

2021 Budget Notes

Economic Development and Culture

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Description

We advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources.

Economic Development and Culture (EDC) delivers the following services:

- Arts Services
- Business Services
- Entertainment Industries Services
- Museum and Heritage Services

EDC has stewardship for over 200 public art installations and 100 heritage buildings, including eight community museums, one art gallery and one national historic site (Fort York NHS). EDC is responsible for the collection and conservation of 150,000 artifacts, 3,000 works of fine art, and 1.1 million archeological specimens.

EDC manages \$35.0 million in art grant allocation and supports 87 Business Improvement Areas (BIA).

Why We Do It

Economic Development and Culture is committed to making Toronto a place where business and culture thrive, providing services to improve the quality of life of its clients, visitors, attendees, businesses, cultural institutions and stakeholders by achieving the following outcomes:

Business and cultural entities in Toronto have equitable access to and use economic development supports that start, improve and grow operations, and contribute to increased economic activity.

People in Toronto have equitable access to and use inclusive cultural programs that increase understanding of Toronto's many cultures and histories, and contribute to a greater sense of belonging.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

What Service We Provide

Arts Services

Who We Serve:

Arts and Cultural Organizations, Residents, Visitors

What We Deliver:

- Arts Services Development and Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion; Special event facilitation and expediting)
- Creation and offering of Arts activities and programs, classes, exhibits and events; planning and production of major Festivals and Events
- Assistance in the organization of third party events at Nathan Philips Square and other City-owned locations
- Facilitation, development and provision of access to Arts Venues and Public Art
- Provide funding to arts organizations through the cultural grants service

How Much Resources (gross operating budget): \$54.9 million

Business Services**Who We Serve:**

Business Incubators, Entrepreneurs, New Immigrants, Sector / Industry Associations, Sector Businesses, Youth

What We Deliver:

- Business Development and Support (Advice, Advocacy, Consultation, Governance); Networking, Convening power; Issue resolution and Facilitation; Marketing, Promotion; Training, Events; Grants, Financial support)
- Sector Development and Advocacy (Front-line intelligence; Support)
- Advice and support to Business Improvement Areas
- Promotion of trade, investment, partnerships, and Toronto's businesses to export markets

How Much Resources (gross operating budget): \$17.2 million

Entertainment Industries Services**Who We Serve:**

Entertainment Industry Associations, Film and Media Companies, Restaurants and Hotel Industries, Tourism Companies, Visitors and Volunteers

What We Deliver:

- Entertainment Industries Development and Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion; Training)
- Film permitting
- Visitor information services
- Entertainment Industries international development

How Much Resources (gross operating budget): \$5.5 million

Museum and Heritage Services**Who We Serve:**

Education Sector (Schools and Students), New Immigrants, Public and Private Schools, Residents, Visitors

What We Deliver:

- Museum Services Development and Support (Advice, Advocacy, Consultation; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion)
- Creation and offering of Museum activities, programs, classes, exhibits and events; provision of rental opportunities for art gallery spaces, theaters, rooms for community members
- Development, management and conservation of artifacts, archeological specimens and fine art collections
- Management of Heritage properties and Museums operations; advice and collaboration with other City divisions in managing their heritage assets

How Much Resources (gross operating budget): \$14.9 million

Budget at a Glance**2021 OPERATING BUDGET**

<u>\$Million</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Revenues	\$14.1	\$10.7	\$10.9
Gross Expenditures	\$92.6	\$89.3	\$89.8
Net Expenditures	\$78.5	\$78.6	\$78.9
Approved Positions	314.9	315.9	314.9

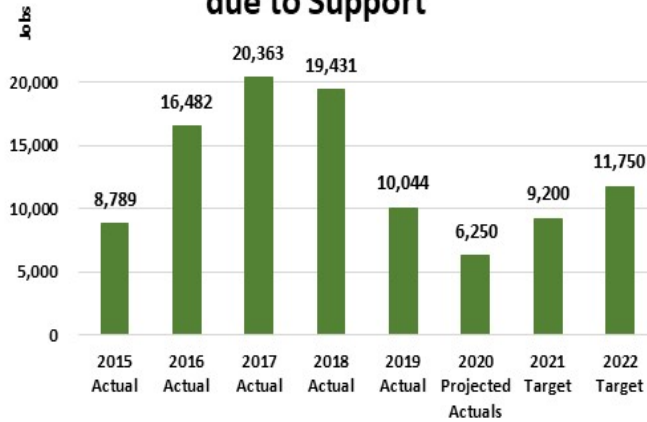
2021 - 2030 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2021</u>	<u>2022-2030</u>	<u>Total</u>
Gross Expenditures	\$24.8	\$153.0	\$177.8
Debt	\$11.0	\$97.0	\$108.0

Note: Includes 2020 carry forward funding to 2021

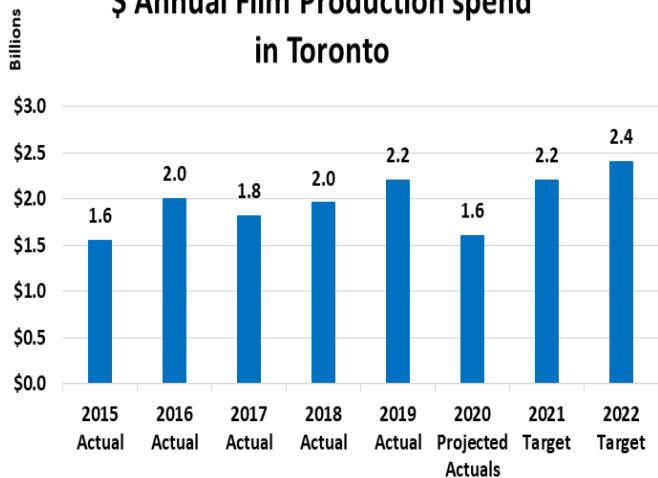
How Well We Are Doing – Behind the Numbers

Total Jobs Created and Retained due to Support



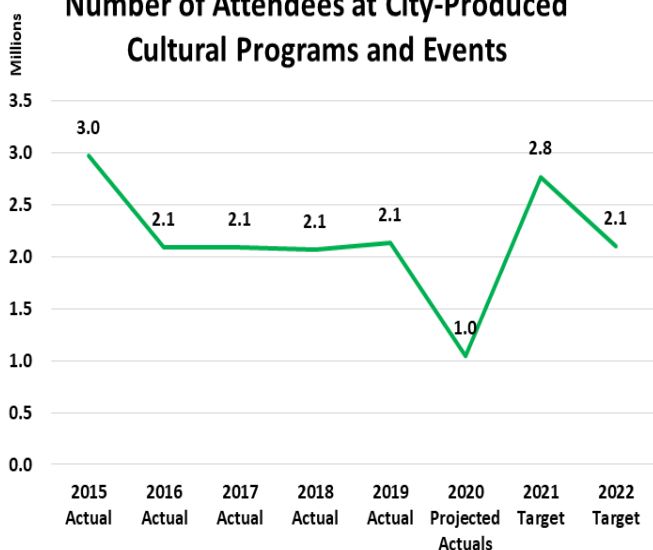
- Two major office developments in the downtown core contributed significantly to a large number of jobs in 2017 and 2018. In 2019, cyclical swings in extensive office developments produced a correction in jobs.
- The decline in 2020 can also be attributed to the cyclical swing in 2019 and is further impacted by COVID-19. Due to uncertainty including timelines for the development of a vaccine or future resurgence of the virus, it is difficult to predict when we will see a return to pre-pandemic targets.
- While the office market may remain quite challenged over the next few years, Toronto may see greater investment in the industrial market, due to continued and rising demand for warehouse and manufacturing space in the city. It is expected to see targets moving towards regular projections within the next 3-5 years as recovery and rebuilding start to take place in Toronto.

\$ Annual Film Production spend in Toronto



- Annual film production spend for 2020 is projected to decline as a result of the four-month shut down of the industry due to COVID-19. Staff forecast a rapid recovery in 2021 and 2022, regaining production levels estimated at the beginning of 2020, with targets supported by the recovery of market demand and expanded studio footprint in Toronto.

Number of Attendees at City-Produced Cultural Programs and Events



- In 2015 numbers include the Pan Am / ParaPan Am Games, and 2017 numbers include the Canada150 program activities.
- The projected actual event and program attendance for 2020 is lower than target due to impacts of COVID-19 which resulted in event cancellations, program changes, and site closures.
- These impacts include a four-month shutdown period, reduced interior capacities by 70% and uptake among the public at 25% of capacity in the case of arts and museums programming.
- 2020 attendance projections take into account digital interactions for virtual programs including virtual Celebrate Canada (Canada Day), virtual Cultural Hotspot 2020, and virtual Nuit Blanche programs.
- 2021 attendance projections assume lifting of all restrictions on public gatherings. The Year of Public Art will contribute to an increase in attendees at City-Produced Cultural Events in 2021.

How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Business Services	Total Jobs Created and Retained due to Support	19,431	10,044	15,000	6,250	9,200	11,750	●
Entertainment Industries Services	\$ Annual Film Production Spend in Toronto	\$1,957,500,879	\$2,200,100,000	\$2,400,000,000	\$1,600,000,000	\$2,200,000,000	\$2,400,000,000	●
Arts Services and Museums and Heritage Services	Number of Attendees at City-Produced Cultural Programs and Events	2,064,926	2,134,968	2,155,000	1,045,000	2,800,000	2,100,000	●
Service Level Measures								
Art Services	Number of City Cultural Programs and Events through Arts and Culture Services	669	934	712	220	360	605	●
Business Services	Number of business community projects supported	183	308	201	40	65	120	●
Entertainment Industries Services	Film permits issued in 2 business days	100%	100%	100%	100%	100%	100%	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Museum and Heritage Services	Number of days of public and educational programs and special events held annually	New in 2019	2,020	2,535	1,500	1,500	2,020	●
Business Services and Entertainment Industries Services	Number of people supported with business advice and visitor information	122,292	136,503	132,000	63,700	90,000	106,000	●
Other Measures								
Art Services	Number of arts projects managed annually through Arts and Culture Services	20	30	20	30	25	20	●
Business Services	Number of businesses supported through Business Growth Services	New in 2019	1,920	890	9,050	3,600	3,700	●
Entertainment Industries Services	Number of Film Permits Issued	3,287	3,393	3,350	1,500	3,400	3,450	●

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Museum and Heritage Services	Number of Programs, Exhibitions and Special Events held annually through Museum and Heritage Services	New in 2019	425	825	70	250	590	●

COVID-19 IMPACT AND RECOVERY

2020 Impact	2021 Impact and Recovery
<p>Financial Impact (Operating)</p> <p>Due to emergency closures and public health regulations, EDC has experienced the following financial impacts:</p> <ul style="list-style-type: none"> • Reduced revenues of \$2.8M mainly from expected fees for admissions, rentals and classes at Museums and Cultural Centres, film permitting and sponsorship. • New or expanded programming expenses of \$2.1M for Digital Mainstreet, ShowLoveTO and other mitigation and recovery efforts. • Reduction in planned expenditures of \$2.4M net due to changes in programming. • Increased revenue of \$0.6M from federal one-time emergency COVID-19 Museums Assistance Program (MAP) Funding. • \$3.1M in projected cost savings in salaries and benefits due to redeployment, emergency leaves, reduced programming and hiring slow-down policy. 	<p>Financial Impact (Operating)</p> <p>The 2021 COVID-19 impact is projected to be similar to EDC's 2020 experience:</p> <ul style="list-style-type: none"> • Continued revenue loss of \$1.4M at Museums and Cultural Centres and for sponsorship. • Continued savings of \$1.5M from changes in programming due to restrictions. • New and redirected funding of \$2.1M (\$1M net) for continued mitigation and recovery efforts such as ShowLoveTO and Community Economic Development Grants. • \$1.2M projected cost savings in salaries and benefits due to the voluntary separation program, hiring slow-down and reduced programming.
<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • \$2.9M in capital projects cancelled/delayed as part of the City's capital slowdown to enable potential offsets to COVID-19 impacts. • Some of the major projects delayed includes - Clark Centre for the Arts, Indigenous Incubator. 	<p>Financial Impact (Capital)</p> <ul style="list-style-type: none"> • EDC will be continuing most of the projects that were delayed in 2020. • The 2021 capital projects and cash flows have been reviewed and re-casted as required to align cash flows with the capital project's readiness to proceed.
<p>Service Level Changes</p> <ul style="list-style-type: none"> • Many programs and services were paused or modified. To comply with public health measures, all general public facing services were closed for a period of 3-5 months. This included the closure of City-run Museums and Cultural Centres. EDC was still able to maintain most other services to businesses and cultural organizations. Some services, such as film permitting and Nuit Blanche, were delivered virtually. • EDC rapidly pivoted its operations to support COVID-19 mitigation and recovery efforts. Staff were temporarily reorganized into special project teams to develop and deliver relief initiatives. Examples included the expansion of Digital Main Street, launch of the BusinessTO Support Centre, and delivery of the Cultural Festivals Recovery Program. • New engagement opportunities were also designed and delivered as part of the ShowLoveTO campaign. 	<p>Service Level Changes</p> <ul style="list-style-type: none"> • It is difficult to predict the impact of COVID-19 on EDC's service levels in 2021. While EDC service levels have been gradually returning to normal, further resurgences of the virus could see renewed cancellations of in-person programming and the need to introduce further relief efforts. • It is anticipated that many EDC programs and services will continue to be delivered on a modified basis in 2021. This includes but is not limited to EDC-produced cultural events, business advisory services and programming at City Museums and Cultural Centres.

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- EDC's rapid and innovative response to COVID-19 yielded strong results for Toronto's business and cultural communities. Key achievements included:
 - Approximately 5,000 businesses supported through Digital Main Street
 - Over 2,400 online retail stores built or in progress through the ShopHERE program
 - 667 bars and restaurants supported through CaféTO across 57 Business Improvement Areas
 - Enhanced outreach, advice and support, including 40 AdviceTO group mentoring sessions with 2,600 participants; 55,000+ subscribes to the new BusinessTO newsletter; and 30+ sector-based roundtables with 350 business and community stakeholders
 - Delivering \$1.2 million in cultural and economic investments to confront anti-Black racism
 - Staging virtual Canada Day celebrations featuring 56 artists to an audience of 125,000 viewers
 - Distributing \$836,347 in emergency funds to 982 Toronto arts through the TOArtist COVID Emergency Response Fund, \$500,000 to 35 organizations through the Cultural Festivals Recovery Fund, and \$1.8 million in relief for 48 music venues through the Creative Co-Location Property Tax Subclass
 - Curating 200+ hours of programming showcasing 25 local artists and their work through BigArtTO
 - Creating 25 self-guided neighbourhood itineraries through StrollTO
 - Offering CampTO at Toronto's history museums featuring outdoor activities, active and quiet games, arts and crafts, and nature-based activities

Key Challenges and Risks

- COVID-19 remains an ongoing risk to Toronto's business and cultural sectors. The city's economic recovery will depend on the trajectory of the pandemic in 2021 – the economy may recover some of the ground lost in 2020; however, possible resurgences of COVID-19 could cause further hardship for Toronto's businesses and cultural organizations. It is likely that EDC will continue to need to modify its programs and services, and deliver relief and recovery efforts for business and culture throughout 2021
- Inequality in Toronto continues to be a key challenge for the Division, and one that is taking on a greater significance during the pandemic. To combat inequities in business and cultural programming, EDC will advance the implementation of its Equity Plan in 2021 and continue to apply an equity lens to all programs and services

Priority Actions

- EDC will further advance business and cultural recovery efforts and further equity goals by:
 - Engaging Toronto in celebration through the continued rollout of ShowLoveTO and launch of ArtworxTO
 - Supporting Toronto's recovery and rebuild through the implementation of TORR report recommendations related to economic development and culture
 - Launching new grants for festivals and cultural access and development, and work towards a new community arts strategy
 - Welcoming visitors back to Toronto's museums with renewed, inclusive programming opportunities, in person and online
 - Supporting economic resilience through the implementation of business growth strategies, including recommendations from retail main street study; sector-specific strategies; and community economic development strategies
 - Encouraging rebuilding and growth in film and entertainment industries through permitting, advisory services, and workforce development, with enhanced support for the interactive digital media sector
 - Advocating to other orders of government for enhanced support for business and culture
- Continuing implementation of EDC's Equity Plan to ensure equitable access to economic and cultural opportunities

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2021 Operating Budget for Economic Development and Culture of \$92.554 million gross, \$14.093 million revenue and \$78.461 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Arts Services	54,944.9	6,306.3	48,638.6
Business Services	17,176.3	4,325.8	12,850.5
Entertainment Industries Services	5,526.7	1,221.3	4,305.4
Museums and Heritage Services	14,906.3	2,239.7	12,666.6
Total Program Budget	92,554.2	14,093.1	78,461.1

2. City Council approve the 2021 staff complement for Economic Development and Culture of 314.9 positions comprised of 11.0 capital position and 303.9 operating positions.
3. City Council approve the 2021 technical adjustments to user fees, discontinued user fees, and other fee changes above the inflationary adjusted rate for Economic Development and Culture identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2021 Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$40.484 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2022-2030 Capital Plan for Economic Development and Culture totalling \$137.321 million in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2021 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs

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2021 OPERATING BUDGET

2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

(In \$000s)	2019 Actual	2020 Budget	2020 Projection*	2021 Base Budget	2021 New / Enhanced	2021 Budget	Change v. 2020 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Arts Services	3,067.8	4,104.6	1,966.6	4,056.3	2,250.0	6,306.3	4,339.7	220.7%
Business Services	2,914.6	5,524.0	3,286.3	4,325.8		4,325.8	1,039.5	31.6%
Entertainment Industries Services	2,275.4	2,822.3	976.2	1,221.3		1,221.3	245.1	25.1%
Museums & Heritage Services	3,165.8	2,876.3	2,278.5	2,239.7		2,239.7	(38.8)	(1.7%)
Total Revenues	11,423.6	15,327.2	8,507.6	11,843.1	2,250.0	14,093.1	5,585.5	65.7%
Expenditures								
Arts Services	46,698.3	49,906.2	47,949.1	50,444.9	4,500.0	54,944.9	6,995.8	14.6%
Business Services	16,713.0	19,014.5	16,390.9	17,176.3		17,176.3	785.5	4.8%
Entertainment Industries Services	5,837.9	7,994.4	5,772.4	5,526.7		5,526.7	(245.7)	(4.3%)
Museums & Heritage Services	14,245.6	15,143.5	13,153.1	14,906.3		14,906.3	1,753.2	13.3%
Total Gross Expenditures	83,494.7	92,058.5	83,265.5	88,054.2	4,500.0	92,554.2	9,288.7	11.2%
Net Expenditures	72,071.2	76,731.2	74,757.8	76,211.1	2,250.0	78,461.1	3,703.2	5.0%
Approved Positions	306.5	316.2	316.2	314.9	-	314.9	(1.3)	(0.4%)

*2020 Projection based on Q3 Variance Report

COSTS TO MAINTAIN EXISTING SERVICES

Total 2021 Base Budget expenditures of \$88.054 million gross reflecting an increase of \$4.789 million in spending above the 2020 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salaries and benefits increases due to cost of living adjustments and filled vacancies in 2021
- Continuing to support recovery and rebuild in Toronto from COVID-19 including the continuation of the ShowLoveTO campaign which is primarily funded by inter-governmental funding and private sponsorships
- EDC-produced cultural events, business advisory services and programming at City Museums and Cultural Centres delivered on a modified basis
- Reduction in revenues for services offered in cultural centres and museum sites to reflect capacity restrictions due to COVID-19 and public health guidelines.

Given the financial impacts of COVID-19 on 2020 actuals, a further comparison of the 2021 Recommended Budget (excluding 2021 COVID-19 impacts) to the 2020 Council approved Budget is provided below:

- **2021 Base Budget of \$76.211 million in net expenditures reflects a \$1.737 million net decrease from the 2020 Council approved Budget, when excluding \$1.216 million in estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$4.500 million gross, \$2.250 million net enabling:

- One-time funding request to support ArtworxTO: Year of Public Art 2021 to support the 10-year Public Art Strategy which lays out 21 actions to remake Toronto's approach to public art and to enable ArtworxTO to meet its commitment to animate the city through new public art activations in every ward over 2021.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for persons with low income, persons with disabilities, women, LGBTQ2S+, Indigenous, Black and racialized communities: Economic Development & Culture's 2021 Staff Recommended Operating Budget will enable two initiatives that have medium positive equity impacts. One of them is the reallocation of funding for the creation of Community Economic Development Grants, leading to local business development and expansion with an equity lens applied to the application and selection process. The program will improve equity-seeking communities' access to local economic development opportunities and access to training and/or

employment. The second initiative concerns the reallocation of funding for the creation of an Interactive Digital Media Unit, which, among other activities, will prioritize outreach to and inclusion of Indigenous and racialized youth, women, and persons with disabilities – groups that are currently underrepresented in the digital media industry. Most of EDC's 2021 Staff Recommended Operating Budget have low and medium-positive equity impacts, and include an investment of \$2.25M to support activities related to ArtworxTO: Toronto's Year of Public Art 2021. The investment will increase low-income, Indigenous, Black and racialized communities' sense of identity & belonging by centering voices and promoting artists that have been traditionally marginalized in public arts through free public arts and experiences, grants and curatorial opportunities. In addition to the City's Corporate Strategic Priority to invest in people and neighbourhoods, overall recommended changes support EDC's Equity Plan (2019-2024), and the City's Confronting Anti-Black Racism Action Plan.

2021 OPERATING BUDGET KEY DRIVERS

The 2021 Operating Base Budget for Economic Development and Culture is \$4.789 million gross or 5.8% higher than the 2020 Projected Actuals. Table 2a and b below summarize the key cost drivers for the base budget and balancing actions taken respectively, while Table 2c summarizes New and Enhanced requests.

Table 2a: 2021 Key Drivers – Base Budget

Key Cost Drivers	2019 Actuals	2020 Budget	2020 Projection	2021 Base Budget	Change Vs. 2020 Projection	
					\$	%
Expenditures						
1 Salaries and Benefits	30,066.4	32,886.4	29,374.2	31,102.0	1,727.8	5.9%
2 Materials and Supplies	1,085.3	1,390.3	822.5	1,364.4	541.9	65.9%
3 Equipment	321.1	389.5	434.1	433.1	(1.0)	-0.2%
4 Service and Rent	8,889.3	9,699.4	6,274.7	9,746.1	3,471.4	55.3%
5 Grants and Transfers	42,133.2	47,260.9	45,878.6	44,991.9	(886.7)	-1.9%
6 Contribution To Reserves	938.0	389.8	389.8	369.5	(20.2)	-5.2%
7 Other Expenditures (excluding IDC's)	61.5	42.2	91.6	47.2	(44.4)	-48.5%
Total Expenditures	83,494.7	92,058.5	83,265.5	88,054.2	4,788.7	5.8%
Revenues						
1 Provincial Subsidies	1,293.7	2,014.6	1,834.6	2,215.6	381.0	20.8%
2 Federal Subsidies	742.3	2,970.8	1,752.2	1,453.8	(298.4)	-17.0%
3 User Fees & Donations	3,473.6	3,003.2	1,321.6	1,979.3	657.7	49.8%
4 Draw from Reserve Funds	1,378.1	2,288.0	1,173.6	1,122.5	(51.1)	-4.4%
5 Transfers from Capital	1,105.9	1,416.5	885.5	1,322.3	436.8	49.3%
6 Other Revenues (excluding IDR's)	3,430.0	3,634.1	1,540.1	3,749.6	2,209.5	143.5%
Total Revenues	11,423.6	15,327.2	8,507.6	11,843.1	3,335.5	39.2%
Net Expenditures	72,071.2	76,731.2	74,757.8	76,211.1	1,453.2	1.9%
Approved Positions	306.5	316.2	316.2	314.9	(1.3)	-0.4%

Salaries and Benefits:

Salaries and benefits increases due to cost of living adjustments and filling of vacancies in 2021. These increases have been partially offset by reductions to address COVID-19 financial impacts including the cancellation of non-union performance pay, the voluntary separation program, delayed hiring, and reduction to part-time staffing budget.

Materials and Supplies:

Underspending occurred in 2020 due to modified programming and closures of Cultural Centres and Museums, and stay at home orders/teleworking for staff.

Services and Rents:

Significant underspending in 2020 due to reduced spending from cancelled and modified events, reduced international strategy funding, travel and conference savings, and reduced business seminars and events. Assumes modified events and programming in 2021 and continuation of ShowLoveTO.

Grants and Transfers:

Deferral of Toronto Significant Event Investment Program (TSEIP) payments into 2021 and lower spending on the Indigenous Incubator Project in 2020. Lower in 2021 due to reversal of one-time 2020 payments towards hosting a virtual Canada Day event and Year of Public Art (new funding requested in 2021). Savings are redirected to address COVID-19 mitigation and recovery and other initiatives including the creation of Community Economic Grants in 2021.

User Fees and Donations:

Reduction in revenue targets in 2021 to address modified operations with regulated restrictions at Cultural Centres and Museums.

Draw from Reserve Funds:

Reversal of one-time draw from reserve fund for Year of Public Art and TSEIP.

Other Revenue Changes:

Underachieved revenue in 2020 due to lost sponsorship revenue from cancelled/virtual replacement of events whereas 2021 includes additional sponsorship funding for ShowLoveTO to be used to offset budget pressures.

Table 2b: 2021 Balancing Actions

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
S&B Savings from Delay in Hiring and Part-time	Other		(762.2)	(762.2)		338.2	338.2	
VSP Savings	Other		(424.0)	(424.0)				
Temporary Reduction to International Budget	Efficiencies		(400.0)	(400.0)		800.0	800.0	
Creation of Community Economic Grants	Other					(400.0)	(400.0)	
Pause Info-To-Go	Other	(28.6)	(139.5)	(110.9)		139.5	110.9	
Creation of Interactive Digital Media Unit	Other					138.9	138.9	
Deferral of 2nd Year Phase-in for TSEIP	Other					250.0	250.0	
Defer Opening of Clark Centre for the Arts	Other	(53.8)	(440.3)	(386.5)		482.8	326.9	1.0
Cedar Ridge User Fee Rate Increase	Revenue Increase (User Fees)	20.1		(20.1)				
Total Balancing Actions		(62.3)	(2,166.0)	(2,103.7)	-	1,749.4	1,564.9	1.0

The 2021 Operating Budget includes \$2.166 million in gross expenditure and \$2.104 million in net expenditures reductions attributed to:

Salary and Benefits Projected Savings:

- Mitigation efforts to address COVID-19 financial impacts include salaries and benefits cost containment by delay in hiring, voluntary separation program (VSP) and a temporary reduction in part-time staffing budget.

Temporary Reductions to International Budget, Pause Info To Go, Creation of Community Economic Grants and Interactive Digital Media:

- A temporary reduction to the International Budget, including travel, and pausing of the Info-to-Go program for one year due to COVID-19 restrictions. A portion of these savings has been redirected to create in 2021 a new one-time Community Economic Grant program to respond to COVID-19 recovery and a new permanent Interactive Digital Media Unit.

Deferrals:

- Both the opening of the new Clark Centre for the Arts and the 2nd Year Phase-in to make the Toronto Significant Events Investment Program (TSEIP) funded by property tax has been deferred to 2022. The TSEIP program will only have \$0.5 million of funding in 2021 (a reduction of \$0.25 million).

Revenue Increase:

- User fees increase to Cedar Ridge Cultural Centre course fees to improve cost recovery which is still below comparable market rates and align with fee structures comparable to other City divisions.

Table 2c: 2021 New / Enhanced

New / Enhanced Request	2021				2022 Annualized Gross	Equity Impact	Supports Key Issue / Challenge
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1 ArtworxTO: Year of Public Art (One-time)	2,250.0	4,500.0	2,250.0			Low	Addresses key issues including the support to a well-run city and invest in people and neighbourhoods; where the City's new public art strategy will strengthen the transparency, accessibility and impact to the City's investments in public art and prioritize community engagement and cultural investment outside the city core.
Total New / Enhanced	2,250.0	4,500.0	2,250.0				

New/Enhanced – ArtworxTO: Year of Public Art

Year of Public Art (\$4.500 million gross and \$2.250 million net):

- Toronto's Year of Public Art, branded as ArtworxTO, is the public face of a new 10 year Public Art Strategy which lays out 21 actions to remake Toronto's approach to public art, with a greater emphasis on equity, public engagement, and accessibility. ArtworxTO is also part of the ShowLoveTO campaign to support COVID-19 recovery and rebuilding efforts.
- Since the City's announcement in November 2019 of a Year of Public Art, EDC has internally allocated a significant number of staff to deliver on this commitment. To the greatest extent possible, the funding sought in the proposed one-time enhancement will be invested directly in community, city-wide.
- During the 2020 Budget process, EDC was approved new one-time funding of \$1.0 million gross and \$0.5 million net, funded by the Major Special Event Reserve Fund to support the planning of the ArtworxTO.
- Additional funding of \$4.5 million gross and \$2.25 million net in 2021 will enable ArtworxTO to meet its commitment to animate the city through new public art activations in every ward over 2021. This includes revenue of \$2.25 million in external funding from corporate, public and philanthropic sources.

Note:

1. For additional information on 2021 key cost drivers refer to [Appendix 2](#) as well as [Appendix 3](#) for a more detailed listing and descriptions of the 2020 Service Changes and [Appendix 4](#) for the 2021 New and Enhanced Service Priorities, respectively.

2022 & 2023 OUTLOOKS**Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	8,507.6	14,093.1	10,715.1	10,921.7
Gross Expenditures	83,265.5	92,554.2	89,322.0	89,834.1
Net Expenditures	74,757.8	78,461.1	78,606.9	78,912.4
Approved Positions	316.2	314.9	315.9	314.9

Key drivers

The 2022 Outlook with total gross expenditures of \$89.322 million reflects an anticipated \$3.232 million or 3.5 per cent decrease in gross expenditures below the 2021 Operating Budget. The 2023 Outlook expects a further increase of \$0.512 million or 0.57 per cent above 2022 gross expenditures.

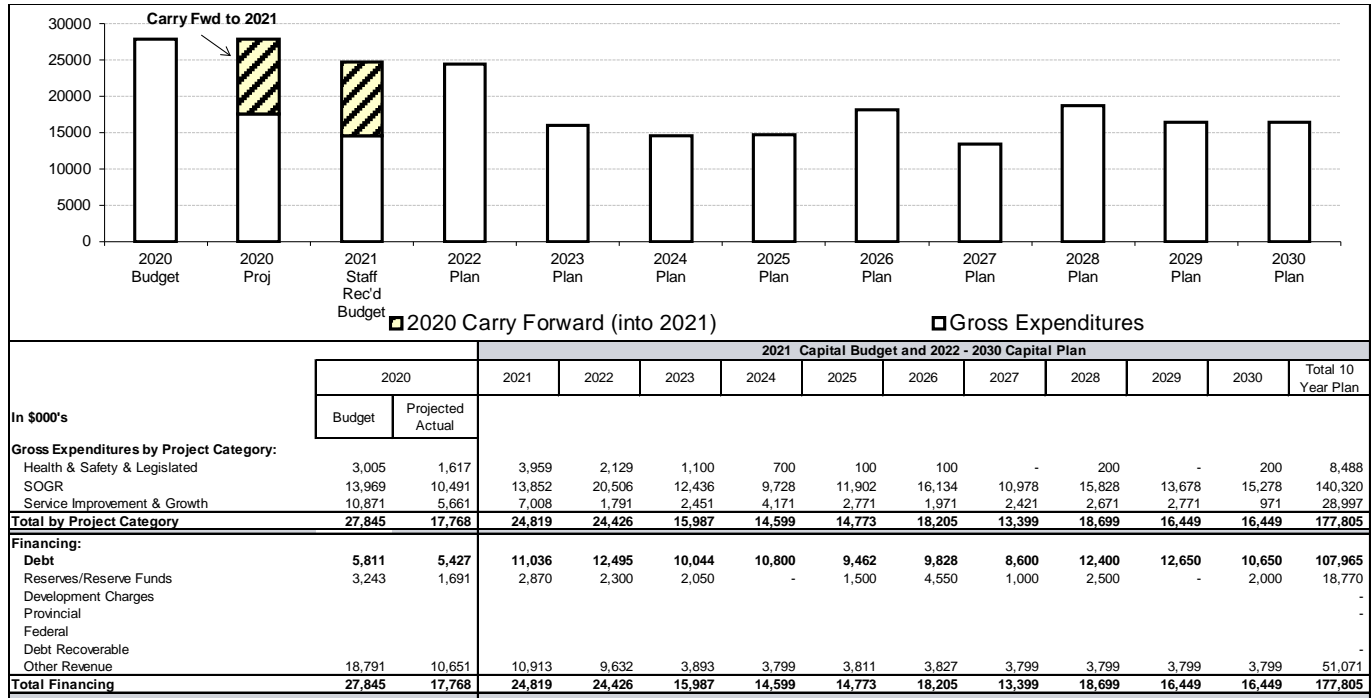
These changes arise from the following:

- **Impacts of 2020 decisions**
 - Resume Info-to-Go (\$0.250 million), the International Program (\$0.8 million) and Toronto Significant Events Investment Program (TSEIP) Phase-In to tax base funding (\$0.250 million). **(2022 Only)**
 - Conclusion of Community Economic Development Grants (\$0.4 million). **(2022 Only)**
 - Opening of the Clark Centre for the Arts, including Summer Camp Positions. **(2022 Only)**
- **Salaries and Benefits**
 - Assume full complement hire from delayed hiring and reversal of temporary reduction in Part-time staff budget. **(2022)**
 - Increase due to the Collective Agreement with the Union. **(2022 and 2023)**
- **Revenue Changes**
 - Assume Cultural Centres and Museums will reach 66% of Pre-COVID-19 levels in 2022 and 100% in 2023. **(2022 and 2023)**
 - No longer using the Major Special Events Reserve to fund TSEIP \$0.25 million. **(2023)**
- **One-Time Funding Reversal**
 - Reversal of one-time funding request for Year of Public Art \$4.5 million gross, \$2.25 million net and conclusion of ShowLoveTO. **(2022)**

2021 – 2030
CAPITAL BUDGET AND PLAN

2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



Changes to Existing Projects
(-\$0.42 Million)

The 2021-2030 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2021-2029):

- \$0.50 million – Increase in *Windfields Estate Restoration*
- \$0.40 million – Increase in *Montgomery's Inn Restoration*
- \$0.25 million – Increase in *Market Gallery* to support service enhancement
- \$1.5 million – Decrease in *Casa Loma Exterior Restoration* due to reduced cost

New Projects
(\$2.44 Million)

The 2021-2030 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$1.00 million – *Chinatown Fixed Financing (Gates)* to support streetscape improvements
- \$0.94 million – Public art and streetscape improvements at Queen Street West, funded by Planning Act Revenue
- \$0.25 million – *Queen's Wharf Lighthouse* to conserve and maintain the building
- \$0.25 million – *Alumnae Theatre Waterproofing* to ensure AODA compliance

Capital Needs Constraints
(\$68.5 Million)

Economic Development and Culture has three unmet projects over the 10-year planning horizon:





- \$67.00 million – Design and Construction of the *Museum of Toronto* as part of the restoration of Old City Hall
- \$0.80 million – Conservation of the *Guild Public Art and Monument*
- \$0.70 million – Complete *Building Condition Audits* for 42 heritage properties in the EDC portfolio

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively

2021 – 2030 CAPITAL BUDGET AND PLAN

\$177.8 Million 10-Year Gross Capital Program

			
Aging Infrastructure/SOGR	Health and Safety	Legislated	Service Improvement, Enhancement and Growth
\$140.3 M 78.9%	\$2.7 M 1.5%	\$5.8 M 3.3%	\$29.0 M 16.3%
<ul style="list-style-type: none"> • Sundial Folly • Montgomery's Inn Restoration • Windfields Estate Restoration • Various Heritage, Public Arts Buildings and Museums Maintenance • Various BIA Projects 	<ul style="list-style-type: none"> • Casa Loma Exterior 	<ul style="list-style-type: none"> • Legislated Mechanical and Electrical • AODA • Public Art Development -11 Wellesley 	<ul style="list-style-type: none"> • Guild Revitalization • Indigenous Centre for Innovation and Entrepreneurship • EDC Digital Service Delivery • Various Projects at Fort York Museum • Streetscape Master Plan Program

How the Capital Program is Funded

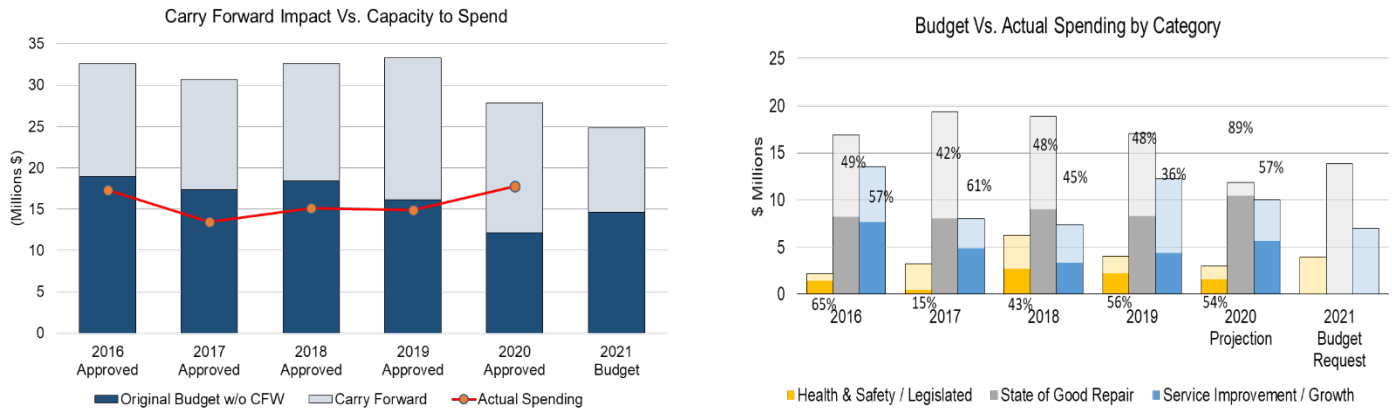
City of Toronto		Provincial Funding	Federal Funding
\$177.8 M 100%		\$0	\$0
Debt	\$ 108.0 M		
Reserve Draws	\$ 18.8 M		
Other	\$ 51.0 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with the Economic Development and Culture Division’s ability to spend and the market’s capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

The 2021 Capital Budget of \$24.8 million (including carry forward funding of \$10.2 million) is lower than the historic 5-year average budget of \$34.2 million.

EDC reviewed its historical capital spending trends and capacity to deliver projects, approximately \$3.4 million in capital spending originally cash flowed in 2021 has been deferred to 2022. Key adjustment to the Capital Plan is noted below:

- The BIA Equal Share Funding project 2021 cash flow has been reduced by \$3.41 million as a result of realignment of cash flow based on historical trend.

Despite the key adjustment noted above, EDC still requires cash flow funding of \$24.8 million in 2021 to continue the capital work. Economic Development and Culture's actual spending over the previous five years, from 2015 to 2019, has averaged \$17.6 million per year. In 2020, EDC is forecasting to spend \$17.8 million or 64% of the 2020 Council Approved Capital Budget. The 2021 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

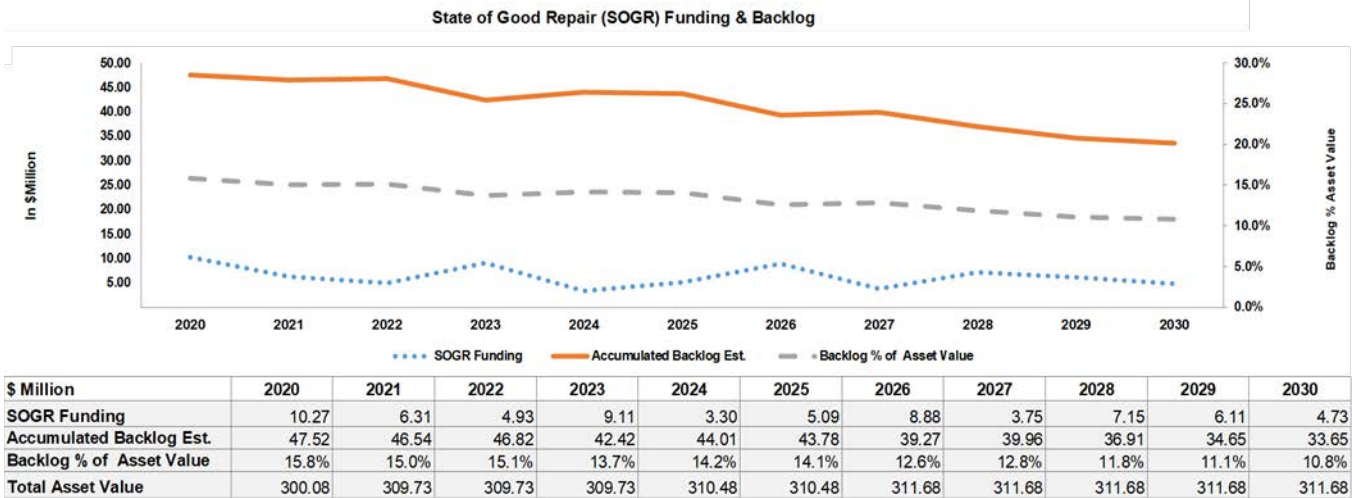
- To complete capital improvements in heritage and cultural properties (including Casa Loma) to meet health and safety standards as well as to address outstanding AODA requirements
- To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog which includes Montgomery's Inn Restoration, various Heritage and public Arts Buildings

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Economic Development and Culture:

Chart 3: Total SOGR Funding & Backlog

Total SOGR Funding & Backlog



*Excludes projects to support capital improvements in the BIAs, IT infrastructures and outdoor public arts that are not part of EDC's asset portfolio.

- Economic Development and Culture is responsible for over 200 public art installations, and 100 heritage buildings. Most of the heritage buildings are over 100 years old, making it difficult to estimate their replacement value. Maintenance of these assets requires a specialized understanding of the high conservation and restoration standards set out in nationally and internationally accepted charters such as the "Standards and Guidelines for the Conservation of Historic Places in Canada".
- The 2021-2030 Capital Budget and Plan will fund \$140.320 million of SOGR projects (\$59.36 million excluding BIAs, IT infrastructures and outdoor public arts) for Economic Development and Culture. Based on this plan, the accumulated backlog for assets that are part of the EDC's portfolio will decrease from \$46.54 million in 2021 to an anticipated \$33.65 million by 2030.
- Economic Development and Culture expected to complete a Building Condition Audit (BCA) for the Young People's Theatre in time to include it in the backlog in 2021. This was delayed due to COVID-19 lockdown. The BCA will be complete for this property in time to be included in the SOGR Backlog for 2022. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2021 Capital Budget will impact the 2022 Operating Budget by a total of \$0.112 million net arising from completing the EDC Electronic Service Delivery Phase 2 project, as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
New Projects - Future Years														
Economic Competitiveness Data Mgmt System (EDC Electronic Service Delivery Phase 2)			112.0	1.0	5.0							117.0	1.0	
Sub-Total: New Projects - Future Years			112.0	1.0	5.0							117.0	1.0	
Total (Net)			112.0	1.0	5.0							117.0	1.0	

10-Year Capital Plan will increase future year Operating Budgets by \$0.117 million net over the 2021 - 2030 period due to the completion of the EDC *Electronic Service Delivery Phase 2* project.

The *Economic Competitiveness Data Management System* project will result in net operating costs of \$0.112 million in 2022, \$0.005 million in 2023 arising from completing the *EDC Electronic Service Delivery Phase 2* project. Additional staff is required to administer and conduct maintenance of the *Digital Service Delivery System*.

APPENDICES

Appendix 1

COVID-19 Financial Impact – Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
Revenue Loss						
Closure and new Protocols at Museums and Art Centres	(1,403.7)		1,403.7	(923.3)		923.3
Film Permitting	(513.6)		513.6			
Sponsorship and Fees (Small Business)	(276.1)	(150.0)	126.1	(190.0)	(190.0)	
General Sponsorship	(400.0)		400.0	(250.0)		250.0
Capital Recovery	(394.0)		394.0			
Sub-Total	(2,987.4)	(150.0)	2,837.4	(1,363.3)	(190.0)	1,173.3
Expenditure Increase						
TORR ShowLove TO	372.0	1,563.8	1,191.8	1,200.0	1,600.0	400.0
Digital Mainstreet		585.0	585.0			
Interactive Digital Media Unit					150.0	150.0
Community Ec Dev Grants					400.0	400.0
Sub-Total	372.0	2,148.8	1,776.8	1,200.0	2,150.0	950.0
Savings due to Underspending						
Cancellations and Virtual Events	(1,669.1)	(2,098.9)	(429.8)			
Pause of Info-to-Go in Tourism (S&B)	(20.0)	(283.1)	(263.1)	(28.6)	(297.4)	(268.8)
International Funding (Including Travel)		(958.4)	(958.4)		(800.0)	(800.0)
Closures and Changes to Programming		(801.0)	(801.0)		(445.0)	(445.0)
Sub-Total	(1,689.1)	(4,141.5)	(2,452.4)	(28.6)	(1,542.4)	(1,513.8)
Savings due to Management Actions						
Hiring Freeze, Emergency Leave, VSP, PT		(3,099.0)	(3,099.0)		(1,186.2)	(1,186.2)
Sub-Total		(3,099.0)	(3,099.0)		(1,186.2)	(1,186.2)
Support from Other Levels of Gov't						
Covid19 MAP grant (One-time)	572.9		(572.9)			
Sub-Total	572.9		(572.9)			
Total COVID-19 Impact	(3,731.6)	(5,241.6)	(1,510.0)	(191.9)	(768.6)	(576.7)

Appendix 2

2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018	2019	2020	2020	2021	2021 Change from 2020 Projected Actual	
	Actual**	Actual**	Budget	Projection*	Budget	\$	%
	\$	\$	\$	\$	\$		
Provincial Subsidies	2,164.6	1,293.7	2,014.6	1,834.6	2,465.6	631.0	34.4%
Federal Subsidies	139.2	742.3	2,970.8	1,752.2	2,203.8	451.6	25.8%
User Fees & Donations	3,326.2	3,473.6	3,003.2	1,321.6	1,979.3	657.7	49.8%
Transfers From Capital	1,156.0	1,105.9	1,416.5	885.5	1,322.3	436.8	49.3%
Contribution From Reserves/Reserve Funds	1,432.5	1,378.1	2,288.0	1,173.6	1,122.5	(51.1)	(4.4%)
Other Revenues	2,972.9	3,430.0	3,634.1	1,540.1	4,999.6	3,459.5	224.6%
Total Revenues	11,191.4	11,423.6	15,327.2	8,507.6	14,093.1	5,585.5	65.7%
Salaries and Benefits	29,475.9	30,066.4	32,886.4	29,374.2	31,102.0	1,727.8	5.9%
Materials & Supplies	1,055.6	1,085.3	1,390.3	822.5	1,364.4	541.9	65.9%
Equipment	252.0	321.1	389.5	434.1	703.1	269.0	62.0%
Service and Rent	7,611.1	8,889.3	9,699.4	6,274.7	12,621.6	6,346.9	101.2%
Grants and Transfers	41,935.3	42,133.2	47,260.9	45,878.6	46,341.9	463.3	1.0%
Contribution To Reserves/Reserve Funds	162.7	938.0	389.8	389.8	369.5	(20.3)	(5.2%)
Other Expenditures	68.7	61.5	42.2	91.6	51.7	(39.9)	(43.6%)
Total Gross Expenditures	80,561.2	83,494.7	92,058.5	83,265.5	92,554.2	9,288.7	11.2%
Net Expenditures	69,369.9	72,071.2	76,731.2	74,757.9	78,461.1	3,703.2	5.0%
Approved Positions	302.5	306.5	316.2	316.2	314.9	(1.3)	(0.4%)

* Year-End Projection Based on Q3 2020 Variance Report

** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 3

Summary of 2021 Service Changes

23009	Temporary Reduction to International Budget
51	No Impact
Description:	
A temporary reduction to EDC's international trade budget in 2021 by \$0.4M as travel activities will be limited and engagement can be done virtually. A separate Business Case (BC 23077) is being proposed which will reduce the spending in this area by a further \$0.4M to be diverted to an increased focus on local Community Economic Development. The balance of the funds will be used to enhance the Division's abilities to improve trade through virtual missions and other digital approaches to promoting trade. Since it is expected that revenues in other areas of the Division will start rebounding in 2022, this cut can be temporary as a way of offsetting revenue losses in 2021.	
Service Level Impact:	
N/A	
Equity Statement:	
No Impact.	
Service: Business Services	
Total Staff Recommended Changes:	(400.0) 0.0 (400.0) 0.00 400.0 0.0
Staff Recommended Service Changes:	(400.0) 0.0 (400.0) 0.00 400.0 0.0
23077	Creation of Community Economic Development Grants
59	Positive
Description:	
A reallocation of the international trade budget of \$0.4M is proposed to support the creation of a one-time Community Economic Development Grants program. This program is to help support some of the hardest hit sectors in communities across the city. In subsequent years, an assessment will need to be made as to which strategy has the largest net impact on the economic welfare of Toronto.	
Community Economic Development (CED) Grants will be administered by EDC's Business Services through an annual online application process. Eligibility criteria to include:	
<ul style="list-style-type: none"> - Applicant must be a not-for-profit business or community-based organization utilizing funds for the purpose of CED programming. - Program/activity must demonstrate anticipated benefits to the local area in terms of business development and expansion, job growth and/or facilitating access to jobs by local area residents. - Eligible initiatives will be targeted to Neighbourhood Improvement Areas (NIAs), with priority allocation to CED projects in areas where a local area study with an economic development focus has been completed within the past two years or is in progress. - Program/ initiative must demonstrate how participation of Indigenous and equity-seeking groups will be promoted and encouraged. 	
Examples of such programs might include, but not limited to: local capacity-building activities; small-scale community development initiatives (e.g. related to urban agriculture or environmental initiatives); entrepreneurship support; small business/retail main street support; and sector-based workforce development activities (e.g. support for hiring of local youth from underserved communities).	
Service Level Impact:	
No change in FTEs is proposed as staff resources will be redirected to support the Community Economic Development Grant program and international activities which will be transitioned to virtual engagement in 2021.	
Equity Statement:	
The creation of the Community Economic Development Grants budget proposal's overall equity impact is medium positive. It is estimated that there might be between 20 – 40 grants, between \$10,000- \$20,000 each (to be decided). Indigenous and equity-seeking groups as defined by the City of Toronto will be positively impacted. The budget proposal will specifically enhance particular priority needs shared by equity-seeking groups, specifically: access to economic development opportunities and access to training and/or employment. Programs/initiatives will need to demonstrate how the participation of Indigenous and equity-seeking groups will be promoted and encouraged; in addition, the number of participants (including Indigenous and equity-seeking ones) will be a key metric to be reported back to EDC. Eligible programs/initiatives will be from not-for-profit businesses and community-based organizations that will support local business development and expansion, job growth and/or facilitate access to jobs by local area residents.	
Service: Business Services	
Total Staff Recommended Changes:	0.0 0.0 0.0 0.00 (0.0) 0.0
Staff Recommended Service Changes:	0.0 0.0 0.0 0.00 (0.0) 0.0

Summary of 2021 Service Changes (Continued)

23000	Creation of Interactive Digital Media Unit
59	Positive
Description:	
<p>It is proposed to create a new Interactive Digital Media Unit (IDM) within Entertainment Industries from re-aligned existing budgets. This new unit will:</p> <ul style="list-style-type: none"> - Offer effective and strategic support to the Interactive Digital Media (IDM) industry. - Encourage and facilitate cross-disciplinary partnerships between IDM industries and the creative industries and cultural sectors to develop innovations in audience experience, economic opportunity and in the future of work. <p>Funding of \$0.150M from pausing Info-to-Go in 2021 will be used to launch this initiative and a Sector Development Officer position has been reallocated to this unit.</p>	
Service Level Impact:	
<p>The IDM industries are not specifically served by the City. Future service standards will be equivalent to those in the other sector offices within Film and Entertainment Industries, specifically the Film Office and the Music Office.</p>	
Equity Statement:	
<p>The Creation of Interactive Digital Media (IDM) Unit budget proposal's overall equity impact is medium positive and will address specific barriers for the following groups: women, Black communities, Indigenous peoples, racialized groups, people with disabilities, LGBTQ2S+ communities, and those with low income. The proposal will enhanced opportunities for participation and employment for equity-seeking groups and support equity goals in the cultural and creative sectors through new business models and innovations in audience experience. The IDM Unit will be driven by Economic Development and Culture's (EDC) Divisional Strategy, which prioritizes equity and inclusion, and will support the City's announcement dedicating new cultural and economic investment to confront anti-Black racism. In regards to workforce development, this means the IDM Unit will prioritize outreach to and inclusion to Indigenous and racialized youth, women, and persons with disabilities – groups that are currently underrepresented in the digital media industry. Efforts will also be directed to build the capacity of IDM companies owned by individuals from equity-seeking groups. The IDM Unit will build on relationships formed in the Film Office and the Music Office with community groups, such as: the Centre for Young Black Professionals, the Indigenous Screen Office, The 519, the United Way, RISE Edutainment, and partnerships will be sought with the Black Innovation Fellowship at Ryerson University. Lastly, the Unit will reach out to cultural and creative sectors to support the adaptation to digital business models and new forms of audience experience, organizations with mandates concerning equity-seeking groups will be prioritized.</p>	
Service: Business Services	
Total Staff Recommended Changes:	(67.4) 0.0 (67.4) (1.00) (68.3) (3.5)
Service: Entertainment Industries Services	
Total Staff Recommended Changes:	67.4 0.0 67.4 1.00 207.2 0.3
Staff Recommended Service Changes:	
	0.0 0.0 0.0 (0.00) 138.9 (3.2)

23008	Pause Info-to-Go
59	No Impact
Description:	
<p>For 2021, the Info-To-Go program will not be operational. This is due to the drop in tourism from COVID-19, as well as the nature of this service (handing out brochures, face to face, etc) is contrary to current TPH guidance regarding safest practices. The program is staffed with seasonal part-time staff who will not be hired in 2021. One-time savings of \$0.111M net will result as some of the savings will be redirected to the creation of the Interactive Digital Media Unit (BC 23000).</p> <p>The possibility of assigning Info-To-Go to an external partner is being explored, and the outcome is not yet conclusive. But it should be noted that if the program resumes in the future, there is a possibility it will not be run by the City of Toronto. If that becomes the case, the savings will become permanent.</p>	
Service Level Impact:	
<p>The future service standard will fall to zero until it is safe and warranted to resume services.</p>	
Equity Statement:	
<p>No impact.</p>	
Service: Entertainment Industries Services	
Total Staff Recommended Changes:	(139.5) (28.6) (110.9) 0.00 110.9 0.0
Staff Recommended Service Changes:	
	(139.5) (28.6) (110.9) 0.00 110.9 0.0

Summary of 2021 Service Changes (Continued)

23039	Defer Opening of Clark Centre for the Arts
59	No Impact Description:

Due to COVID-19, it is proposed to delay the opening of the Clark Centre of the Arts from 2021 to Q1 of 2022. By delaying the opening this would provide the following:

- 1) proper allowance to effectively respond to and manage any future construction delays or resurgence of COVID-19 , while giving more time for staff to exercise social procurement measures and outfit the Centre with proper supplies and equipment and health and safety measures;
- 2) salary and benefit savings by delay in hiring of full-time staff until the end of 2021 and part-time staff in 2022;
- 3) non-salary expenses due to delayed procurement offset by the loss of projected revenue in from opening the centre.

If the centre were to open in 2021, approval for 0.6 FTE Special Arts Camp Leader and 0.4 FTE for Specialty Arts Camp Co-ordinator offset by increased revenues would be required. This request has been moved out to 2022.

Service Level Impact:

The delay in the CCA's opening is prioritized by EDC as it does not entail a withdrawal of services currently provided to the public. Currently, Clark Centre offers no services as the site is under construction. Future service levels/standards will not be affected greatly, as the opening of the Clark is proposed to be delayed, not cancelled. Arts Services and CCA FT staff, once hired, will ensure a continuity of programming and services that will be financially viable and meet consumer demand and public health guidelines.

Equity Statement:

The delay in opening the Clark Centre for the Arts will have no impact on Indigenous and equity-seeking communities. The CCA is a new centre currently under construction, so it has no program history or existing client base. As such, the impact of a delayed opening will not impact local equity-seeking groups. Furthermore, the existing arts services and outreach programming at the nearby Cedar Ridge Creative Centre will assure equity-seeking populations access to a continuum of free diverse community arts programming until the Centre opens.

Service: Arts Services

Total Staff Recommended Changes:	(440.3)	(53.8)	(386.5)	0.00	326.9	(3.2)
Staff Recommended Service Changes:	(440.3)	(53.8)	(386.5)	0.00	326.9	(3.2)

Appendix 4

Summary of 2021 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2022 Plan Net Change	2023 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
23143		Funding for Year of Public Art						
74	Positive	Description:						

Toronto's Year of Public Art, branded as ArtworxTO, is the public face of a new 10 year public art strategy which lays out 21 actions to remake Toronto's approach to public art, with a greater emphasis on equity, public engagement, and accessibility. Since the City's announcement in November 2019 of a Year of Public Art, EDC has internally allocated a significant number of staff to deliver on this commitment. To the greatest extent possible, the funding sought in the proposed enhancement will be invested directly in community, city-wide. To enable this to happen, EDC has struck memoranda of understanding with some 30 external partners, ranging from the Art Gallery of Ontario to Union Station. In addition, a call for proposals issued in July has garnered more than 250 project proposals of which 52 were selected for funding (noting a 500% demand on available funds). This will enable ArtworxTO to meet its commitment to animate the city through new public art activations in every ward over 2021. Additionally, a call for Community Cultural Hub Curators was successful in selecting 4 BIPOC individuals and collectives to lead hubs at Coverdale Commons in Etobicoke, Downsview Park, Scarborough Town Centre, and Union Station - rooting awareness and engagement where people live.

To deliver ArtworxTO: Toronto's Year of Public Art 2021, EDC proposes an enhancement of \$4.5M, \$2.25M net in one-time funding in 2021 to support activities related to ArtworxTO: Toronto's Year of Public Art 2021. It is anticipated that City funding will leverage at least an equal amount of external funding from a mix of corporate, public, and philanthropic sources. This funding will be used to support all Year of Public Art activities, including: marketing and promotion; professional services; partnership grants and programming; and community cultural hubs.

Service Level Impact:

The proposed change will improve the service level across many EDC functions. Notably among these are: Improved service level to artists and cultural organizations working in public art. ArtworxTO will result in greater access for Torontonians to cultural opportunities, including those in underserved areas of the city. Marketing efforts will drive visitation across a number of City-owned and third party institutions. Improved documentation, promotion and public engagement activities for public art in the city, under the Year of Public Art banner, that will result in greater awareness for Torontonians of their cultural heritage and increased access to cultural engagement activities, especially in underserved areas of the city. Increased focus on targeted talent development strategies for artists working (or aspiring to work) in public art, including additional leveraged funds from service delivery partners. ArtworxTO will result in more employment opportunities for Toronto youth. Through its growing relationship to ShowLoveTO, ArtworxTO will provide benefit to small business in neighbourhoods across Toronto, leveraging partnerships with Business Improvement Areas (BIAs), Destination Toronto and other key funding partners to support COVID-19 recovery and rebuild efforts.

Equity Statement:

The budget proposal concerning ArtworxTO: Toronto's Year of Public Art 2021 is evaluated as low positive in terms of equity impacts. Public art pieces and experiences will be displayed across Toronto, with a focus on underserved areas, increasing access for persons with low income with no admission fees. In addition, it will positively affect Indigenous communities with the intention to enhance their sense of identity and belonging since ArtworxTO projects will acknowledge the Indigenous history, present and future of the land they are situated on, and Indigenous artists will be at the centre of the decision-making process for all Indigenous-focused projects, supporting Indigenous narratives. ArtworxTO will also address the under representation of artists and narratives from equity-seeking groups in general, especially Black and Indigenous, to deliver important equity gains for Toronto. For instance: ArtworxTO is currently seeking curatorial proposals for ArtworxTO 2021, Community Cultural Hubs. A primary goal within this ArtworxTO program, both for artists and audiences, is to centre voices that have been traditionally marginalized in public art; this will advance the voices of BIPOC artists, curators, and creators of all kinds. In addition, ArtworxTO Partnership Grant Program will spotlight artwork in any medium by one or more artists (with preference given to Indigenous and Black artists and cultural story-telling), created for a publicly accessible space, free for the public to experience.

Service: Arts Services

Total Staff Recommended Changes:	4,500.0	2,250.0	2,250.0	0.00	(2,250.0)	0.0
Staff Recommended New/Enhanced Services:	4,500.0	2,250.0	2,250.0	0.00	(2,250.0)	0.0

Summary:

Staff Recommended New / Enhanced Services:	4,500.0	2,250.0	2,250.0	0.00	(2,250.0)	0.0
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Appendix 5

Summary of 2021 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2021 Capital Budget; 2022 - 2030 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	8,091	13,447	7,087	7,199	7,223	7,255	7,199	7,199	7,199	7,199	79,098		71,916	7,182
ED002	Collections Care		200	200	100	350	400	350	350	400	200	2,550		2,000	550
ED003	Cultural Infrastructure Development	2,576	1,579				300	600	300	900		6,255	2,776	350	3,129
ED004	Economic Competitiveness Data Mgmt System	552	250									802			802
ED005	Indigenous Ctr for Innovation & Entrepreneurship	3,784										3,784			3,784
ED006	Major Maintenance	2,071	2,380	1,250	1,200	1,600	1,500	500	1,600	2,150	1,750	16,001	2,650	13,351	
ED007	Refurbishment and Rehabilitation	141	250	900	800		500	500	1,100	600	200	4,991		3,291	1,700
ED008	Restoration/Preservation of Heritage Elements	7,204	5,650	4,970	2,300	3,600	7,550	3,550	6,850	4,000	6,800	52,474	3,062	49,412	
ED009	Service Enhancement	400	670	1,580	3,000	2,000	700	700	1,300	1,200	300	11,850			11,850
	Total Expenditures (including carry forward from 2020)	24,819	24,426	15,987	14,599	14,773	18,205	13,399	18,699	16,449	16,449	177,805	8,488	140,320	28,997

Appendix 6a

2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
ED001	BIA	8,091	8,956									17,047	12,027	(1,419)	6,439
ED003	Cultural Infrastructure Development	2,576	1,579									4,155	3,605	200	350
ED004	Economic Competitiveness Data Mgmt System	552	250									802	302		500
ED005	Indigenous Ctr for Innovation & Entrepreneurship	3,784										3,784	3,614	170	
ED006	Major Maintenance	2,071	1,580									3,651	2,516	(116)	1,251
ED007	Refurbishment and Rehabilitation	141										141	41	(0)	100
ED008	Restoration/Preservation of Heritage Elements	7,204	2,600	300								10,104	8,101	(1,369)	3,372
ED009	Service Enhancement	400	400									800	350	250	200
	Total Expenditure (including carry forward from 2020)	24,819	15,365	300								40,484	30,556	(2,284)	12,212

Appendix 6b

2022 - 2030 Capital Plan

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA		4,491	7,087	7,199	7,223	7,255	7,199	7,199	7,199	7,199	62,051		56,312	5,739
ED002	Collections Care		200	200	100	350	400	350	350	400	200	2,550		2,000	550
ED003	Cultural Infrastructure Development						300	600	300	900		2,100			2,100
ED006	Major Maintenance		800	1,250	1,200	1,600	1,500	500	1,600	2,150	1,750	12,350	2,350	10,000	
ED007	Refurbishment and Rehabilitation		250	900	800		500	500	1,100	600	200	4,850		3,250	1,600
ED008	Restoration/Preservation of Heritage Elements		3,050	4,670	2,300	3,600	7,550	3,550	6,850	4,000	6,800	42,370	400	41,970	
ED009	Service Enhancement		270	1,580	3,000	2,000	700	700	1,300	1,200	300	11,050			11,050
Total Expenditures			9,061	15,687	14,599	14,773	18,205	13,399	18,699	16,449	16,449	137,321	2,750	113,532	21,039

Appendix 7

Reporting on Major Capital Projects: Status Update

(\$000s)

Division/Project name	2020 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development and Culture											
Casa Loma Phase 10	2,212	107	950	5,300	494	On Track	Jan-19	Dec-21		G	G
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start has been delayed from October to November 2020, at the tenant's request.										
Explanation for Delay:											
The Guild Cultural Revitalization	3,838	1,307	3,838	6,318	4,180	On Track	Sep-18	Dec-20		G	G
Comments:	The construction contract was awarded to Atlas Construction on December 9, 2018. Construction began in early 2019. There were some early site condition issues resulting in additional scope, followed by COVID-19 delays but as the project is on track for the building to be substantial complete in Q4 2020.										
Explanation for Delay:											
On/Ahead of Schedule	G	>70% of Approved Project Cost									
Minor Delay < 6 months	Y	Between 50% and 70%									
Significant Delay > 6 months	R	< 50% or > 100% of Approved									

Appendix 8

Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
NOT INCLUDED														
<i>Museum of Toronto</i>	67.0		67.0	0.1	0.4	0.5	1.0	5.0	35.0	25.0				
<i>Guild Public Art & Monument Conservation</i>	0.8		0.8	0.3	0.2	0.1	0.2							
<i>Building Condition Audits</i>	0.7		0.7	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Needs Constraints (Not Included)	68.5		68.5	0.5	0.7	0.7	1.3	5.1	35.1	25.1	0.1	0.1	0.1	0.1

In addition to the 10-Year Capital Plan, staff have also identified \$68.50 million in capital needs constraints for Economic Development and Culture as reflected in the table above, will be included in next year's 10-Year Capital Plan.

- Museum of Toronto Project**, On January 31 and February 1, 2018, Toronto City Council directed the Deputy City Manager, Corporate Services to further develop designs and plans for Old City Hall (OCH), and to seek and secure a Head Lessee for a long-term lease. CreateTO (with legacy assistance from Corporate Real Estate Management) is the City of Toronto lead for the project, and they have delayed their report to Council, original expected for fall, 2020. The design for OCH is to include a branch of the Toronto Public Library (TPL), and a Museum of Toronto. CREM contracted several studies that included general space planning for the museum within OCH. Financial analysis completed as part of a study projected \$67.00 million for the design and construction of the museum within the rehabilitated heritage building. EDC requires the capital budget to execute this project according to Council direction. Community consultation commenced in Q4 2019 but was suspended in March 2020 with the COVID lockdown. A fund-raising and sponsorship strategy still needs to be developed. Although the Courts still plan to vacate the building mid-2022, the City's project to restore and revitalize the building is uncertain. CreateTO is expected to develop a plan to complete base SOGR repairs and turn over some of the spaces in Old City Hall to EDC and TPL for some, as yet undefined, public animation.
- Guild Public Art and Monument Conservation** project at the Guild requires \$0.80 million to support conservation repairs including the Greek Amphitheatre, sculptures, architectural elements and assemblies that have fallen into an unsatisfactory state of repair, some of which is attributable to historic vandalism.
- Building Condition Audits** project requires \$0.70 million to complete building condition audits (BCA) for Heritage Properties in the EDC portfolio. Several properties do not have audit reports completed, and many existing BCAs are out of date. The industry standard is to update BCAs every five years. At \$0.07 million per year, EDC would not achieve that standard.

Appendix 9

2021 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 9b – Fees Above Inflation

Rate Description	Service	Fee Category	Fee Basis	2020	2021	2022	2023
				Approved Rate	Above Inflation Adjustments	Budget Rate	Plan Rate
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Adults	Arts Services	Market Based	Per 10-week course	\$132.34	\$19.85	\$152.19	\$152.19
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Youth	Arts Services	Market Based	Per 10-week course	\$100.05	\$15.01	\$115.06	\$115.06
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Children	Arts Services	Market Based	Per 10-week course	\$100.05	\$15.01	\$115.06	\$115.06

Table 9c - User Fees for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	Year Introduced	Reason for Discontinuation
Market Gallery-Adult/General Admission	Museum Services	Market Based	Per Person	\$7.08	2018	To restore attendance and allow broader accessibility
Market Gallery-Senior/General Admission	Museum Services	Market Based	Per Person	\$6.19	2018	To restore attendance and allow broader accessibility
Market Gallery-Youth/General Admission	Museum Services	Market Based	Per Person	\$6.19	2018	To restore attendance and allow broader accessibility
Market Gallery-Child/General Admission	Museum Services	Market Based	Per Person	\$4.42	2018	To restore attendance and allow broader accessibility

Table 9d - User Fees for Technical Adjustments

Rate Description	Service	Fee Category	Fee Basis	2020 Approved Rate	2021 Budget Rate	Reason for Adjustment
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Adults	Arts Services	Market Based	Per 10-week course	\$132.34	\$152.19	Adding New Facility to Existing Rate ID
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Youth	Arts Services	Market Based	Per 10-week course	\$100.05	\$115.06	Adding New Facility to Existing Rate ID
Cedar Ridge Creative Centre/Clark Centre-Arts & Heritage Course Fees Children	Arts Services	Market Based	Per 10-week course	\$100.05	\$115.06	Adding New Facility to Existing Rate ID

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2021 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		233.4	233.4	232.9	212.3
Vehicle Reserve - EDC	XQ1200				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			46.4	46.4	46.4
Total Reserve / Reserve Fund Draws / Contributions		-	46.4	46.4	46.4
Other Program / Agency Net Withdrawals & Contributions			(47.0)	(67.0)	
Balance at Year-End		233.4	232.9	212.3	258.7

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		22,421.1	22,421.1	19,263.6	16,461.3
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			323.1	323.1	323.1
Total Reserve / Reserve Fund Draws / Contributions		22,421.1	323.1	19,586.7	16,784.4
Other Program / Agency Net Withdrawals & Contributions			(3,480.6)	(3,125.4)	(3,160.6)
Balance at Year-End		22,421.1	19,263.6	16,461.3	13,623.9

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		2,062.7	2,062.7	1,180.2	930.2
Major Special Event Reserve Fund	XR1218				
<i>Withdrawals (-)</i>					
<i>Toronto Significant Event Investment Program</i>			(882.5)	(250.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		2,062.7	(882.5)	(250.0)	-
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		2,062.7	1,180.2	930.2	930.2

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds (Continued)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2020 *	Withdrawals (-) / Contributions (+)		
			2021	2022	2023
		\$	\$	\$	\$
Beginning Balance		424.7	424.7	184.7	184.7
Hoarding Sign Occupancy Tax	XR1219				
<i>Withdrawals (-)</i>					
<i>Toronto Arts Council (Nuit Blanche and Year of Public Art)</i>			(240.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		424.7	(240.0)	184.7	184.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		424.7	184.7	184.7	184.7

* Based on 9-month 2020 Reserve Fund Variance Report

Appendix 10 (Continued)

Inflows and Outflows to/from Reserves and Reserve Funds 2021 – 2030 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve/Reserve Fund Review - Program Specific
(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XR1019 Heritage Reserve Fund	Beginning Balance	1	1	0	0	0	0	0	0	0	0	0	0	
	Withdrawals (-)													
	Young People's Theatre - 2021		(1)											(1)
	Total Withdrawals		(1)	-	-	-	-	-	-	-	-	-	-	(1)
	Contributions (+)													
	Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		1	0	0	0	0	0	0	0	0	0	0	0	(1)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve/Reserve Fund Review - Program Specific
(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XR3213 16 Ryerson Capital Maintenance	Beginning Balance	286	199	199	199	149	149	149	99	99	99	99	99	
	Withdrawals (-)													
	Theatre Passe Muraille		(87)		(50)			(50)						(100)
	Total Withdrawals		(87)	-	(50)	-	-	(50)	-	-	-	-	-	(100)
	Contributions (+)													
	Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		199	199	199	149	149	149	99	99	99	99	99	99	(100)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve/Reserve Fund Review - Program Specific
(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XQ4002 Public Arts Reserve Fund	Beginning Balance	975	891	684	684	684	684	684	684	684	684	684	684	
	Withdrawals (-)													
	Public Art Development Dundas-Islington		(142)											(142)
	Toronto Sign		(260)	(65)										(65)
	Total Withdrawals		(260)	(207)	-	-	-	-	-	-	-	-	-	(207)
Contributions (+)														
Various		176												-
	Total Contributions	176	-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		891	684	684	684	684	684	684	684	684	684	684	684	(207)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve/Reserve Fund Review - Program Specific
(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XQ4209 Museum Donation - Spadina	Beginning Balance	320	320	320	20	20	20	20	20	20	20	20	20	
	Withdrawals (-)													
	Spadina Restoration - 2021/2022			(300)										(300)
	Total Withdrawals		-	(300)	-	-	-	-	-	-	-	-	-	(300)
	Contributions (+)													
	Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		320	320	20	20	20	20	20	20	20	20	20	20	(300)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve/Reserve Fund Review - Program Specific
(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)											
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	Total	
XR1501 Casa Loma Capital Maintenance	Beginning Balance	1,501	526	(0)	(0)	(0)	2,000	2,500	(0)	1,000	500	2,500		
	Withdrawals (-)													
	Casa Loma Exterior Restoration		(975)	(2,662)	(2,000)	(2,000)		(1,500)	(4,500)	(1,000)	(2,500)		(2,000)	(18,162)
	Total Withdrawals		(975)	(2,662)	(2,000)	(2,000)	-	(1,500)	(4,500)	(1,000)	(2,500)	-	(2,000)	(18,162)
	Contributions (+)													
Various		2,136	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,136	
	Total Contributions	2,136	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,136	
Balance at Year-End		526	(0)	(0)	(0)	2,000	2,500	(0)	1,000	500	2,500	2,500	1,974	

* Based on 9-month 2020 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)										Total
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	
XR3026	Beginning Balance	299,381	299,381	270,155	246,632	216,925	199,466	196,654	193,529	192,968	192,406	191,842	
Section 37	Withdrawals (-)												
	<i>Economic Development and Culture Withdrawals - Capital</i>		(7,706)	(1,560)									(9,266)
	<i>Other Division/Agency Withdrawals - Operating</i>		(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(966)	(9,664)
	<i>Other Division/Agency Withdrawals - Capital</i>		(21,151)	(21,539)	(29,227)	(16,929)	(2,261)	(2,568)					(93,675)
	Total Withdrawals		(29,823)	(24,065)	(30,193)	(17,895)	(3,227)	(3,534)	(966)	(966)	(966)	(966)	(112,605)
	Contributions (+)												
	<i>Interest Income</i>		597	542	486	437	415	409	405	404	403	402	4,502
	Total Contributions	-	597	542	486	437	415	409	405	404	403	402	4,502
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		299,381	270,155	246,632	216,925	199,466	196,654	193,529	192,968	192,406	191,842	191,278	(108,103)

* Based on 9-month 2020 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2020 *	Contributions / (Withdrawals)										Total
			2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	
XR3028	Beginning Balance	18,789	18,789	18,145	18,068	18,068	18,068	18,068	18,068	18,068	18,068	18,068	
Section 45	Withdrawals (-)												
	<i>Economic Development and Culture Withdrawals - Capital</i>		(644)	(77)									(721)
	Total Withdrawals		(644)	(77)	-	-	-	-	-	-	-	-	(721)
	Contributions (+)												-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		18,789	18,145	18,068	18,068	18,068	18,068	18,068	18,068	18,068	18,068	18,068	(721)

* Based on 9-month 2020 Reserve Fund Variance Report

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Voluntary Separation Program – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.