Toronto: Civic Governance in the Megacity

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Theme III: Inclusive Communities and Civic Engagement

• Primary Hypothesis:
  – Economic performance of city-regions depends on:
    • Their ability to generate effective new forms of associative governance, collaborative leadership
    • Social inclusiveness of new governance forms
Competitive or Collaborative?

- Role and nature of local civic associations
  - How constituted?
  - How competitive?
  - How inclusive?

- Relations with formal government bodies or agencies
  - Complementary or otherwise?
  - Do associational activities support government initiatives?
  - How effective?

- Inter-organizational dynamics
  - Competitive or collaborative?
  - Degree of involvement of key industry actors

- How effective are the results of strategic planning efforts
  - Have they successfully mobilized the local community?
  - Do concrete initiatives result from the planning activities?
  - Impact?
Civic Capital & Social Inclusion

• Efforts to improve economic performance
  – must address both industrial transformation and social inclusion

• Role of civic capital
  – consists of interpersonal networks and solidarity within a community based on a shared identity, expectations or goals and tied to a specific region or locality
  – Civic capital acknowledges the critical role of local leaders in intensifying and formalizing collaborative networks within and between communities.
    • also accounts for how it can be harnessed and intensified for meaningful regional governance by civic entrepreneurs.

• To what extent do strategic planning exercises involve broader social community?
  – How inclusive are the groups that participate in strategic planning exercises?
  – To what extent are social issues framed as part of strategic planning exercises?
  – To what extent are ‘inclusive’ issues framed as part of agenda
Perspectives on Toronto

• The neo-liberal city
  – Amalgamation as neo-liberal project
    • Make city competitive for inward investment
    • “Toronto is being molded into a competitive city by a complex of class alliances and political coalitions, neoliberal planning and economic policies” (Kipfer and Keil, 2002)

• Focus on ‘boosterism’ and prestigious events
  – Economic development as way to promote Toronto as investment platform
    • International marketing
    • Waterfront revitalization
    • Olympic Bids, 1996 and 2008
    • Diversity and gay culture as marketing tools

• Public-private partnerships (P3s)
  – Highway 407
Governance Institutions and Development Coalitions

- Province of Ontario
  - Innovation Agenda
  - Commercialization Network
    - MaRS
    - Regional Innovation Networks

- City of Toronto – governing the megacity
  - Agenda for Prosperity
  - Mayor’s Committee on ??
  - Agenda for a Creative City

- Toronto City Summit Alliance
  - Multiple initiatives

- Urban Regeneration
  - Waterfront revitalization
  - Regent Park
Ontario’s Commercialization Strategy

OCN HUB

Business Mentorship and Entrepreneurship Program

OCN
- Client Diagnostic & Coaching

RIN
- Linkages to regional resources & programs

Gateway Web Portal & Client Management System

Proactive Outreach

Investment Accelerator Fund

Accelerating Deal Flow Across the Network

Global Business / Global Science / Global Capital

Linkages to regional resources & programs

OCN

Value Proposition To Customers

Global Business / Global Science / Global Capital

Value Proposition To Customers

Gateway Web Portal & Client Management System

Entrepreneurs

Research Institutions & Tech Transfer Office

SMEs

MNEs

Researchers

Start-ups

Entrepreneurs

Customers / Clients (Entrepreneurs)
Regional Innovation Networks

- MaRS Discovery District
  - Federal and Provincial support aligned with existing research capacity

- RINs are a regionally based, multi-stakeholder, not-for-profit organizations driven by the private sector

- RINs serve as the foundation of the commercialization ecosystem (“the OCN”):
  - Identify a region’s comparative advantages and establish a vision
  - Identify and align commercialization and other economic development resources available at the regional level (commercialization roadmap)
  - Development and implement programs and services to address gaps as part of an annual implementation planning process
  - Create a focal and entry point for clients to access commercialization and other resources at the regional, provincial and federal levels

- Toronto Area RIN’s
  - BioDiscovery, WGTA RIN, York Biotech
  - All three maintain strong biotech focus, reflecting origins
  - Weak links or integration into other networks
    - Limited or no involvement with strategic planning exercises
City of Toronto Economic Strategy

• Key challenges
  – Regional competitiveness issues
  – Employment loss and impacts
    • Employment sprawl/congestion
    • Productivity impacts
    • Fiscal impacts – new City of Toronto Act
    • Mismatch between jobs and labour
  – Infrastructure demands and utilization
Economic Development Strategy for Toronto

• Toronto Competes
  – ICF Consulting
    • Cluster studies basis for economic development strategy
    • Limited involvement from associational groups
    • Sectoral cluster initiatives
      – Aerospace, finance, design, film, ICT
    • Limited municipal financing, slow to develop
    • Strong associational leadership

• Agenda for Prosperity
  – Mayor’s Advisory Committee
    • Composed of 25 representatives from business, labour and education
    • Product of residual corporatist process
    • Limited consultation with broader associational groups
Agenda for Prosperity: Key Elements

• Four Pillars
  – 1: Proactive Business Climate
    • Improve the business climate within the city to enable, accelerate and attract economic growth.
  – 2: Global Toronto: Internationalization
    • Diversify our international portfolio by substantially increasing economic activity with cities beyond North America with a focus on emerging markets.
  – 3: Creative Toronto: Productivity and Growth
    • Anchor and expand strategic industry sectors through increased competition and collaboration
  – 4: One Toronto: Economic Opportunity and Inclusion
    • Enhance and expand Toronto's labour force and ensure that all residents have equitable access to the benefits of Toronto's enhanced economic competitiveness and growth.
Agenda for Prosperity: Key Initiatives

• Green economic development strategy

• Facilitate investment
  – Concierge service for jobs-related applications

• Promote innovation
  – Innovation infrastructure eg. MaRs, incubators

• Support sectors and cluster
  – Film and television
  – design,
  – ICT,
  – Toronto Financial Services Alliance

• Educational linkages
Creative City Planning Framework

- Builds on *Imagine a Toronto – Strategies for a Creative City*
  - Live with Culture
  - Flagship projects
    - ROM, AGO, Royal Conservatory, OCAD, National Ballet School, Gardiner Museum, Opera House
    - Toronto International Film Festival
    - ScotiaBank Nuit Blanche
    - Luminato

- Readaptive use of:
  - Young Centre and Soulpepper Theatre in Distillery District
  - Don Valley Brick Works
  - Wychwood Car Barns

- Result of integrated investment strategies
  - Across three levels of government
  - Public-private-voluntary collaboration/Third sector partnerships
  - Expand to integrated city building strategies and investments
Toronto City Summit Alliance

- Metagovernance through Toronto City Summit Alliance:
  - Not-for-profit non partisan group that addresses Toronto region’s economic and social future

- Private and Community Sector driven collaboration (40 civic leaders)
  - Emerged from Mayor’s summit on the future of the city

- Role of TCSA
  - “convenes leaders of all different sectors to identify key areas that need attention and then identifies actions that can undertaken very quickly”

- Over 2000 people involved with TCSA initiatives
  - Lobbies with senior levels of government to get them involved
  - Second conference, 2007 – over 300 participants
TCSA Initiatives

• Wide representation on strategic projects in ten issue areas

• Multi sectoral collaboration for:
  – Research and research-driven industry
    • (Toronto Regional Research Alliance);
  – Diversity/immigrant integration
    • (Toronto Region Immigrant Employment Council);
  – Community services/social exclusion
    • (Strong Neighbourhoods Task Force)
  – Reforming Income Security
    • (MISSWA)- Real impact on federal policy
  – Cultural promotion
    • (Luminato)
  – Connecting city-building leaders of the region
    • (Emerging Leaders Network)
  – Focus on Youth
    • YMCA-Toronto Youth Alliance
  – Affordable housing
    • (Affordable Housing Coalition)
TCSA Cultural Initiatives

• Sars Recovery efforts
• Luminato
  – 10 day festival devoted to Arts and Culture
  – Over 1 million participants in first year
  – $15 million support from the province
  – But where is the City of Toronto?
Regent Park: Inclusive Neighbourhood Revitalization

• Ambitious postwar public housing project in the 1950s
  – Significant slum clearance

• Goal to create a “garden city” within Toronto
  – The anti-Jacobs plan
    • Strongly criticized by municipal advocates
  – Over time, increasingly isolated
    • Ethnically diverse population
    • Space of exclusion
  – Toronto’s highest poverty census tract
Inclusive Revitalization?

- Commencing in 2003
  - 12 year city-led physical and social transformation

- Build mixed income housing
  - Enable commercial opportunities
  - Connect streets to the city

- Inclusive elements
  - Intensive community engagement in planning
  - Relocation guarantees for displaced residents
  - Ecological sustainability in building design
  - Educational and community development

- City looking for federal and provincial commitments
  - Toronto Urban Development Agreement
Conclusion

• Some successes
  – Dense network of civic associations
    • But challenge of working across wide array of social, cultural and economic sectors – and
    • Spatial scales!
  – Some evidence of multilevel governance across jurisdictional scales
  – Progressive economic development strategy at urban level
    • But corporatist process

• Strong limitations
  – Lingering effects of neo-liberal amalgamation agenda
  – Competition between associational initiatives and civic government led ones
  – Limited cooperation across provincial and municipal government
    • New City of Toronto Act
  – But where are is the federal government
    • Urban Development Agreement for Toronto?
    • Community Futures for Toronto?