

# Toronto

## City Blue Print



# Quick Overview

**Overall Score:** 46.0 out of 100. To compare, top-placed New York City had a score of 62.9

**Overall Rank:** 9<sup>th</sup> out of 50 cities measured

On the dimensions measured, Toronto does particularly well on policies that can help impact a supportive *culture* for women entrepreneurs as well as the cost of accessing it's market including top scores in:

- ✓ Frequency of city events for women entrepreneurs or businesswomen
- ✓ Ease of starting a business
- ✓ Presence of a city level portal for starting a business
- ✓ Presence of city and/or national level policy advocacy organization specifically for women's equality issues
- ✓ Policy for equal remuneration for equal work ("fair pay policy")

## Subpillar Rankings

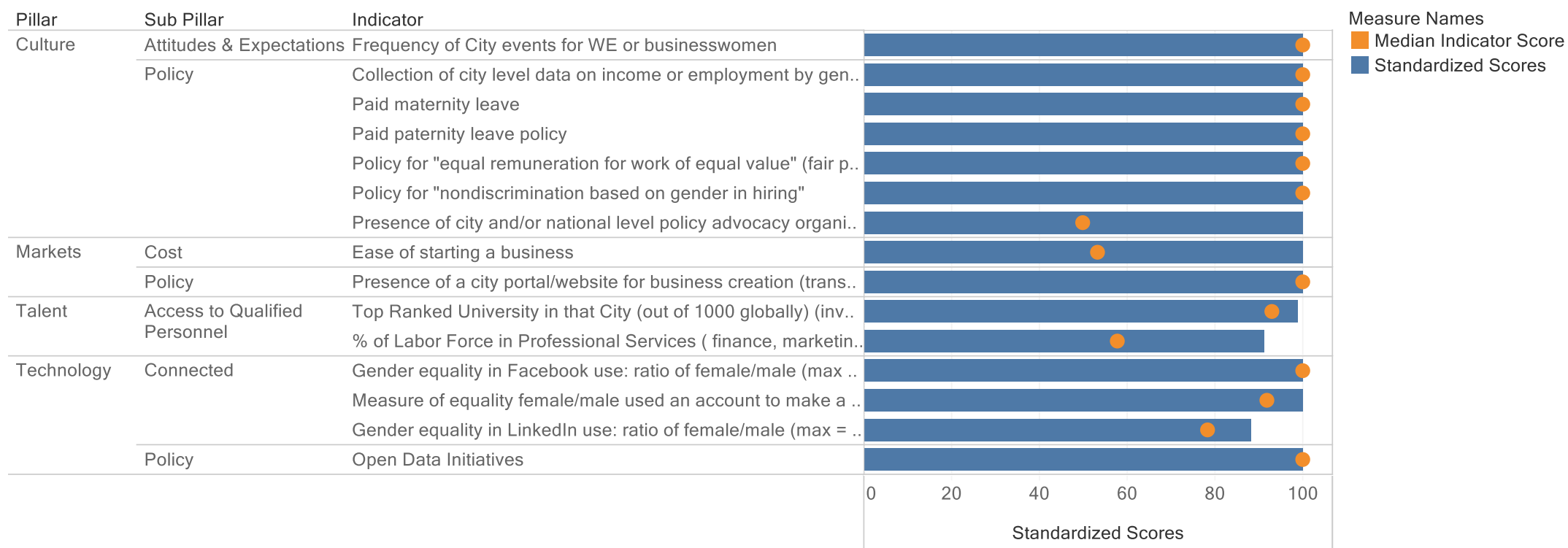
Pillar	Sub Pillar	Toronto
Capital	Gender Proportion in Funding	27
	Value and Frequency of funding	16
	Women's Capital Base	7
Culture	Access to Mentors & Role Models	20
	Attitudes & Expectations	9
	Policy	4
Markets	Access	25
	Cost	5
	Policy	26
	Size	29
Talent	Access to Qualified Personnel	11
	Women's Skill & Experience	26
Technology	Connected	16
	Cost	29
	Policy	18



# Areas of Strength

Other indicators where Toronto does well are shown in the chart below. Note in particular that Toronto scores well above the median in the Presence of city.

## Top 15 Indicators



# Areas to improve

Toronto ranked relatively lower in the areas of technology and talent. While some of this is due to factors such as relatively lower number of globally ranked universities but some represent areas of opportunity where Toronto can make significant progress for women entrepreneurs.

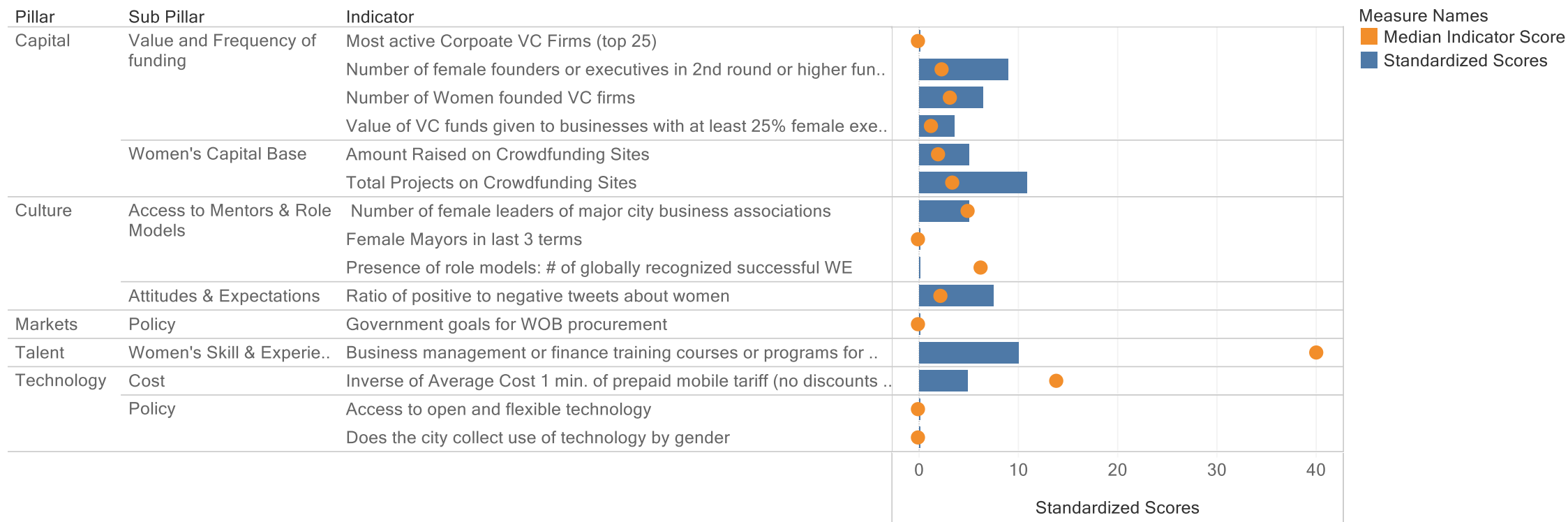
Indicators Less than a quarter of the benchmark (top) score	% of Benchmark score
Female Mayors in last 3 terms	0%
Government goals for WOB procurement	0%
Most active Corporate VC Firms (top 25)	0%
Presence of role models: # of globally recognized successful WE	0%
Access to open and flexible technology	0%
Does the city collect use of technology by gender	0%
Value of VC funds given to businesses with at least 25% female executives	4%
Number of female leaders of major city business associations	5%
Amount Raised on Crowdfunding Sites	5%
Number of Women founded VC firms	6%
Ratio of positive to negative tweets about women	8%
Number of female founders or executives in 2nd round or higher funding round in the city	9%
Inverse of Average Cost 1 min. of prepaid mobile tariff (no discounts or plans) USD	9%
Business management or finance training courses or programs for WE or women executives	10%
Total Projects on Crowdfunding Sites	11%
Private sector – corporate vendor programs that try to get women owned businesses as vendors (Weconnect International)	13%
Number of VC firms with greater than 20% female partners	16%
City Population	16%
Accelerators (with WOB)	16%
GMP	18%
% of VC funds given to businesses with at least 25% female executives	18%
Number of Smart City Projects	19%
Number of globally top-ranked business schools in city	20%
Number of top ranked global universities in city	21%



# Other Areas to Improve

Of the lowest 15 indicators for Toronto only 3 are also below the median score: the presence of role models: # of globally recognized successful women entrepreneurs and business management or finance training courses or programs for women entrepreneurs or women executives, and inverse cost 1 min of prepaid mobile tariff. That is where Toronto scores low, many other cities also score low.

## Lowest 15 Indicators



As Toronto is Canada's major economic hub, the composition leadership of major business associations tend to skew towards older senior executive norms: white, male, and predominantly pedigreed in prestige roles (banking, law, politics). This is highly likely to change over the next 10 years, with incremental signs of change in between.

The presence of role models is largely driven by talent shifting to cities with higher levels of capital availability and larger entrepreneurial ecosystems, namely San Francisco and New York City, exacerbated by these hubs' geographical proximity to Toronto.

In Canadian society, these norms are being challenged. For example, when Justin Trudeau became Prime Minister in 2015, he appointed Canada's first gender-balanced cabinet, indicating the national government's commitment to representation. The 2018 budget presented by his cabinet also put forward incentives to get women back to work after maternity leave, though was criticized for not including additional measures for childcare. The budget also included additional USD1.4 billion for the Business Development Bank of Canada to provide loans to women entrepreneurs.

**Recent Positive Developments:**

- ✓ Gender-balanced cabinet appointed at the national level in 2015
- ✓ National 2018 budget included incentives for women to return to work
- ✓ National 2018 budget included USD1.4 billion for loans to women entrepreneurs

Entrepreneurs tend to eventually gravitate towards San Francisco and New York City, particularly as their careers develop; as most VC firms are launched later in an entrepreneur's career, and are likely to focus on the accumulative and agglomerative hub of greatest gravity near them, they are likely to be located in the larger US hubs than Toronto.

Toronto's has a strong entrepreneurial network as it is the center of gravity for entrepreneurship in Canada. With its business development programs based in Toronto, technology-led universities like the University of Waterloo, and its easy access to centers of government in both Toronto itself and the national capital, Ottawa.

Most globally significant accelerators are in hubs with greater gravity. That said, there are several that have played a significant role in developing the entrepreneurship environment in Toronto, as well as innovation hubs, including those centered around MaRS and the University of Toronto.

The use of the internet, including mobile technology, is ubiquitous in Toronto. Though raw prices in Canada are high by international standards, this is large part due to the high quality of service on offer and the capital cost of infrastructure investments, including those providing very broad LTE availability and laying the groundwork for 5G to be made available.

**Recent Positive Developments:**

- ✓ Canadian university business incubator DMZ launched an accelerator aimed at women in Toronto in 2018
- ✓ 5G networks began testing in Ottawa and Toronto in April 2018

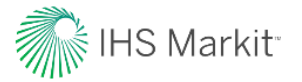
# Blueprint for Action

**Toronto is one of the most diverse cities of the world. A multi-cultural approach highlighting the leadership roles of women across cultures could spur change.**

- **CULTURE:** Publicize, encourage, and nurture accomplished women in Toronto's traditional financial and commercial sector as role models in technology fields.
- **CAPITAL:** Implement policies to give women entrepreneurs equal footing in accessing capital.
- **TALENT:** Increase female faculty at business schools to encourage women enrollment in MBA programs.
- **MARKETS:** Implement policies that give women more access to opportunities in procurement would help them advance their businesses.



# Additional info – Lowest Indicators relative to benchmark



<u>Indicator</u>	<u>Max Score (raw)</u>	<u>Benchmark City</u>	<u>Number of cities w/ max score</u>	<u>Toronto % of max score</u>
Female Mayors in last 3 terms	3	Delhi	1	0%
Government goals for WOB procurement	1		19	0%
Most active Corporate VC Firms (top 25)	16	San Francisco	1	0%
Presence of role models: # of globally recognized successful WE	16	New York	1	0%
Access to open and flexible technology	11	Singapore	1	0%
Does the city collect use of technology by gender	1		8	0%
Value of VC funds given to businesses with at least 25% female executives	1.89E+10	San Francisco	1	4%
Number of female leaders of major city business associations	20	Bangalore	1	5%
Amount Raised on Crowdfunding Sites	2.48E+08	San Francisco	1	5%



# Additional info – Highest Indicators relative to benchmark

<u>Indicator</u>	<u>Max Score (raw)</u>	<u>Benchmark City</u>	<u>Number of cities w/ max score</u>	<u>Toronto % of max score</u>
Top Ranked University in that City (out of 1000 globally) (inverted)	992	New York	1	99%
Ease of starting a business	30		2	100%
Measure of equality female/male used an account to make a transaction through a mobile phone	1		8	100%
Presence of city and/or national level policy advocacy organization specifically for women's equality issues	3		17	100%
Gender equality in Facebook use: ratio of female/male (max = 1.0)	1		30	100%
Collection of city level data on income or employment by gender	1		40	100%
Frequency of City events for WE or businesswomen	3		34	100%
Open Data Initiatives	1		37	100%
Paid maternity leave	1		38	100%
Paid paternity leave policy	1		29	100%
Policy for "equal remuneration for work of equal value" (fair pay)	1		32	100%
Policy for "nondiscrimination based on gender in hiring"	1		40	100%
Presence of a city portal/website for business creation (transparent process, centralized information,etc.)	1		30	100%



# Indicators, Descriptions and Sources



<u>Pillar</u>	<u>Indicator</u>	<u>Description</u>	<u>Source</u>
MARKETS	City Population	This indicator gives a general size of the market	Brookings.edu; IHS Sources; Eurostat; UN
MARKETS	GMP	This indicator gives a general size of the market and opportunity	Brookings.edu; IHS Sources
MARKETS	Forecasted economic growth rate of city/region or country over next 5 years	This indicator gives a general size of the market and opportunity	Brookings.edu; IHS Sources
MARKETS	Corporate Income Tax Rate	This indicator is inverted such that lower income tax rates are more beneficial for attracting and supporting entrepreneurship	PWC 2017
MARKETS	Cost of Living	This indicator is inverted such that lower cost of living; a cheaper cost of living allows women to put more capital towards scaling their business vs. overhead costs	2017 <a href="https://www.expatistan.com/cost-of-living">https://www.expatistan.com/cost-of-living</a>
MARKETS	% Company Boardmembers that are Female	The more women on boards of companies signals willingness of companies to engage diversity (country level or avg from sample of city's top employers)	MSCI, WoB2020, IHS local sources
MARKETS	Accelerators (with WOB)	Accelerators provide a powerful way for entrepreneurs to scale their business through networking, training and access to capital	<a href="http://www.seed-db.com/accelerators/all">http://www.seed-db.com/accelerators/all</a> ; <a href="https://www.f6s.com">https://www.f6s.com</a> ; <a href="http://www.gan.co">www.gan.co</a>
MARKETS	Presence of a city portal/website for business creation (transparent process, centralized information,etc.)	A hurdle for starting and growing a business is often just knowing how to obtain the right permits and registration as well as knowing what resources the city provides. Many cities are providing portals as one stop shops for business owners to find all the relevant information they need.	google search and search of city government websites
MARKETS	Private sector – corporate vendor programs that try to get women owned businesses as vendors (Weconnect International)	Many entrepreneurs reach scale by becoming a supplier for a larger company. A hindrance is that women owned businesses are often discriminated against (intentionally or unintentionally) when it comes to winning lucrative contracts. Large companies in a city that are committed to diverse supply chains can help women entrepreneurs reach scale.	2017 Corporate Member list HQ and Staff Locations
MARKETS	Government goals for WOB procurement	Similar to private sector companies, many city governments are passing ordinances to ensure they have a diverse supply chain and give women owned businesses the opportunity to secure contracts.	google search and search of city government websites
MARKETS	Most female entrepreneurs as % of startups in city	Research and our interviews with women entrepreneurs shows that having more women entrepreneurs in the city can help foster female entrepreneurship.	Crunchbase 2017
MARKETS	Ease of starting a business	Lower barriers to starting a business is a first step to scaling.	2016 PWC

<u>Pillar</u>	<u>Indicator</u>	<u>Description</u>	<u>Source</u>
<b>TALENT</b>	Labor force participation rate (women age 15+)	Women's ability to participate in the labor force is often a first step to gaining the experience required to run a business.	IHS, Inc. Country statistical agency
<b>TALENT</b>	Business management or finance training courses or programs for WE or women executives	Women's ability to scale often requires skills in finance and business management.	2017, Goldman Sachs 10000 Women partner locations, PWN locations, US SBA Womens Center locations, google search (max =5)
<b>TALENT</b>	Ratio of Women/Men with executive Experience	This indicator shows whether women are proportionately gaining executive experience that could be transferred to scaling a business.	2017 LinkedIn
<b>TALENT</b>	% of population with tertiary education or above	An educated workforce is often a pre-requisite to getting the talent a women owned business needs in order to scale.	IHS, Country statistics
<b>TALENT</b>	% of female population with tertiary education or above	This is an indication of both womens own education and educational equality that signals whether women are getting educational opportunities that could help them scale a business.	IHS
<b>TALENT</b>	% of Labor Force in Professional Services ( finance, marketing, accounting, law) within city	This is an indication of whether necessary talent is available for women that want to scale their business.	2017 LinkedIn
<b>TALENT</b>	% of Labor Force who are IT professionals	In today's internet and enterprise software driven environment, businesses that want to scale need a sophisticated IT staff.	2017 LinkedIn
<b>TALENT</b>	Number of accredited business schools in city	Many new businesses are birthed in business schools where writing business plans and running a business is part of the curriculum.	FindMBA.com, IHS
<b>TALENT</b>	Number of globally top-ranked business schools in city	Topped ranked business schools tend to attract people with talent and vision that can be catalysts for scaling a business.	2017, Financial Times Global MBA Ranking
<b>TALENT</b>	Average % enrollment in top universities that city who are female	This is an indication of the equality of opportunity for women in higher education. It is a proxy for the attractiveness of the city for women in general and women entrepreneurs in particular.	2017 Time Higher Education Global Ranking
<b>TALENT</b>	Ratio of Female/Male Individuals with MBA's	This is both an indication of equality and a proxy for the potential for women entrepreneurs in the city, since MBA programs can be a place where business ideas are hatched.	2017 LinkedIn
<b>TALENT</b>	Female Faculty in top business schools (%)	Studies have shown that one reason women drop out of business school programs is due to a lack of female faculty role models.	2017 FT and individual searches at top business school in city
<b>TALENT</b>	Number of top ranked global universities in city	Top ranked universities attract talent to the city.	2017, US News & World Report, Best Global Universities, 2017 Rankings
<b>TALENT</b>	Top Ranked University in that City (inverted)	Top ranked universities attract talent to the city.	2017, US News & World Report, Best Global Universities, 2017 Rankings



<b>Pillar</b>	<b>Indicator</b>	<b>Description</b>	<b>Source</b>
<b>CAPITAL</b>	Value of VC funds given to businesses with at least 25% female executives	Indicates relatively how well women owned businesses are attracting funding from VCs (a powerful source of capital for scaling and where women have historically not done comparatively well).	2017 crunchbase
<b>CAPITAL</b>	Number of female founders or executives in 2nd round or higher funding round in the city	Indicates relatively how many women in the city are trying to scale and their success at getting to higher rounds of funding.	2017 crunchbase
<b>CAPITAL</b>	Most active Corporate VC Firms (top 25)	Corporate VC is another source of capital and their prevalence in a city indicates an additional access point for capital.	2017 cbinsights
<b>CAPITAL</b>	Number of potential investors (population of HNWI)	Women often rely on friends and family for funding. This indicates the prevalence of qualified investors in the city that could be potential investors for women entrepreneurs.	2016 Frank Knight Wealth Report; Phoenix Marketing International 2016; IHSM calculations
<b>CAPITAL</b>	% of total investment companies with at least 1 female executive	Research shows that investment companies or VCs with women executives or partners tend to invest more in women entrepreneurs.	2017 crunchbase
<b>CAPITAL</b>	% of city businesses in 2nd round or higher funding round with a woman founder or executive	This indicates whether women are proportionately getting to higher rounds of funding (scaling).	2017 crunchbase
<b>CAPITAL</b>	Number of weeks of paid maternity leave (full pay or partial pay)	Taking time off to start and grow a family causes women to lose income that provides a base to build wealth. To the extent that this income is not disrupted women are better able to accumulate wealth to invest in their own business or in others.	google search of individual city policies on maternity leave
<b>CAPITAL</b>	% of VC funds given to businesses with at least 25% female executives	This indicates whether women are getting proportional access to funding.	2017 crunchbase
<b>CAPITAL</b>	Amount Raised on Crowdfunding Sites	Crowdfunding may help level the playing field for women entrepreneurs when it comes to attracting capital. The relative amounts funded in the city is a proxy for greater access to capital for WE.	2017 kickstarter.com and city specific equivalents
<b>CAPITAL</b>	Measure of Equality: Women/Men who saved to start, operate or expand a farm or business	Many women use personal savings to start a business. However saving may be more difficult for women if, for example, their income is interrupted. This is an indication of equality both of the ability to save and aspiration for starting a business.	World Bank 2014
	Total Projects on Crowdfunding Sites	Crowdfunding may help level the playing field for women entrepreneurs when it comes to attracting capital. To the extent sites are active in the city is a proxy for greater access to capital for WE.	2017 kickstarter.com and city specific equivalents
<b>CAPITAL</b>	VC's with 25% partners who are female?	Research shows that investment companies or VCs with women executives or partners tend to invest more in women entrepreneurs.	2017 Crunchbase



<u>Pillar</u>	<u>Indicator</u>	<u>Description</u>	<u>Source</u>
CULTURE	Presence of role models: # of globally recognized successful WE	Women often don't dream big because they don't see other women scaling businesses. This indicates how many local role models women in the city have when it comes to being a successful WE.	IHS, 2017 [a combination of Forbes 2000 CEOs, Fortune 500 CEOs, and Forbes 100 most powerful women]
CULTURE	Female Mayors in last 3 terms	Females in political leadership can be both role models and also help influence legislation that provides a level playing field for women.	IHS, 2017 (google search)
CULTURE	Number of national level advocacy or supplier dev't groups specifically for WE or businesswomen	Organizations that advocate for WE and/or help WE secure contracts with governments and larger companies helps WE scale and helps to change the perception about WE. Cities do not operate in a vacuum and often national level policies and culture can permeate to cities.	IHS, 2017 (WEConnect International locations, BPW-International locations, WBE and WBNEC (regional locations), Women Entrepreneurship Platform locations, WBII members, as well as country specific searches)
CULTURE	Number of city level organizations specifically for WE or businesswomen	City level organizations can provide valuable networking, education and advocacy that can help WE scale.	IHS, 2017 - meetup.com
CULTURE	Number of city level organizations specifically for entrepreneurs		IHS, 2017
CULTURE	% of women on boards of major business associations' (e.g. Chamber or other influential business group)	Having women on boards of business associations helps women better network with other businesses and helps foster a more diverse business environment in the city.	IHS, 2017 google search
CULTURE	Number of female leaders of major city business associations	Having female leaders of business associations helps women better network with other businesses and helps foster a more diverse business environment in the city.	IHS, 2017 google search
CULTURE	% of major city business associations headed by female leaders	While absolute numbers are important, representation is also key. This shows whether women are proportionately represented in leadership in the business community of the city.	IHS, 2017 google search
CULTURE	Frequency of City events for WE or businesswomen	City level events for WE or businesswomen help women network and gain critical skills.	IHS, 2017; Meetup.com
CULTURE	Ratio of positive to negative Tweets about women	This is a measure of the overall attitude of the city towards women. Often negative messages can have a bigger influence on women's aspirations and self perceptions than positive messages. This indicator measures the ratio of positive to negative messages towards women.	Twitter/ Janys, 2017 (number per capita)
CULTURE	% of relevant articles on successful " women entrepreneurs " in Media for that city	Hearing about role models in the media is another way that helps women dream big.	2012-2017 (5 years) Factiva
CULTURE	Numbeo.com Crime Level (inverted)	Crime and Safety are key concerns for any business, but women in particular tend to evaluate their safety more when deciding whether to scale a business.	Numbeo.com 2017
CULTURE	Numbeo.com Safety Scale	Crime and Safety are key concerns for any business, but women in particular tend to evaluate their safety more when deciding whether to scale a business.	Numbeo.com 2017
CULTURE	Numbeo.com Worry about being attacked (inverted)	Crime and Safety are key concerns for any business, but women in particular tend to evaluate their safety more when deciding whether to scale a business.	Numbeo.com 2017
CULTURE	Collection of city level data on income or employment by gender	This provides an indication of whether the city is concerned about gender equality - particular on economic issues which are critical for WE. What gets measured gets managed - so we include this indicator as a measure of a culture that values gender equality.	IHS, 2017 google search and government website search
CULTURE	Presence of city and/or national level policy advocacy organization specifically for women's equality issues	Organizations committed to women's equality and rights have helped to change the culture and provided women with more freedom - a prerequisite for scaling a business.	World Bank, IHS
CULTURE	Policy for "equal remuneration for work of equal value" (fair pay)	This is another indication of a culture that values gender equality. It is also critical that women earn their economic worth so they can build their savings and wealth.	World Bank, IHS
CULTURE	Policy for "nondiscrimination based on gender in hiring"	This is another indication of a culture that values gender equality. It is also critical that women have equal opportunity in the workplace so they can gain critical skills and experience needed to scale a business.	World Bank, IHS
CULTURE	Paid Maternity leave policy	This is a binary (y/n) indicator that proxies for a culture that is trying to level the playing field for women.	World Bank, IHS
CULTURE	Paid paternity leave policy	This is a binary (y/n) indicator that proxies for a culture that is trying to level the playing field for women.	IHS
CULTURE	Entrepreneurial Network (population with entrepreneurial experience)	Our research found that having other entrepreneurs nearby was valuable for networking and providing help and advice.	2017 LinkedIn
CULTURE	% of women in parliament	Women in leadership are both role models and can put forth legislation that helps level the playing field for women.	Search of websites



<u>Pillar</u>	<u>Indicator</u>	<u>Description</u>	<u>Source</u>
TECHNOLOGY	% of women who use the internet	Access to the internet is becoming a necessity for fully engaging with the global economy. This indicator measures the extent that women have access.	2017 consumerbarometer.com (country level); US cities (2015 Pew Research Survey state level)
TECHNOLOGY	% of women with smart phones	Smart phones are also becoming a necessity as both a communication source, information source and increasingly a source of engaging in commerce. This indicator measures the extent to which women are using smartphones.	2017 consumerbarometer.com (country level); US cities (2015 Pew Research Survey state level)
	Measure of equality female/male used an account to make a transaction through a mobile phone	This provides an indication of whether women are using technology to engage in economic transactions. This is both a measure of equality and a measure of women's willingness to use technology for economic purposes.	Country level WB 2014
TECHNOLOGY	Gender equality in LinkedIn use: ratio of female/male (max = 1.0)	This is an indication of whether women are equally engaging in professional social media.	2017 LinkedIn profile search
TECHNOLOGY	Inverse of Average Monthly Cost of Internet (8MB speed) USD	Cost can be a hindrance to access as well as a hindrance to scaling a business, this measures the relative cost of basic technology.	2017 <a href="https://www.expatistan.com/cost-of-living">https://www.expatistan.com/cost-of-living</a>
TECHNOLOGY	Inverse of Average Cost 1 min. of prepaid mobile tariff (no discounts or plans) USD	Cost can be a hindrance to access as well as a hindrance to scaling a business, this measures the relative cost of basic technology.	2017 <a href="https://www.expatistan.com/cost-of-living">https://www.expatistan.com/cost-of-living</a>
TECHNOLOGY	Open Data Initiatives	Open data is way for cities to share the data collected and generated by people in the city. This data can be used by entrepreneurs to help find solutions to common constraints in the city. It also signals a transparency on the part of city government - this transparency can help ensure that there is a level playing field.	2017 Google Search
TECHNOLOGY	Access to open and flexible technology	Many businesses that want to scale rely on open technology and flexible standards that allow them to more quickly scale their operations at a lower cost.	2017 HQ cities of member companies <a href="http://www.opencompute.org/about/membership-organizational-directory/">http://www.opencompute.org/about/membership-organizational-directory/</a>
TECHNOLOGY	Technology training organizations for women	Technology can be intimidating for anyone. Women who want to scale their business need to have basic skills in utilizing technology. Classes specifically for women are also less intimidating/more inviting for women.	2017 Women Who Code, Girls in Tech, other
TECHNOLOGY	Does the city collect use of technology by gender	Technology is increasingly critical for any business to scale. Cities that collect gender level data on technology use and access can better monitor and manage how well their city is doing in leveling the playing field for women.	2017 google search
TECHNOLOGY	Number of Smart City Projects	Smart city projects help to optimize city functions making it more friendly for business and well as signaling the potential for more innovation (attracting entrepreneurs).	IHSM Smart Cities IoT Intelligence Service (2017)
TECHNOLOGY	Gender equality in Facebook use: ratio of female/male (max = 1.0)	This provides and indication of how equally women are engaging with social media, which is increasingly becoming a place to exchange ideas and information.	2017 Facebook search
TECHNOLOGY	Per capita number of open development users	Open development platforms provide a place for developers and users of software applications to meet. These development platforms have allowed entrepreneurs to scale their businesses more quickly and/or at lower cost.	<a href="http://www.github.com">www.github.com</a>

