

Market 707 Case Study: Methods of Collaborative Cross-Sectoral Support for Successful Food
Entrepreneurship in Toronto

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1. Introduction

The common thread connecting diverse community actors in the food services industry is entrepreneurial spirit – the motivation to meet local needs through sustainable, culturally-appropriate food provided by community cooks. However, the entrepreneurial potential of Toronto’s food system is unmet, as community organizers struggle to find space in the city’s well-established, competitive business landscape. In the context of the COVID-19 pandemic, when chain and large restaurants are outliving local caterers and food providers, developing strategies to restore and enliven entrepreneurship is vital to fulfill the varying food needs of Toronto’s diverse population. While entrepreneurship as a response to food insecurity is garnering greater attention and support, there is inertia in creating the physical spaces and circumstances to host it. Market 707, a unique example of physical space for entrepreneurship, is an outdoor market using a shipping container business model entitled “Business out of the Box (BoB)” which has expanded to other ventures in Toronto including Thorncliffe Park Women’s Committee Café.

This paper explores the social conditions in the years preceding 2011 when Market 707 was created as well as the relationships built between Scadding Court Community Centre (SCCC) and community and professional stakeholders to analyze the factors contributing to Market 707’s success. Ultimately, this research culminates into a clearer understanding of how cross-sectoral collaborations can help food entrepreneurship thrive in underserved communities.

2. Background Information

Market 707 is a street food and retail market created by Scadding Court Community Centre in Downtown Toronto. From its creation in 2012, the market has expanded beyond food vendors to non-food start-ups, and it has hosted vendors supported in partnerships with institutions such as

X University (previously known as Ryerson University) and Immigration Canada. It uses the Business out of the Box model which transforms shipping containers into affordable and quick vending stalls that can be located in any underutilized location to create vibrant and productive spaces. Market 707 is placed next to the SCCC, near water and waste facilities as well as Scadding Court's commercial kitchen. During the COVID-19 pandemic, 19 vendors opted to operate throughout 2020 as public health recommendations dictated and the state of emergency enacted on a provincial level allowed, and events are being hosted as public health measures allow¹.

Food systems are culturally, temporally, and geographically specific, making it difficult to develop academic theory. Furthermore, literature regarding entrepreneurship has tended to spotlight the Silicon Valley perception of entrepreneurship, focusing on the impacts of innovation and market competition. Therefore, this research uses Market 707 as a case study to identify the contributions of multi-sectoral actors that may be transferrable to future instances of entrepreneurship incubators or food markets. Many case studies have paid attention to individual entrepreneurs whose stories are vastly different and demonstrate the complex factors dictating successful small business emergence, but few amalgamate those experiences with archival data to discern the influence of internal organization and external institutions that are responsible for the construction of retail environments. This paper investigates the combination of resources and supports that can be provided by different actors to achieve efficiency and thoroughness. The intention is not to inform a long-term city-planning scheme, but to develop guidelines for multi-sectoral collaboration that will be non-specific to location and ethnic background.

¹ Yuan, Serena, and Jake Rutland. Personal, March 25, 2022.

3. Conditions at the time of creation

In the years surrounding the creation of Market 707, there was growing attention regarding inadequate food provisioning, healthy and local food options, and international food shortages. The social conditions likely lent public motivation and interest in innovative solutions for affordable and accessible local food options.

3.1 Government Programs Targeting Food Provisioning

In 2008, Toronto City Council implemented three pilot projects, including Toronto A La Cart, addressing a lack of diversity and high barriers in street vending due to strongly restrictions implemented by major municipalities in response to food safety concerns in years prior². The pilots drew from many examples of large urban centres with successful and attractive street food scenes such as Portland and Vancouver, rightly believing that Toronto had much to offer as well³. These projects attempted to “[attach] social development goals to an entrepreneurial model” but ultimately failed due to major miscalculations in execution that strayed from the original framework⁴. This shows that there was political will to make long-standing changes in the food system, particularly in methods such as street vending that simultaneously addressed needs for employment and culturally appropriate foods. There are limited public news articles surrounding A La Cart, suggesting that it was not widely advertised or recognized as a step forward for food access. In a report reviewing the Toronto A La Cart, Cameron Hawkins & Associates Inc. concluded that street food entrepreneurship “cannot be institutionalized” in the strict, one-size-

² Cameron Hawkins & Associates., *City of Toronto: Review of Toronto a La Cart Pilot Project* (Toronto: Cameron Hawkins & Associates, 2011).

³ Ibid.

⁴ Ibid.

fits-all manner that the project originally prescribed⁵. By the end of these projects, it is clear that the City has some recognition that highly supervised, rigid programs are not a valid avenue for food industry development. It is reasonable to extrapolate that there was positive sentiment toward non-governmental actors to expand the food industry, which may have supported or at least curbed resistance to ambitious projects such as Market 707.

3.2 Newspaper Articles

From 2009-2011, historical archives of the Toronto Star newspaper have mentions of food in relation to several issues. Firstly, there were many advertisements alongside the news stories that promoted nutrition and health-related products such as supplements, indicating a new and active interest in healthy eating among readers⁶. Secondly, there is significant reporting on the local food movement which was rising during this period when Market 707 was being created. Many articles provide advice on how to seek local food, detail the activities of “locavores,” and the importance of promoting local Ontario farmers⁷. Similarly, there was an interest in healthy eating and smaller column pieces that specifically raised awareness for high sodium and sugar content in fast and junk foods⁸. Thirdly, Torontonians were experiencing the effects of international food shortages combined with a growing world population and severe weather conditions in Russia, Pakistan, and Australia that noticeably reduced wheat imports. The public was also witnessing revolution in countries such as Egypt and Tunisia that were in part sparked by unaffordable food prices⁹. This

⁵ Ibid.

⁶ Appendix A.

⁷ Appendix B.

⁸ Appendix C.

⁹ Appendix D.

information in the media suggests that there was growing concern around sustainable food access and affordable, nutritious meals¹⁰.

These three issues being explored in the news is an indication that the public was gaining interest in the food system and had more information than in the past regarding where their food comes from, how it is produced, and what they should be concerned with. While there are no concrete linkages between growing awareness and the public and political support displayed in the creation of Market 707, it is plausible that the general public concern surrounding food created a fertile ground for Scadding Court to propose a new and innovative market model.

Past Toronto Star articles present evidence that there was increasing reliance on food banks that was also a concern in the political sphere, with the Liberal Party promising funding towards food programs that addressed the need for local produce¹¹. This means that not only was their general interest in exploring new food options, but that people were personally and intimately affected by shortcomings in the food system. This supports the previous postulation that public support was enhanced by current events and the material conditions at the time.

3.3 Scadding Court Food Programs

Scadding Court Community Centre (SCCC) is a long-standing pillar in Alexandra Park that offered a range of activities designed to meet the needs of the local community including many food programs, suggesting that there was local interest in food development infrastructure before the creation of Market 707. The SCCC had been running an *Urban Agriculture Program* since 1997, along with other food-related projects such as the *Diversity Garden*, *Greenhouse Café*, and

¹⁰ Appendix E.

¹¹ Appendix E.

*Community Kitchen Program*¹². After Market 707 was initially launched in 2010, the SCCC continued to add new initiatives such as *A Kitchen Away From Home* and *Noninna's Table*, indicating that the support for food development in the community was deep-seated and persistent¹³.

Importantly, the volume and success of food programs at the SCCC meant that there was well-established food infrastructure and experienced staff who had knowledge on the community's food needs, the local food demographic, and the complicated puzzle that is food distribution. Besides skills and knowledge, the SCCC had existing community connections such as mailing lists, newspapers, and other communication platforms that may have been useful for launching Market 707. This is noticeable when comparing Market 707 to other entrepreneurial spaces such as the Scarborough Farmers' Market presented by Red Onion Events, which required completely new marketing plans, Instagram and social media pages, and other materials¹⁴. The difference in existing infrastructure likely manifested in time delays between creation and launch of the markets. However, it is important to note that other Scadding Court Community Centre food programs are not directly related to the success of Market 707. As Jake Rutland, the current market manager, describes, Market 707 is curated with respect to the community demographic and its needs without intentionally privileging businesses that participated in other initiatives such as the *Newcomer Entrepreneurship Hub* or the *Women's Entrepreneurship Hub*. This means that prior entrepreneurship programs were not direct determinants of the market's success¹⁵.

¹² "2011 Annual Report," Scadding Court Community Centre, accessed April 10, 2022, https://scaddingcourt.org/wp-content/uploads/2018/04/ar2011_web2a.pdf.

¹³ "2012 Annual Report," Scadding Court Community Centre, accessed April 10, 2022, https://scaddingcourt.org/wp-content/uploads/2018/04/annualreport_2012_web.pdf.

¹⁴ *YouTube* (Jackman Humanities Institute, March 9, 2022), https://www.youtube.com/watch?v=FRpg0W1oJ_w.

¹⁵ Yuan, Serena, and Jake Rutland. Personal, March 25, 2022.

4. Building Relationships

4.1 Community Engagement

A large part of Market 707's commercial success can be attributed to the extensive community engagement that the SCCC has continually invested in since the market's creation. Beginning in 2011, Friday Night Markets were hosted weekly with extended hours, family-oriented activities, artist performances, and other attractions to strengthen presence and engagement¹⁶. A partnership with the University Hospital Network helped the market reach more people and gain attention from the broader Toronto Public in addition to the regular patrons of the SCCC¹⁷. Market 707 has continued to host free community events, both to stimulate interest in the market and to fulfill its mandate to meet local need for engaging public spaces and business activity. Past events have been in partnership with groups such as Projexity, Schizophrenia Society of Ontario, Foodies on Foot, and Johnnyland¹⁸.

Interestingly, as opposed to being centred solely on food, Market 707 engages with a variety of causes that may be distantly or completely unrelated to the issue of food entrepreneurship. This leads to two conclusions. Firstly, this suggests that the primary objective of short-term community engagement initiatives should be to garner attention and reach a wider audience. Secondly, this indicates that food spaces should, to a certain extent, be an amalgamation of community interests.

¹⁶ "2011 Annual Report," Scadding Court Community Centre, accessed April 10, 2022, https://scaddingcourt.org/wp-content/uploads/2018/04/ar2011_web2a.pdf.

¹⁷ Ibid.

¹⁸ "2013 Annual Report," Scadding Court Community Centre, accessed April 10, 2022, https://scaddingcourt.org/wp-content/uploads/2018/04/annualreport_2013_web2.pdf.

This would be true of permanent infrastructure such as vending stalls rather than food trucks or seasonal farmer's markets given the larger temporal and geographic presence of constant physical food spaces.

The case of Market 707 also demonstrates how community engagement can be used to do work. In 2013, a new public patio prototype named Patio 707 was designed via a public competition and assembled by a team of volunteers who were largely community members¹⁹. The prototype was crowdfunded, receiving \$6,500, and constructed using reclaimed shipping pallets from a recycling facility in Brampton, Ontario²⁰. The SCCC takes an overall holistic approach to community engagement by involving community stakeholders in the use as well as the creation of the market, ensuring commercial success and public utility.

4.2 Professional Partnerships

Scadding Court involved a range of professionals and employed industry expertise to ensure insightful, foresighted design and operation of Market 707. Notably, this occurred in the refinement and dissemination of the Business out of the Box model created by Scadding Court and employed in Market 707. In January 2013, the SCCC partnered with The Working Habitat to host a design Charrette to envision the potential for shipping containers in underutilized spaces and underserved communities in Toronto. The over 35 participants included architects, urban planners, community members, and members of the City of Toronto's Parks, Forestry and Recreation Department, engaging a diverse range of experts that added a variety of perspectives to the Business out of the Box model. Subsequently, the final BoB Toolkit published by Scadding Court

¹⁹ Bernstein, Marisa. "Orange Is the New Patio." Projexity, September 30, 2013.
<https://web.archive.org/web/20150908023434/https://blog.projexity.com/orange-is-the-new-patio/>.

²⁰ Ibid.

Community Centre was designed in partnership with X University and Levitt Goodman Architects²¹. The SCCC credits many other partners such as Pro Bono law services from McMillian LLP and KPMG as well²².

The majority of these professional partnerships were forged to accomplish one goal that would support Market 707 in a distinct manner. While these collaborations took place over a long period of time in some cases, they were not long-term partnerships in that the parties did not share responsibilities or interests in the market. These collaborations often did not repeatedly undertake large-scale tasks. In addition, work conducted together by the SCCC and City Council and other government departments were procedural necessities when adhering to regulations and City policies. The pre-determined mandates for these partnerships may have made the work more efficient given the clear objective and timelines. Furthermore, the partners did not act on tasks that fell outside their expertise – instead of making up for missing human resources in terms of labour, they offered specific skills and knowledge.

4.3 Methods for Successful Partnerships

The research done in this paper looks broadly at the collaborations that lead to Market 707's success, but there is little data on the specific details and methodology of partnerships. This means that there is no clear picture on how these partnerships were carried out, how often meetings were held, how responsibilities were shared, and other such elements. While this is missing information, it is not a weakness in the research. This is because specific partnerships cannot be closely replicated in future instances of food entrepreneurship because they are rooted in context. As seen

²¹ “A Guide to: Business out of the Box,” Scadding Court Community Centre, accessed April 10, 2022, https://scaddingcourt.org/wp-content/uploads/2018/11/bob_toolkit.pdf.

²² Ibid.

with the SCCC, there were particular conditions that lead to the formation, maintenance, and effectiveness of collaborations – for example, with regards to working with the City Council, the SCCC was already involved and represented in the Association of Community Centres. This means that while certain best practices may be discerned, the utility and applicability of them would be highly dependent on the project and actors who are carrying it out. Furthermore, if details were accessible on conducting these partnerships, it would be speculative and unreliable to attach a qualitative assessment of strengths and weaknesses to them. This is because it is difficult to link the broad outcomes of the market such as steady growth and community embeddedness to specific aspects of the collaborations. Overall, the lack of information regarding the process of collaboration means that it is difficult to extract lessons that may be used for other similar projects but does not diminish the value of this research.

5. Conclusions

5.1 Conceptualizing Cross-Sectoral Support

Based on the case of Market 707, cross-sectoral support contributes to success in a limited capacity. As Rutland reflects, community drive is the most important factor in the long-term stability and growth of the market²³. A large volume of continuous support is vital to outweigh the pushback that might exist against ambitious and unprecedented projects such as Market 707²⁴. In comparison, discrete partnerships are valuable to accomplish tasks and overcome resource or expertise barriers, especially during initial development stages. It is important to note that the value and method of collaboration depends heavily on the goal of the space. Because Market 707 is heavily rooted in representation, diversity, and local community needs, the heavy involvement of

²³ Yuan, Serena, and Jake Rutland. Personal, March 25, 2022.

²⁴ Ibid.

community members facilitated information-gathering and guided decision-making. However, for example, if the space incorporates an educational aspect as a core tenant of operations, then it would be more logical to partner with educational institutions than in the case of Market 707. The takeaway from this research is that an amalgamation of social conditions, existing infrastructure, and partnerships led to the success of Market 707, but this is dependent on the goal of the space. It is prudent to frequently re-evaluate and defer to one's goals when executing the work, especially as market spaces are continually growing and evolving based on public feedback and commercial performance.

5.2 Further Research

This research contributes an understanding of the specific circumstances that influenced the success of Market 707, a unique example of food entrepreneurship in Toronto. Further research may focus on particular aspects such as the involvement of immigrant cooks who are numerous and strongly represented at Market 707 or the dissemination of knowledge from the SCCC to other implementations of the Business out of the Box model. A clearer understanding of how distinct organizations communicate and support each others' operations may reveal a weakness that may be remedied via research into communication platforms, designing official boards, or other such possibilities. Furthermore, Market 707 is a commercial space that supports entrepreneurs by offering opportunities and lower costs – ultimately, other supports such as ideation and training hubs or financial management programs are also necessary to ensure entrepreneurial success. Research into these solutions, as well as how to facilitate connections between them, may be valuable in crystallizing the role of various organizations and enabling public access.

Appendix D

Province clarifies stand on gay groups

Boards allowed to offer 'peer support' forums, education ministry says

LOUISE BROWN AND KRISTIN BUSHOWY
TORONTO REPORTERS

Ontario some anti-gay activists are trying to force Premier Dalton McGuinty to issue a gay-straight alliance to allow gay-straight clubs because it is too politically risky before the coming autumn election. But a government spokesperson said Monday the province does not compel schools to create gay-straight alliances if students ask, as long as some other school support group exists to help students feel

safe and welcome. "If there isn't a gay-straight alliance, then there needs to be an alternative form of peer support," said Mike Feenstra, spokesperson for Education Minister Lenora Dombrowsky, clarifying a policy memorandum for the new equity and inclusive education guidelines for schools.

Catholic schools boards have drawn fire from gay rights advocates for refusing to allow gay-straight alliances, which many believe are guaranteed by the policy memo, which states "boards must also help school staff to give support to students who wish to participate in gay-straight alliances and other student-led activities that promote

But that, said Feenstra, should be interpreted to mean: "If there is not a GSA, there does need to be another group that gives students the opportunity to talk about issues that are important to make them feel safe."

On Monday, New Democrat MPP Rosario Marchese called on McGuinty to enforce the policy, which Marchese believes compels schools to allow GSAs, citing students at Mississauga's St. Joseph School, whose principal turned down their request to start one.

However, McGuinty said, "We have said boards can find different ways to ensure that they adhere to those [equity] policies."

Advocacy group Queer Ontario believes the policy does guarantee

GSAs. "It's frustrating. The premier is sidestepping his own policy," said spokesperson Casey Crna.

All Canadian students have the right to start a gay-straight alliance under the Canadian Charter of Rights and Freedoms, argues Neo Mendicino, director of equity for the Canadian Civil Liberties Association.

"I don't believe freedom of religion trumps a student's freedom of expression, association and equality, especially given the high level of teen suicides among gay youth," said Arvi, who has offered support and legal advice to any student and the right to start a gay-straight club.

But confusion about the policy memo has led to trouble for Catho-

lic boards, which prefer to provide broader equity or diversity clubs, said Toronto Catholic Trustee John Del Grande.

The Toronto Catholic board is already immersed in controversy as it handles out of the equity policy. Del Grande said he has received a number of complaints from parents and Catholic groups worried that a new policy would not uphold Catholic beliefs.

Natalie Rizzo, the Toronto Catholic board's student trustee, said there is some board schools have asked for GSAs, "and while they haven't been denied, the groups tend to go by different names. They could be the equity club or a diversity group or a rainbow group or something like that."

Politicians weigh in to aid needy

ONE | BY G71

With the taste of Tim Hortons chili lingering on his tongue, Henry vowed to lose some of the fat he has acquired since shedding 40 pounds during the election campaign last year.

"It's from being in my office on city business from 7:30 in the morning till late every day," he said, promising to walk more in a bid to trim back to a weight 200 pounds.

With other municipal politicians sinking their teeth into the challenge, Henry is hoping Toronto Mayor Rob Ford will also put his money where his stomach is.

"I think he might pick up on it on his own once the word gets out," Henry said, treading lightly around the subject of his counterpart's bulk. Ford has said he needs to lose 60 pounds.

"We're going to have some fun with it," Henry said, threatening to deliver parties to Ontario council. Some who signed on, such as city and regional councillors Tito Dante Marinipieri and Roger Bouma, don't have a lot to lose.

Hilkie said, it's a welcome spotlight on a growing problem, said Sandy Strimlan, executive director of Food for the Needy, which provides emergency food to 46 agencies that run shelters, soup kitchens and food banks.

"Now we're into the season where they're using up their supplies from Christmas contributions," said Beittain, estimating they help feed more than 50,000 mouths. "When people raise money for us, that's really huge."

The council on a diet idea was cooked up by Ontario resident and community activist Rosemary McConkey, who handed out contracts at Monday's weigh-in.

"Hunger is a problem everywhere in this region," said McConkey, who was inspired by a similar campaign in Dryden.

"This is an opportunity to take off winter weight and donate to people who need food."



Ontario Councillor Tito-Dante Marinipieri (left), centre, and Councillor Roger Bouma (right) are seen with Mayor John Henry, centre, at the announcement of Mayor John Henry, centre, and Councillor Roger Bouma.

THE STATE OF HUNGER IN ONTARIO

- 402,000 Ontarians a month rely on food banks
 - 68 per cent depend on social assistance, including 45 per cent on Ontario Works and 23 per cent on the Ontario Disability Support Program
 - 5 per cent are pensioners
 - 1 per cent have employment income
 - 64 per cent live in private rental housing
 - Single adults are the largest group of food bank users, accounting for 38 per cent
 - Single-parent families are the second largest group of users, accounting for 30 per cent
 - 22 per cent are two-parent families
 - 9 per cent are new Canadians
 - 7 per cent are Aboriginals
- Source: Ontario Association of Food Banks

400,000 Ontarians rely on food banks

Number up 28 per cent since 2008, report finds

LAURIE MONSEBAATH
SOCIAL JUSTICE REPORTER

Hunger is a daily reality for Mike Crawford, 56, as he trawls across downtown Toronto in search of soup kitchens between monthly visits to a local food bank.

Crawford, who tumbled onto welfare after a nervous breakdown a decade ago, is among more than 400,000 Ontarians — or 3 per cent of the province's population — who are forced to turn to food banks every month, according to a new report by the Ontario Association of Food Banks.

Food bank use has grown by an unprecedented 28 per cent since the recession in 2008, making Ontario the third highest user of food bank services in Canada, behind Newfoundland and Manitoba, says the report released Tuesday.

Single adults on welfare, such as Crawford, now make up the largest group of food bank users, according to the report, entitled "Hitting an Empty A Decade of Hunger in Ontario."

Single adults account for 38 per cent of users, up from just 26 per cent in 2008, says the report which is based on statistics collected in March last year.

"The numbers are staggering," said the association's executive director Ed Bekteski.

"How many more reports need to be published before provincial politicians act?"

All political parties need to make hunger a top priority in next fall's provincial election, says the association, a network of 207 regional food banks and more than 100 community food banks across Ontario.

It is urging Ontarians to get involved by signing a petition on its website, www.oafb.ca. One glimmer of hope is that fewer families with children are using food banks. Although single-parent families are still the second largest

group of users at 30 per cent, that is down from a peak of 29 per cent in 2008, says the report. Two-parent families make up 22 per cent, down from 27 per cent in 2008.

The report credits the National Child Benefit, which this year will help low-income families with up to \$3,450 per child and the Ontario Child Benefit, which offers an additional \$2,000 annually per child.

The proportion of new Canadians using food banks is also down to 15 per cent from a peak of 27 per cent in 2007, the report says.

The report blames the rise in food bank use on the recession, combined with rising food costs, high rents, the growth in minimum wage jobs that don't lift people above poverty, and chronically low welfare rates — especially for single adults.

The association doesn't make specific recommendations for change, but anti-poverty groups have urged Ottawa and Queen's Park to cut food bank use by building more affordable housing, introducing new housing and healthy food benefits, reforming welfare, improving minimum wages and labour standards, and expanding employment insurance coverage.

For Crawford, who has just \$40 left from his monthly welfare cheque after paying rent and utilities for a shared apartment at the Palace Arms Hotel on King St. W., soup kitchens are no recipe for relief.

An allergy to onions means there little he can eat that doesn't throw his stomach into gut-wrenching pain.

At 5-foot-9 and just 130 pounds, Crawford used to receive \$200 a month from the special diet program that offers extra help for welfare recipients with food-related health issues. But he lost that benefit about a year ago when officials removed food allergies from the program's list of qualifying medical conditions.

"Most days I don't eat anything," he says.

THE FIXER Document-shredders mangling traffic

JACK LAKEY
TORONTO REPORTER

In the shredding of documents so important it's worth the traffic bottlenecks caused by trucks blocking busy streets?

Anyone who drives in Toronto has seen trucks stopped in the curb lane of a major downtown street to facilitate the turning of paper into confetti.

The excuse is that confidential printed information must be destroyed in a way that prevents it from falling into the wrong hands.

How could anyone question the convenience of a block-long traffic jam when corporate citizens require their documents to be shredded?

The trucks are often issued a \$60 parking ticket for "stopping on a signed highway during prohibited

times," days," but shredding companies seem to consider it the cost of doing business.

We were at Bloor St. and Queen's Park at 3:40 p.m. last Thursday, at the start of rush hour, when we saw a Shred-it truck parked in the northbound curb lane, used for right turns onto Bloor.

Pylons were placed around it, as though parking was a divine right, in front of the University of Toronto Centre for Medieval Studies.

We saw a \$60 parking ticket under the windshield, issued on St. George St. at 8:42 a.m., an indication it was left there all day perhaps to dissuade parking enforcement from issuing further tickets.

The driver emerged from the U of T building with a bit blue hue on a cast. Who'd have thought medieval studies would produce classical



A parked paper-shredding truck blocks a lane on Queen's Park, just as afternoon rush-hour traffic begins to build.

paper that must be shredded?

It indicated to us that shredding firms are undeterred by parking fines and unconcerned about the traffic problems they cause.

Count Tony Wolla, who deals with media for Toronto police, said parking officers can only enforce bylaws that apply to the spots where the

trucks are parked, and have no authority to do anything else.

That got us thinking it may be time for the city to consider much higher fines and stricter measures to persuade paper shredders to find less obstructive parking.

Would like readers to weigh in with their opinions and ideas on how to

deal with shredders, which we'll forward to city councillors who have authority to stiffen fines and impose more persuasive measures.

What's broken in your neighbourhood? Whenever you are in Greater Toronto, we want to know. To email us, go to www.thestar.com/thefixer and click on "submit a problem." Call 416-363-4822.

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