD BIA and local commercial property owners on initiatives, including potential incentives, to use and improve/lease/occupy vacant or underutilized space for community or cultural purposes, social enterprises, entrepreneurship, cultural development initiatives and/or business incubation, with priority assigned to Indigenous and equity-seeking groups.	EDC - lead or activate	B	S
	<b>10) Enable ‘Meanwhile Leases’:</b> consider passing a bylaw enabling commercial realtors and qualified non-profits to apply for ‘meanwhile leases’; to accommodate non-profit lessees in return for property tax reductions or other considerations by the City <a href="http://netgainpartners.com/blog/meanwhile-leases-in-toronto/">http://netgainpartners.com/blog/meanwhile-leases-in-toronto/</a>	EDC - lead or activate	C	M
	<b>(c) Investigate Potential for a Mount Dennis Redevelopment Corporation</b>			
	<b>11) Consider forming Mount Dennis Redevelopment Corporation (MDRC),</b> a not-for-profit organization, incorporated to provide programs, offer services and engage in other activities that promote and support community development. A variety of activities could include: <ul style="list-style-type: none"> <li>a) <i>Real Estate Development (affordable housing);</i></li> <li>b) <i>Economic Development (small business lending, small business technical assistance, small business incubation (i.e. provision of space at low or no cost to start-up businesses);</i></li> <li>c) <i>Community Planning (master planning for retail and community development);</i></li> <li>d) <i>Community Organizing (lessening neighbourhood tensions, facilitating community access to targeted grants and facilitating community and stakeholders participation in local programs and activities); and</i></li> <li>e) <i>Advocacy (sustainable development advocacy, locally-owned business advocacy, environmental justice and brownfields redevelopment)</i></li> </ul>	EDC - activate	C	L

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>2. Balanced development: Retain the industrial and mixed-use character of the overall area while protecting existing employment lands, encouraging transit-supportive industrial and commercial intensification where appropriate and addressing potential displacement of business.</b>	<b>(d) Encourage Commercial Development through Land Use Planning Tools</b>			
	<b>12) Encourage Commercial "Main Street" Development:</b> Consider in Mount Dennis, as appropriate, for lands within the EDC Mount Dennis Economic Development Strategy boundary, and outside designated Employment Areas, opportunities to: <ul style="list-style-type: none"> <li>a) <i>increase permitted densities while considering an appropriate range of residential, office other non-residential uses</i></li> <li>b) <i>introduce density incentives to encourage more commercial development than just ground floor</i></li> <li>c) <i>extend Mixed Use Areas designations and commercial zoning permissions to additional properties along Weston Road, including the area south of Eglinton Avenue</i></li> <li>d) <i>allow only commercial uses on the ground floor along Weston Road and other areas where commercial zoning may be appropriate</i></li> <li>e) <i>establish a maximum retail/service commercial unit frontage on larger sites</i></li> <li>f) <i>minimize impacts of new developments on Employment Areas</i></li> </ul>	EDC in partnership with City Planning through any appropriate Planning reviews or studies that City Planning is leading  (note: The Planning Framework Study will be considering land uses only in areas outside of designated employment lands)	D	S
	<b>(e) Protect Employment Areas and Encourage Transit-Supportive Development</b>			
	<b>13) Encourage Protection and Enhancement of Employment Lands:</b> Consider in Mount Dennis, as appropriate, for Employment Areas designated lands within the EDC Mount Dennis Economic Development Strategy boundary, opportunities to: <ul style="list-style-type: none"> <li>a) <i>retain existing Employment Areas designated lands</i></li> <li>b) <i>prohibit residential and other sensitive land uses and major retail uses</i></li> <li>c) <i>maximize employment density targets around the Mount Dennis station area</i></li> <li>d) <i>require replacement (net gain) of employment-related GFA with any development/ redevelopment</i></li> <li>e) <i>establish a range of employment-related uses supportive of major transit in the area</i></li> <li>f) <i>establish appropriate employment lands performance standards including densities, heights and other matters</i></li> </ul>	EDC in partnership with City Planning through any appropriate Planning reviews or studies that City Planning is leading	D	S
	<b>(f) Improve Flood Control to Help Facilitate Development</b>			
	<b>14) Improve Flood Control:</b> Expand Jane Street culvert to improve drainage and reduce flooding	City in coordination with TRCA (EDC request to ECS and Toronto Water)	E	S

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>3. Transit Hub: Use the transit hub positioning of Mount Dennis to encourage development</b>	<b>(g) Promote Active Transportation Connecting Existing and Future Community to Mount Dennis Transit Hub</b>			
	<b>15 a) Ensure Appropriate Pedestrian and Cyclist Connectivity</b> between MD station (LRT, GO, bus) and surrounding employment lands to facilitate access and support 'active' transportation.	EDC request to City Planning and Transportation Services	D	S
	<b>b) Bring Bikeshare Program:</b> extend bikeshare program to Mount Dennis	EDC request to Toronto Parking Authority	E	M
	<b>c) Create Electric Scooter Pilot Program:</b> consider MD as a pilot area for electric scooters	EDC request to Transportation Services, MLS	E	M
	<b>16) Ensure that bus routes throughout MD area</b> will provide a high level of access and service to MD residents and businesses/ employment locations, particularly for local users accessing the transit hub following completion and opening of the transit hub.	EDC request to TTC	E	S
	<b>17) Ensure that appropriate consideration is also given to the supply of publicly accessible parking</b> in the area to support local business, recognizing that there may be shifts in modal split following opening of the transit hub.	EDC request to Transportation Services and TPA, in coordination with BIA	E	M
	<b>(h) Develop 'Last Mile' Plan</b>			
	<b>18) Develop 'Last Mile' Plan:</b> develop plan to enhance 'last mile distribution/delivery' for businesses in the MD area to be finalized and implemented following opening of transit hub. The Mount Dennis transit hub can be leveraged to promote sustainable transportation as the first/last mile of the commuters' trips.	EDC request to Transportation Services	B	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
4. Mitigate potential impacts of gentrification through reduced development charges, community benefit agreements, neighbourhood land trusts etc.	<b>(i) Identify and Pursue Opportunities for Community Benefits</b>			
	<b>19) Develop a Plan that Identifies a Range of Community Benefits</b> outcomes to include in a community benefits agreement that may be brought forward to any appropriate public and private sector developers in the Mount Dennis area. Community benefits outcomes may include, for example: ways to mitigate rent increases and reduce potential displacement for businesses and residents; local jobs and job placement opportunities; local procurement objectives; green infrastructure; and/or consideration of a community benefits fund.	EDC request to SDFA	A	S
	<b>(j) Address Impacts to Small Business Related to Transit Construction</b>			
	<b>20) Address Transit Construction Impacts on Small Business:</b> Engage SDFA, including Confronting Anti-Black Racism unit to adapt approaches from Eglinton West project to Mount Dennis to address impacts to small businesses negatively impacted by transit development, including Black businesses.	EDC in coordination with SDFA	A	S
	<b>(k) Encourage and Promote Affordable Housing Opportunities in Mount Dennis</b>			
	<b>21) Develop and Create Open Door Incentives:</b> create/promote special incentives to encourage the development of affordable housing in area (e.g. through the City's Open-Door program)	Affordable Housing Office	E	M
	<b>22) Encourage Affordable Housing:</b> enable public sector organizations (e.g. West Park) to build affordable units and learn any lessons from this initial project under discussion – identify opportunities for space for services and social enterprise – City role could be to help identify sites; waive fees; etc.	Affordable Housing Office	E	O
	<b>23) Airport Employer Awareness Program:</b> work with GTAA and other employers at airport to ensure they are aware of and promote Mount Dennis as a location for their new hires and existing employees	External (EDC request to relevant agencies)	E	L
	<b>(l) Consider the Opportunity to Form a Mount Dennis Neighbourhood Land Trust (MDNLT)</b>			
	<b>24) Investigate Opportunity to Form a Local Land Trust</b> which could potentially be led by a group of residents and organizations with the aim of protecting the social, cultural and economic diversity of Mount Dennis by redefining how land is used and developed. More specifically, MDNLT would acquire land and use it to meet the needs of Mount Dennis by leasing it to non-profit partners who in turn would capture the value of public investment for long-term benefit, keep housing affordable for future residents; gain control over local land use and reduce absentee ownership, furnish spaces for social/environmental enterprises and offer urban agriculture and open space with expected outcomes; and build a strong base for community action.	EDC - activate	C	L
	<b>25) Pilot a Small Business Advocate Role:</b> Designate Mount Dennis as the pilot program area for a Small Business Advocate position funded by EDC; part of this would involve rebranding EDC services for small-scale local retailers / service audience	EDC - lead	A	S

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>(B) CREATING A UNIQUE AND POSITIVE IDENTITY</b>				
<b>5. Placemaking – build on existing assets, as well as brand and market the area as an ‘eco-neighbourhood’: This pilot approach would provide the opportunity to define both what an eco-neighbourhood is and promote MD as ‘Toronto’s first’</b>	<b>(m) Develop Mount Dennis Brand</b>			
	<b>26) Develop Mount Dennis Brand:</b> undertake specific branding study for Mount Dennis, building upon potential mobility/connectivity, safety and eco-neighbourhood / eco-business themes – should include idea of MD as a transit-accessible location and a strategically located, vibrant and diverse destination to be explored. Use a range of ethno-cultural media outlets.	EDC – activate, with BIA and local business community	A	M
	<b>27) Establish and Promote Weston Road as the Central Defining Feature of Mount Dennis:</b> Through a range of activities identified in this plan including planning-related initiatives, placemaking and branding, strengthen and highlight the prominence of Weston Road as the central spine and community gathering space in the Mount Dennis area.	City (EDC, City Planning, Transportation Services)/ BIA	A	M
	<b>28) Profile Eco-Development Examples:</b> identify examples of eco-development and eco-retrofitting throughout the Mount Dennis business area as ways to reinforce eco theme and inspire new development. Include three such project examples in Mount Dennis business profile	EDC in coordination with TRCA's Partners in Project Green and local business	A	S
	<b>29) Improve Awareness of and Access to the Humber River in the Mount Dennis Area:</b> Promote the importance of the Humber River and surrounding open spaces, including Eglinton Flats, in the Mount Dennis area, and encourage information-sharing regarding the natural, cultural and historical significance of the Humber including local Indigenous history through cultural interpretation, improved access and wayfinding initiatives. More specifically, identify Mount Dennis as a location to be part of the Indigenous Placemaking Initiative being co-led by the Indigenous Affairs Office and the Indigenous community, in partnership with the Indigenous Placemaking Council advisory board.	City (EDC, PF&R, Transportation Services, Indigenous Affairs Office)	A	S
	<b>30) Promote Small-Scale Environmental Initiatives:</b> Promote grants that support community gardens and other small-scale environmental initiatives (e.g. sewing repair hubs through Progress Place), community composting (Foodshare) and Neighbourhood Climate Action Grants for NIAs. In addition to providing local benefits such projects are a means of promoting and reinforcing the ecological and 'green' identity of the community.	SDFA, Solid Waste Services, local community agencies	E	M
	<b>(n) Initiate Streetscape Improvement Project(s)</b>			
	<b>31) Initiate Streetscape Improvement Project(s):</b> initiate streetscape improvement project(s) to support civic beautification and a welcoming pedestrian environment in the Mount Dennis area. This could be informed in part through the upcoming Planning Framework Study being led by City Planning, and or through BIA/City initiatives. EDC-BIA office to review opportunities for City to provide additional financial support for implementation of BIA's Streetscape Master Plan as opportunities arise.	EDC/BIA, Transportation Services, ECS, City Planning (lead will depend on which areas/programs identified)	A	S
	<b>32) Develop Mount Dennis-Themed Plaques:</b> work with Heritage Toronto to develop historic and commemorative plaques in MD	Heritage Toronto	E	M



Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
6. Vibrancy, walkability & authenticity	<b>(o) Further Promote BIA Façade Improvement Program</b>			
	<b>33) Further Promote BIA Façade Improvement Program:</b> conduct further outreach in the Mount Dennis area to increase awareness of the BIA façade improvement program	EDC/BIA	A	S
	<b>34) Prioritize and Publicize Road Improvements:</b> request Transportation Services to prioritize any necessary road improvements and ongoing maintenance in the Mount Dennis business area – including road reconstruction, temporary fixing of potholes and ongoing maintenance, snow clearance, etc.	Transportation Services and Engineering and Construction Services	E	O
7. Use public art as a differentiating characteristic: Include public art as an integral part of capital infrastructure projects, to highlight ecological and historical themes	<b>(p) Support and Promote the Provision of Public Art in Mount Dennis</b>			
	<b>35) Investigate Major Public Art Project(s):</b> investigate installation of major public art project(s) in prominent location(s) in Mount Dennis, and identify temporary public art installations in the area, for the Year of Public Art. Such art installation(s) could reflect the natural, community and/or industrial history of the area. Explore a range of external funding opportunities through the advice of various partners including ULI.	EDC/BIA, City Planning, Transportation Services (lead depends on area/program) with input from the local community (including business, youth, seniors)	A	S
	<b>36) Promote StreetART program:</b> promote the City's streetART program through local service agencies and the Mount Dennis Library	Transportation Services, local service agencies and Library	E	M
	<b>37) Develop Murals:</b> explore potential for incorporating public art and/or murals at major development/redevelopment sites in Mount Dennis	City/business community	C	M
8. Safety: promote, enhance and monitor safety throughout the area	<b>(q) Promote Community Safety in the Mount Dennis Business Area</b>			
	<b>38) Undertake Regular Safety Audits:</b> undertake regular (annual) safety audits throughout the Mount Dennis business area to identify locations most in need of improvement from a safety and security perspective (include review of adequacy of street lighting)	EDC (activate), BIA/ business community to lead	A	S
	<b>39) Promote and Use the Community Safety Toolkit:</b> Designate Mount Dennis as the pilot program area for an intensified effort to use and monitor the effectiveness of, the Community Safety Toolkit	EDC (activate), BIA/ business community to lead	B	M
	<b>40) Improve Crime Monitoring:</b> recommend that the Toronto Police Service monitor crime in the area and enhance community policing initiatives as may be required	City Agency (TPS)	E	S

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>(C) ENCOURAGING CLUSTER DEVELOPMENT AND INVESTMENT</b>				
<b>9. Promote specific niches / clusters / sectors that build upon existing advantages of the area: non-profit and public benefit corporations; health care; green tech; transportation; warehousing; construction; skilled trades; and entrepreneurship.</b>	<b>(r) Support the development of a sustainable transportation sector</b>			
	<b>41) Develop Sustainable Transportation and Warehousing Sector:</b> Explore opportunities to create a sustainable transportation hub as a green sector initiative including a review of the potential for MD to be a testing site ('Living Lab') for autonomous vehicle development – potentially in partnership with a related post-secondary program and/or MaRS and with public sector agencies or corporations either present or interested in MD.	EDC – activate, Transportation Services – lead for Living Lab project	A	S
	<b>42) Centre for Bike Repair:</b> Investigate potential for MD as a location for a centre for bike repair in coordination with existing local programs including the Learning Enrichment Foundation's bicycle mechanics course. This initiative will also tie in with the historical presence of local bicycle and sporting goods manufacturing in the area.	EDC in coordination with relevant agencies including LEF	B	S
	<b>(s) Actively develop and promote other niches where Mount Dennis may have a competitive advantage</b>			
	<b>43) Develop CleanTech Directory:</b> develop directory of existing clean tech/green tech in Mount Dennis as a starting point for the potential identification of the area as a 'clean tech' hub	EDC	B	S
	<b>44) Promote MD as CleanTech Hub Location:</b> specifically identify Mount Dennis as a clean tech hub location – identify location opportunities for more such activity and ensure that zoning and density provisions are adequate to support the development of such a sector	EDC/ local 'clean tech' sector representatives	B	M
	<b>45) Develop Sector Directories:</b> develop directories of other key sectors in area (health care, warehousing and distribution, etc.) and identify opportunities for other / related businesses in those sectors to locate in Mount Dennis	EDC	B	S
	<b>46) Promote IMIT for Green Technology:</b> promote City's IMIT property tax incentive program to encourage investment/ development opportunities in Mount Dennis including green energy/green technology sector	EDC	A	S
	<b>47) Assess Potential for an Urban Agriculture Opportunity:</b> e.g. through a community-led project or agri-business opportunity, building on and potentially supporting and supplying the existing, established Weston Farmers' Market. A local urban agriculture project could involve greenhouse and farm-to-table restaurant opportunities and collaboration, supporting business revitalization, local food security and environmental sustainability. The Toronto Black Farmers and Food Growers Collective has expressed interest in a partnership opportunity to start a storefront initiative in Mount Dennis.	EDC, MDCA, urban agriculture provider and local agencies	A	S
	<b>48) Promote Mount Dennis as a Film Location:</b> Outreach to business property owners in Mount Dennis for information sharing on registering film locations and fund/commission professional photographs featuring Mount Dennis locations for Digital Locations Database. Coordinate with Ontario Creates on listing of sites and Release Agreements for property owners. Potential partnership with Canadian Black Chamber of Commerce and other groups interested in supporting film production in Mount Dennis	EDC - Film and Entertainment - Film Sector Office, BIA and local agencies	A	S
	<b>49) Support a Tourism Collaborative:</b> Investigate potential to support the establishment of a tourism collaborative in MD 'on the ground'.	EDC – Film and Entertainment – Tourism Services	B	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>10. Encourage development of an innovation hub / business incubator</b>	<b>t) Encourage development of an innovation hub / business incubator</b>			
	<b>50) Investigate Innovation Hub:</b> investigate the feasibility of an innovation hub (public private partnership model) designed to further stimulate and encourage the green sector or eco-business (greening of business) – focus to be confirmed. An innovation hub could also have a business incubation function and be linked with a post-secondary institution and with public and private sector organizations, initiatives or projects in the area.	EDC in coordination with green business sector and/or E&EO and MDCA (depending on focus)	A	M
	<b>51) Establish Social Agency Advisory Council:</b> promote and support the integration of non-profits and social agencies throughout the Mount Dennis area to support the innovation hub / business incubator	new Advisory Council to be formed?	C	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>(D) PROMOTING BUSINESS, CREATIVE AND CULTURAL ENTERPRISE</b>				
<b>11. Develop more cultural activity and awareness in Mount Dennis: Through, for example: encouraging investment in arts and culture; a major festival planned in the area; and other potential programming.</b>	<b>(u) Promote Local Art, Music and Other Cultural Activity in Mount Dennis</b>			
	<b>52) Promote Opportunities for Cultural Spaces in New Development:</b> promote existing (and develop new?) incentives for developers to include cultural spaces in new developments (e.g. new property tax class allowing for 50% tax reduction for cultural hubs)	EDC	A	S
	<b>53) Investigate Artists' Co-Op:</b> assess feasibility of an artists' co-op or similar centre in Mount Dennis to provide low-cost space for artists	EDC with Urban Arts	B	M
	<b>54) Artscape Weston Common:</b> Investigate potential for Artscape Weston Common (just north of the study area) to promote its services more actively into MD area – possible eventually develop a satellite or second facility in MD?	EDC / Artscape	C	M
	<b>55) Create Materials for the Arts Program:</b> work with Solid Waste Services to replicate New York City's Materials for the Arts Program given the neighbourhood's strategic location to highway access and future transit <a href="https://materialsforthearts.org">https://materialsforthearts.org</a>	EDC, Solid Waste Services	C	S
	<b>56) Support the Music Sector:</b> promote the "City Hall Live" program in Mount Dennis both as an opportunity for performances to be hosted in the Mount Dennis area as well as for Mount Dennis based artists to participate in the program. This builds on the Mount Dennis area's authentic local connection to music making (see <a href="https://www.toronto.ca/business-economy/industry-sector-support/music/support-opportunities/artist-opportunities/">https://www.toronto.ca/business-economy/industry-sector-support/music/support-opportunities/artist-opportunities/</a> )	EDC (Film and Entertainment – Music Sector Office)	A	S
	<b>57) Establish New/Extended Festival(s):</b> bring existing arts-oriented festivals and events into Mount Dennis (e.g. Nuit Blanche) or develop new one specific to the area (e.g. Mount Dennis photo festival, eco festival, etc.), with curation and presentation of works to include Indigenous and equity-seeking groups. Target creating the 2021 or 2022 Nuit Blanche program in Mount Dennis to coincide with or shortly follow opening of Eglinton Crosstown.	EDC in coordination with a local community partner (e.g. Urban Arts?), Parks Forestry and Recreation, BIA, and artists from Indigenous and equity-seeking groups	A	S
	<b>58) Encourage Establishment of Music Venues and Festivals:</b> Facilitate the establishment of music venues in Mount Dennis through a supportive regulatory framework that includes consideration of opportunities for alternative spaces such as pop-up facilities. Encourage creation of music festivals in Mount Dennis, including those developed by private sector entrepreneurs, through appropriate regulations, permits and fees.	EDC (Film and Entertainment – Music Sector Office) in coordination with City Planning and MLS.	C	M
	<b>59) Engage Museums and Heritage Sector in Supporting the Local Community:</b> Engage the "GLAM" sector (e.g. galleries, libraries, archives and museums) and other partners (e.g. academia) along with the local community to open up safe spaces for sharing and celebrating stories, art and ideas from the community including equity-seeking groups	EDC in coordination with "GLAM" sector, local community and other partners	B	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
12. Promote and attract a variety of retail businesses: through lower property taxes on Weston Road; expansion of the BIA; grocery stores and markets [to address food desert issues]; new restaurants; etc.	<b>(v) Encourage a Variety of Retail Businesses in Mount Dennis</b>			
	<b>60) Inventory and Identify Retail / Service Gaps:</b> Support the MD BIA in undertaking a market and commercial needs assessment/retail study to identify gaps in the provision of retail and services (e.g. Mount Dennis has been identified as a 'food desert' needing more grocery and healthy, fresh food outlets, and as needing a balance of retail businesses where lower income residents can shop). Potential City/EDC financial contribution to a study through the Innovation Grant program.	BIA, Economic Development & Culture (attraction)	B	S
	<b>61) STACKT:</b> investigate possibility of MD as another location for this kind of innovative (container-oriented) retail activity	EDC (activator)/ BIA	B	M
	<b>62) Encourage Development of a Mount Dennis Brewery</b>	EDC (activator)/ BIA	C	M
	<b>(w) Investigate Opportunities to Increase Financial Support for Main Street Businesses</b>			
	<b>63) Investigate New Mechanism to Reduce Retail Property Taxes in MD:</b> assess potential to reduce taxes or business license renewal fees for retail businesses on Weston Road as incentive for new retail businesses to come into area as well as for existing ones, including those impacted by construction, to stay	EDC, Corporate Finance	C	L
13. Ensure awareness of existing supports to business: ensure that both existing businesses and new entrepreneurs are aware of the full range of supports and incentives available through the City and various partners, and investigate potential new support opportunities.	<b>64) Increased Financial Support for Main Street Businesses:</b> Designate Mount Dennis as the pilot program area for increased range of financial supports for small business (City or external) including enhanced façade improvement; financial support to hire professional services; grants for leasehold improvements and interior renovations	EDC	A	S
	<b>(x) Promote Existing Programs and Investigate Potential New Supports for Business in Mount Dennis Business Community</b>			
	<b>65) Inventory and Promote Business Support Programs:</b> develop an education/communications campaign to create awareness of available incentives and supports for business (from City, other levels of government, local organizations, etc.) and work with MD library or other suitable venues/hosts to offer local workshops in same. Campaigns/workshops should be customized as appropriate to the target business community (entrepreneurs and small business, medium/large business, etc.)	EDC (all units)	A	S
	<b>66) Investigate Potential New Supports for Business in Mount Dennis:</b> Investigate opportunities to develop and introduce or pilot new supports for business (City or external) in Mount Dennis, as appropriate, where there may be opportunities to align with other strategic program initiatives	EDC (all units)	A	S
	<b>67) Host Annual Business Roundtable:</b> Host annual 'Business Roundtable' meeting in Mount Dennis for medium and large businesses including a strong focus on the local manufacturing sector. Purpose of the roundtable is to promote available business programs/services, to discuss business competitiveness issues, and to support networking and information-sharing	EDC (BR&E)	A	S
	<b>68) Active Liaison with BIA:</b> continue to engage with Mount Dennis BIA on an ongoing basis to connect BIA with other City, business and community partners focused on such matters as local arts and eco/green sustainable neighbourhood themes, to advise of valuable programs/services and to support any potential future BIA expansion	EDC (BIA) in coordination with local business and community partners	A	O

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>13. Ensure awareness of existing supports to business: ensure that both existing businesses and new entrepreneurs are aware of the full range of supports and incentives available through the City and various partners, and investigate potential new support opportunities</b> <i>continued</i>	<b>69) Hold Small Business Capacity-Building Sessions:</b> introduce small business programming sessions to the Mount Dennis community in the form of one-on-one business consultations as well as presentations on How to Start Your Business – target 4 small business programming sessions to be held annually in the Mount Dennis area. Conduct outreach to youth, seniors and Indigenous and equity-seeking groups, including through partnerships with associations such as the Black Business and Professional Association and the City's 6 diverse supplier councils identified through the Social Procurement program. Identify, promote and/or develop incentive programs and funding for entrepreneurs including from targeted groups, to get off the ground and establish their plans.	EDC, Entrepreneurship Services in partnership with the Mount Dennis Library	A	S
	<b>70) Promote Starter Company Program:</b> promote the Starter Company Retail Accelerator Grant Program to the Mount Dennis retail community. Retail businesses will be able to apply online to be considered into the 2020-2021 program cohort. The program is aimed to help main street retail business with training to assist them with operations and marketing.	EDC, Entrepreneurship Services in partnership with the Mount Dennis BIA or Library	A	S
	<b>71) Promote ICIE Services Throughout MD:</b> Work with Indigenous incubator initiative (Indigenous Centre for Innovation and Entrepreneurship) and local Indigenous organizations/service providers and representatives including the ICIE Council, to promote ICIE services and access through a business information event (N.B. ICIE planning is currently in progress)	EDC in coordination with ICIE initiative and local service organizations	A	S
	<b>(y) Encourage and Facilitate Mount Dennis Business Networking and Collaboration</b>			
	<b>72) Investigate Potential for Establishment of an Industrial Business Association in Mount Dennis</b>	EDC (activate)	A	S
	<b>73) Mount Dennis Local Business and Agency Collaboration:</b> Promote collaboration and information-sharing opportunities between the MD BIA's 'main street' businesses, surrounding industrial businesses, the local not-for-profit community and other agencies (e.g. secondary/post-secondary education sector) by piloting an information and networking session related to matters of potential mutual interest (e.g. around transit-oriented or eco-business themes) with a view to relationship-building and potential future collaboration on joint initiatives and events. Support the participation of businesses owned/managed by Indigenous and equity-seeking groups, including Black businesses.	EDC in coordination with BIA, local businesses and agencies and SDFA	A	S
	<b>74) Promote 'Buy Local' Opportunities for Mount Dennis Businesses and Services:</b> Consider further opportunities to build awareness of and promote local business, both B2B and B2C (e.g. through a web platform).		A	S



Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
14. Explore potential for major projects in area: e.g. cultural and/or educational activity as part of the former Kodak building; any surplus Metrolinx land; Industry Street land.	<b>(z) Explore Potential for Major Projects in Mount Dennis</b>			
	<b>75) Undertake Major Development Project:</b> identify one major development project that can be promoted in the area (e.g. possible educational institution, museum, arts and culture venue, clean tech innovation hub, etc.). Include investigation of potential use of any surplus building space or lands from Kodak/Metrolinx site and connect interested parties/partners to Infrastructure Ontario/Metrolinx to pitch their ideas.	EDC in coordination with the appropriate internal/external parties	A	M
	<b>76) Assess Feasibility of Museum/Centre for Photography/Film:</b> assess feasibility of a museum/gallery of photography and film (in recognition of Kodak history) or other photography-related destination attraction within the area (potentially within Kodak heritage building)	EDC in coordination with Metrolinx/ Infrastructure Ontario, MYSEUM of Toronto, the City's Photo Laureate and others	B	M
	<b>77) Investigate Potential to Create a Mass Timber Construction Innovation Centre in Mount Dennis</b>	EDC	C	M
	<b>78) Investigate Potential to Create a Community Hub for Social Services in Mount Dennis:</b> Identify potential for Centre for Social Innovation (CSI) to develop additional campus in MD for start-up social enterprise – from ULI work	EDC (activator)/ CSI	E	M

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
<b>(E) SUPPORTING LOCAL TALENT AND SKILLS DEVELOPMENT</b>				
<b>15. Encourage local hiring and talent and skills development to support emerging employment opportunities in Mount Dennis by, for example, exploring potential initiatives and partnerships with local businesses, agencies and others; etc.</b>	<b>(aa) Encourage Local Hiring</b>			
	<b>79) Identify Non-Construction Job Opportunities:</b> Facilitate access by area residents to key employment opportunities in Mount Dennis and relevant training programs through various organizations including but not limited to trade associations, TDSB and other agencies. Utilizing inclusive sector approaches, partner with local employers (including private, public and non-profit) and relevant agencies in identifying current and future skills requirements, developing pathways for new employment opportunities and communicating and connecting local residents to job opportunities (e.g. through local job fairs) where relevant and feasible, including a focus on local youth and lower income/underemployed individuals. Sectors of focus in Mount Dennis could potentially include health care, transportation/logistics, office, food services.	Relevant employment service providers – Employment Ontario (EO), TESS (re: residents receiving social assistance) and agencies, in coordination with EDC and local businesses/ employers	A	O
	<b>80) Advocate for More Flexible Community Development Funding from City:</b> advocate for more flexible funding at the City level with the aim of building resilience within Mount Dennis community – capacity-building for local organizations, skills development for individuals, support programs for businesses to hire locally	LEF lead agency	E	S
	<b>81) Support Pollinator-Friendly Gardening:</b> arrange for a knowledgeable organization to train BIA on pollinator-friendly gardening techniques to implement in streetscape maintenance (also assists with eco-branding of area)	EED (lead for the Pollinator Protection Strategy) in coordination with EDC (Sector Office-activator) and BIA	E	M
	<b>82) Identify Local and/or Social Hiring and Procurement Opportunities:</b> Identify local and/or social hiring and procurement opportunities with local anchor institutions such as West Park Healthcare Centre or other organizations undergoing major expansions. Encourage a private supplier diversity initiative in Mount Dennis (e.g. in the construction industry). N.B. SDFA is City lead for AnchorTO and Community Benefits Agreements.	SDFA and Employment Ontario, relevant employment service providers in coordination with EDC (Sectors - activator), relevant agencies and organizations (e.g. West Park)	A	O
	<b>83) Create Community Food Works Program:</b> focus a Community Food Works program towards low income residents within Mount Dennis, so that participants get support with job skills, build social networks, learn about food safety and healthy eating. <a href="https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/toronto-food-strategy/food-projects/">https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/toronto-food-strategy/food-projects/</a>	Lead agency? (EDC Sector Office – Food is an activator)	E	M
	<b>84) Outreach to Mount Dennis Community re: Workforce Development Initiatives Related to the Film Industry:</b> Develop clearer and more consistent communication lines between EDC, TESS, SDFA and local service providers on marketing new training programs to the local community. TESS will support outreach on marketing new training programs specifically to Ontario Works clients.	EDC, SDFA and relevant employment service providers – Employment Ontario (EO), TESS (re: residents receiving social assistance)	A	S

Supporting Theme	Action / Initiative	Responsibility	Priority	Timeframe
15. Encourage local hiring and talent and skills development to support emerging employment opportunities in Mount Dennis by, for example, exploring potential initiatives and partnerships with local businesses, agencies and others; etc., <i>continued</i>	<b>85) Outreach to Mount Dennis Community re: Workforce Development Initiatives Related to the Gallery, Library and Museums (“GLAM”) Sector:</b> Develop clearer and more consistent communication lines between EDC, TESS, SDFA and local service providers on marketing new training programs to the local community. TESS will support outreach on marketing new training programs specifically to Ontario Works clients.	EDC, SDFA, relevant agencies/ organizations and employment service providers – Employment Ontario (EO), TESS (re: residents receiving social assistance)	A	S
	<b>86) Support Local Talent Development in the Music Sector:</b> Foster creativity through music, building on local incubation exemplified by Urban Arts	EDC (Film and Entertainment – Music Sector)	A	S
	<b>87) Convene Hospitality and Tourism-related Recruitment Opportunities:</b> Facilitate a sector information session and/or a hiring event in the Mount Dennis community focused on the hospitality and tourism industry as part of the TESS-Tourism Services workforce partnership plan for 2020 or 2021.	EDC (Tourism Services) in coordination with TESS	A	S
16. Encourage development of a post-secondary campus in the area	<b>(ab) Encourage Development of a Post-Secondary Campus in the Area</b>			
	<b>88) Initiate Effort to Attract Post-Secondary Educational Institution:</b> investigate establishment of a public post-secondary institution satellite campus in Mount Dennis that can align with sustainable transportation, clean tech and eco-business themes, as well as opportunities in sectors such as healthcare services, construction and hospitality (e.g. Humber, George Brown, Ryerson, OCAD)  - create Mount Dennis Post-Secondary Task Force to identify full range of possibilities and coordinate actions  - investigate potential for OCAD to develop a satellite facility in Mount Dennis (possibly with photography focus, building on the Kodak history?) – possible repurposing of CIBC building - investigate potential for Humber, George Brown College and/or Ryerson U to develop a satellite facility in Mount Dennis  -investigate potential for establishment of a French-language or bilingual post-secondary facility  -also consider focusing on value-added education which may include virtual/ online opportunities and a smaller facility in the area, e.g. small office, satellite classes  -in addition to public post-secondary opportunities, consider promoting Mount Dennis as a location for private post-secondary colleges that could capitalize on the area's relatively high youth population, transit access and emerging business sectors	Toronto Office of Partnerships working with EDC and local post-secondary institutions	A	S