



Economic Development and Culture

2014 OPERATING BUDGET OVERVIEW

What We Do

Economic Development and Culture's (EDC) mission is to advance the City's prosperity, opportunity and liveability by creating a thriving environment for businesses and culture, as well as contribute to the City's economic growth and engage cultural expressions and experiences.

2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$69.127 million, offset by revenue of \$20.634 million for a net cost of \$48.493 million as shown below.

(In \$000s)	Approved	Recommended	Change	
	2013 Budget	2014 Budget	\$	%
Gross Expenditures	63,430.7	69,126.6	5,695.8	9.0%
Gross Revenue	18,028.9	20,633.7	2,604.8	14.4%
Net Expenditures	45,401.9	48,492.9	3,091.0	6.8%

Moving into this year's budget EDC's 2014 Operating Budget provides funds for several new and enhanced initiatives, which are aligned with the City's purpose of delivering the Pan Am 2015 games, as well as initiatives that are part of the Culture Phase-In Plan to bring the City's spending in culture to \$25 per capita. The Operating Budget also provides services that make the City more attractive to visitors, such as the Fort York Visitor Centre and the Union Station Toronto Information Centre.

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Fast Facts

- EDC manages 60 heritage properties and 200 Public Art Installations.
- \$25 per capita target for spending on Arts and Culture set in 2003 is projected to be at \$21 per capita at the end of 2014.
- EDC supports major community events such as the Caribbean Carnival, and Pride Toronto.
- EDC will be a key supporter of the 2015 Pan Am games.
- Fort York Visitor Centre and Union Station Toronto Information Centre will be open to the public in 2014.

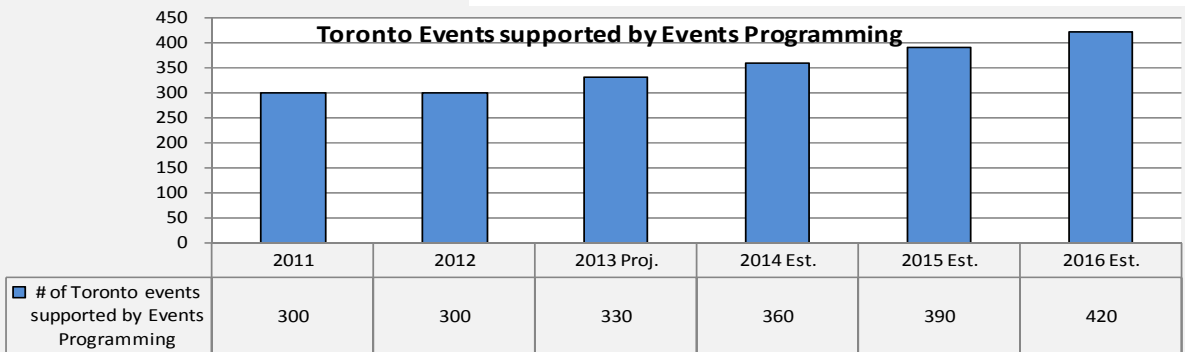
Trends

- The number of cultural events will increase from 2012 to 2017 as a result of Pan Am Celebration events and investments in City venues.
- Attendance at city museums has increased due to the War of 1812 Bicentennial and Museum re-investment.

Our Service Deliverables for 2014

EDC is responsible for advancing the City's prosperity, opportunity and liveability by creating a business and cultural thriving environment. The 2014 Operating Budget will provide funding to:

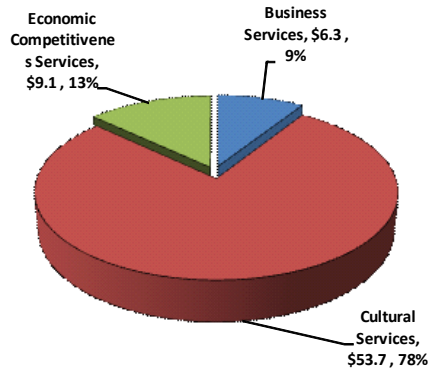
- Serve 28,000 entrepreneurs, prospective entrepreneurs and established micro business owners via Enterprise Toronto inquiry and business registration services, one-on-one business consultations, seminars, special events and outreach activities.
- Manage the Business Incubation and Commercialization Program with community partners to advance the growth of early stage companies.
- Foster growth of production spaces and digital media for film and television.
- Increase City grants support to arts and culture.
- Support the preparations to host the 2015 Pan Am Games.
- Open the Fort York Visitor Centre to the public in 2014.
- Launch new Toronto Information Centre in Union Station to profile Toronto's economic and cultural landscape.
- Provide economic analysis and advice to Mayor's Office, City Council, City Manager's Office, city Divisions and ABCCs, Bond Rating Agencies, investors and businesses.
- Increase the arts and culture spending to \$19 per capita through the Phase-In Plan to achieve the \$25 per capita target in future years.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.



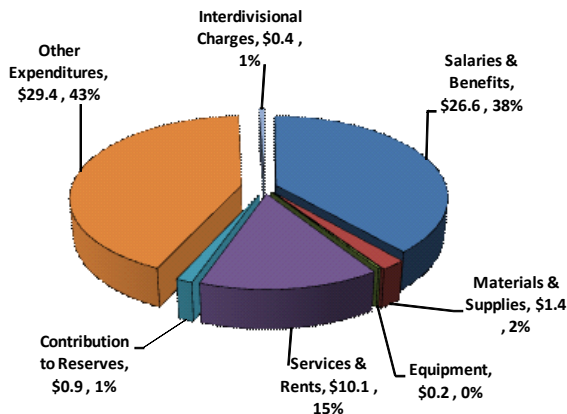
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$69.127 Million

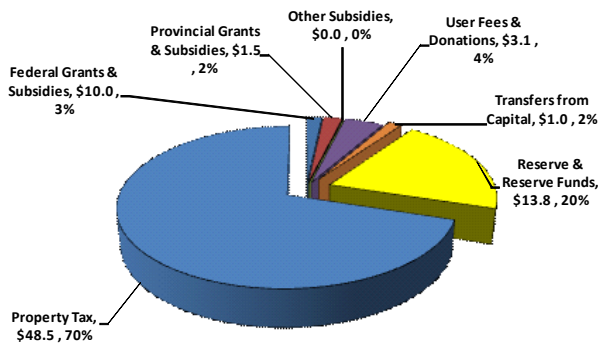


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$69.127 Million



Our Key Challenges and Priority Actions

- Continue to address economic competitiveness opportunities focusing on the music sector development, delivering economical and cultural services for the Pan Am games and supporting BIA growth.
- Support the growth of private enterprise, especially new and small business providing funding for entrepreneur-led business incubation
- Address the historic cultural under-investment by investing strategically to expand culture and arts spending as directed by City Council with an additional \$3.552 million.
- Revitalize heritage programming to address the opportunities identified in the service review.
- Increase public service by opening the Fort York Visitor Centre and Union Station Toronto Information Centre.
- To meet the need for additional support as the number of BIAs has grown from 45 to 77 between 2003 and 2013 and continues to grow, an additional Economic Partnership Advisor position will be added in 2014.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Operating Budget for Economic Development & Culture of \$69.127 million gross and \$48.493 million net, comprised of the following services:

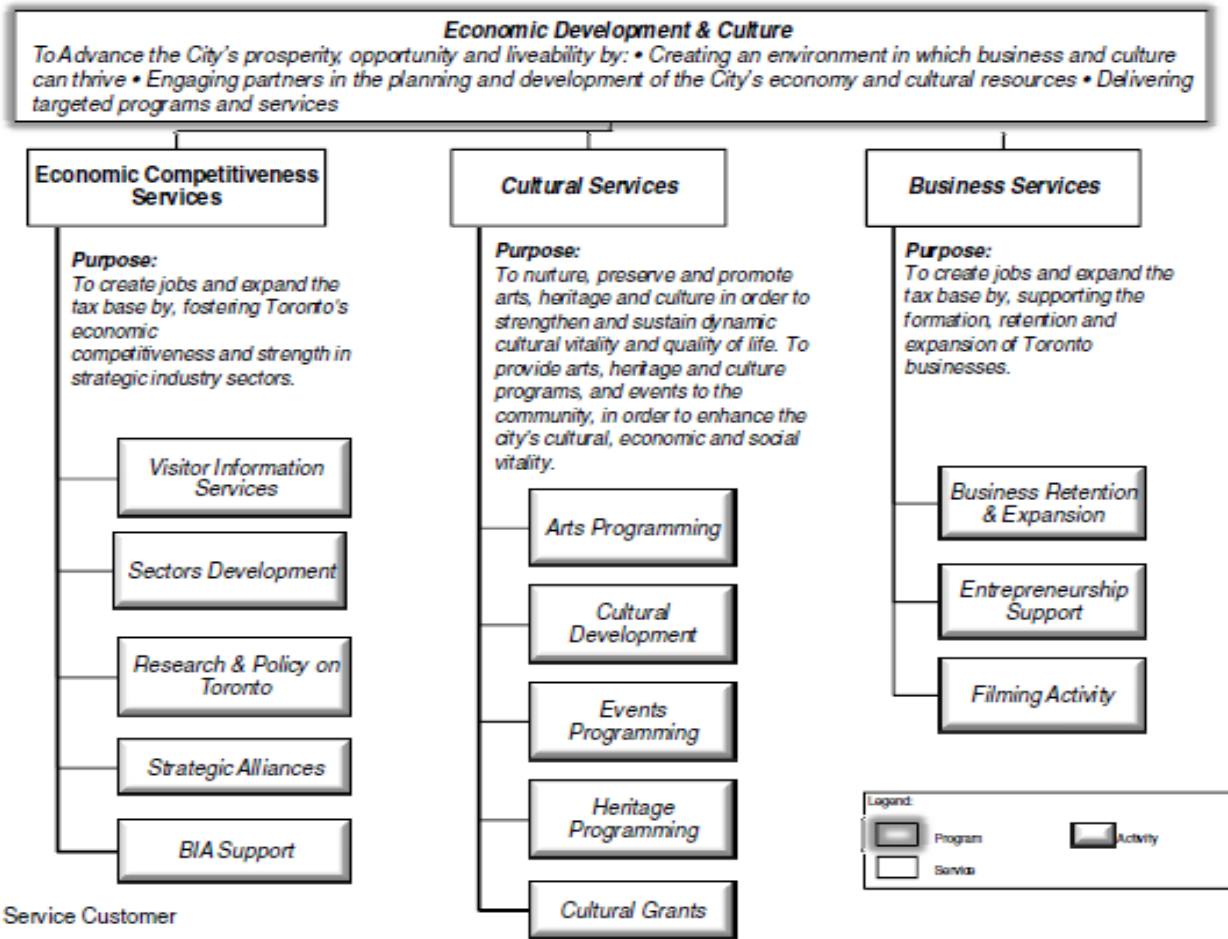
<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Business Services	6,325.7	3,496.2
Cultural Services	53,720.1	39,307.2
Economic Competitiveness Services	9,080.8	5,689.5
Total Program Budget	<u>69,126.6</u>	<u>48,492.9</u>

2. City Council approve the Economic Development and Culture's 2014 recommended service levels, as outlined on page 7, and associated staff complement of 297.95 positions.
3. City Council approve the 2014 user fee discontinuations for Economic Development & Culture as identified in Appendix 6 (Fees Recommended for Discontinuation) for revision of the Municipal Code Chapter 441, User Fees and Changes.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

Economic Development and Culture's objective is to advance the City's prosperity, opportunity and liveability by Creating an environment in which businesses and culture can thrive, by engaging partners in the planning and development of the City's economy and cultural resources and by delivering targeted programs and services.



- Economic Competitiveness Services**
- Academia
 - Business Improvement Areas
 - Business and labour organizations
 - Canadian, International and Toronto-based Businesses
 - City Manager's Office & Divisions, Agencies
 - General public and visitors
 - International event organizers and bid-development organizations
 - Mayor's Office & Council
 - Other orders of government and other municipalities
 - Sectors

- Cultural Services**
- Local and international businesses and events
 - Not-for-profit groups
 - Residents
 - Visitors

- Business Services**
- Academia
 - Business groups and associations (Business Improvement Areas, film producers, foreign studios/independent production houses, incubators, local real estate & business investors)
 - Business owners and entrepreneurs (small-mid size, film & TV)
 - Film festivals
 - Industry associations (Union and guild members, hospitality)
 - Not-for-profit organizations
 - Other orders of government

2014 Service Deliverables

The 2014 Recommended Operating Budget of \$69.127 million gross and \$48.493 million net for Economic Development and Culture will provide funding to:

- Serve 28,000 entrepreneurs, prospective entrepreneurs and established micro business owners via Enterprise Toronto inquiry and business registration services, one-on-one business consultations, seminars, special events and outreach activities.
- Manage the Business Incubation and Commercialization Program with community partners to advance the growth of early stage companies.
- Foster growth of production spaces and digital media for film and television.
- Increase City grants support to arts and culture.
- Support the preparations to host the 2015 Pan Am Games.
- Open the Fort York Visitor Centre to the public in 2014.
- Launch new Toronto Information Centre in Union Station to profile Toronto's economic and cultural landscape.
- Provide economic analysis and advice to Mayor's Office, City Council, City Manager's Office, city Divisions and ABCCs, Bond Rating Agencies, investors, businesses and other stakeholders.
- Increase the arts and culture spending through the phasing plan to achieve the \$25 per capita target in 2017.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.

Service Profile: Economic Competitiveness Services

**What we do**

- Facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.

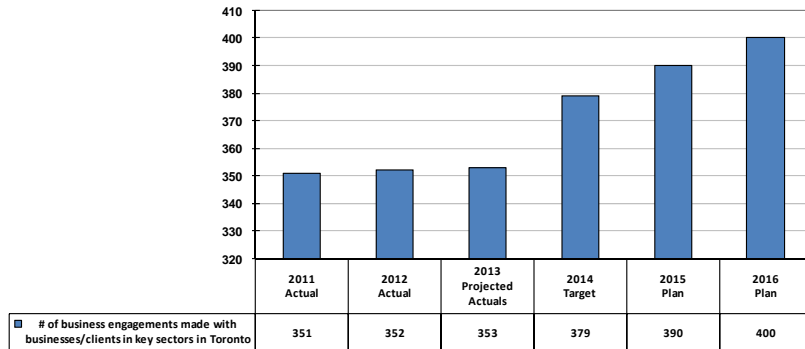
2014 Recommended Service Levels

Economic Competitiveness Services

Activity	Type	2013		2014 Recommended	
		2013	2014 Recommended	2013	2014 Recommended
BIA Support	Legislative Oversight	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes: 99 per cent of the time	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 per cent of the time.		
	Professional Advice and Support	BIA Office will continue to be challenged with maintaining service levels a result of loss of staff person and the expected addition of 3 new BIAs in 2013	Respond to requests form 80 BIA Boards of Management within 24 hours.		
	Design and Construction Services	75% completion rate for Capital Projects	Achieve a 75% completion rate for Capital Projects.		
Research & Policy on Toronto	Funding	60 projects approved , administered and completed	Approve, administer and complete 60 projects.		
	Citywide Economic Strategic Advice and Consultation	Meet project deadline 100% of the time	Meet deadline for up to 40 projects 100% of the time		
	Economic Bench Marking / "Best Practises"	Meet project deadline 100% of the time	Meet deadline for up to 10 projects 100% of the time		
	Economic Overview	Meet project deadline 100% of the time	Meet deadline for up to 25 projects 100% of the time		
	Intergovernmental Economic Project Support	Meet project deadline 100% of the time	Meet deadline for up to 5 projects 100% of the time		
	Research Enquiries (Internal and External)	Respond to enquiry request within one business day 95% of the time.	Respond to an average of 925 request annually, each within one business day 95% of the time.		
	Sectors Development	Business to Business collaboration	Consult with and/or provide assistance to 300 companies	Consult with and/or provide assistance to 300 companies.	
Economic Sectors', Advocacy and Promotion		Average 55 Projects annually. Leverage \$1.5 million annually	Complete an average of 55 projects annually. Leverage \$1.5 million annually.		
Economic Sectors' Support		Add 40 new companies to Business Opportunities Bulletin Board	Meet project deadline for 20 projects 100% of the time.		
Strategic Alliances	Business Matching and Assistance	Meet project deadline 100% of the time	Add 10 new companies to Business Opportunities Bulletin Board.		
	City to City Alliances	Undertake 5 partnership/friendship City Economic Development projects	Undertake 5 partnership/friendship City Economic Development projects		
	Export Assistance and Facilitation	Provide export assistance/facilitation to 100 clients	Provide export assistance/facilitation to 100 clients.		
Visitor Information Services	Consultations with visitors/public (interactive)	36,000 people serviced with accurate information and advice	Provide 100,000 people with accurate information and advice.		
	Event Calendar Maintenance	Post 2300 events	Post 2300 events.		
	Hospitality Excellence Program development and coordination ("We've been expecting you")	Train at least 50 organizations on WBEY principles; Attract at least 1000 visits to WBEY industry resource website; Distribute 125,000 pieces of WBEY messaging collateral; Reach 92 million impressions on welcome messages	Engage 300 organizations in Hospitality Excellence Program (WBEY).		
	Maps and Information Products (Print, kiosk, web)	Raise sufficient sponsorships to print/distribute 800,000 maps	Raise sufficient sponsorships to print/distribute 800,000.		
	Neighbourhood tour coordination (TAP into TOI)	Match at least 775 visitors with volunteers offering tours	Match at least 775 visitors with volunteers offering tours.		

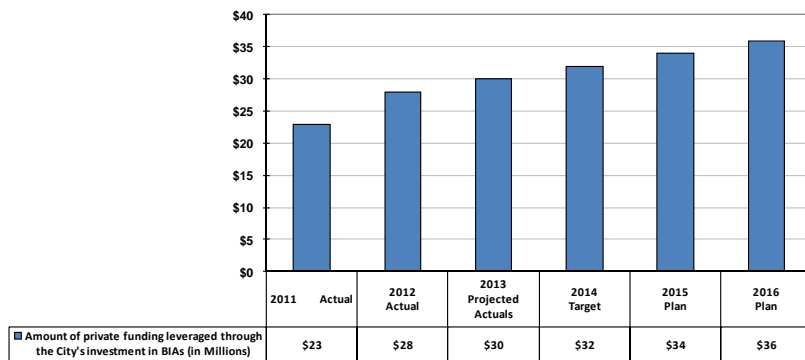
Service Performance Measures

Service Output – Number of business engagements made with businesses/clients in key Sectors in Toronto



- Business engagements are expected to grow in the upcoming years.
- This is aligned with EDC's priorities of supporting the continued growth of private enterprises.

Effectiveness Measure - Amount of private funding leveraged through the City's investment in BIAs (in Millions)



- The number of BIAs continue to expand as more local businesses are willing to invest in local economic revitalization initiatives, increasing their investment with larger projects, especially with the new BIA program of 35% funding from the city and 65% loan.

Service Profile: Cultural Services



What we do

- Increase the role of culture in the economic and social development of the City and to enhance Toronto's place as an international cultural centre.

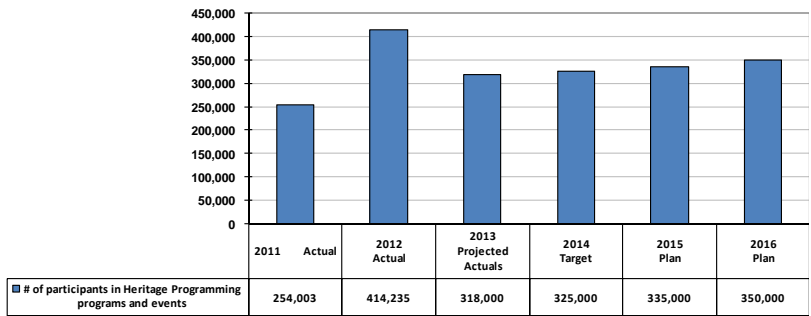
2014 Recommended Service Levels

Cultural Services

Activity	Type	2013	2014 Recommended
Arts Programming	Art Education classes	Provision of 310 classes per year	Provide 310 classes per year.
	Art Events (community organized)	Production / support of 340 events annually	Produce/support 340 events annually.
	Art Exhibits (city-organized)	Provision of 45 exhibits annually	Present 45 exhibits annually.
Cultural Development	Acquisition and conservation of art and artefact collections	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publicly available	Conserve 147,000 of artifact collections and 2000 moveable works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.
	Adaptive Reuse of Heritage Sites	Projects completed on time and on budget	Completed projects are on time and on budget.
	Cultural Facilities Maintenance and Development	Maintenance and management of 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintain and manage 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability.
	Cultural Research and Cultural Advocacy	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives	Provide documents in a timely manner to meet expectations and aid in supporting strategic goals and objectives.
Events Programming	Public Art Selection, Location and maintenance	Average of 15 art projects in process per annum	Manage an average of 15 art projects per annum.
	Community event coordination (3rd Party)	Provision of timely support to community groups wanting to produce an event on city property	Provide timely support to an average of 750 community groups wanting to produce an event on city property.
	Design and Delivery of Events	Production of 6 signature events contributing to 64 events days, on time and on budget	Produce 8 signature events providing 73 days of programming, on time and on budget.
Heritage Programming & Support	Museum & Heritage Programs	Cultural resource management and development of Toronto's heritage facilities and artifact collection and delivery of a wide range of cultural programs to promote heritage and engage Torontonians actively in their history	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history.
Cultural Grants	Toronto Arts Council Grant Program	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Toronto Arts Council Operation Program	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Major Culture Organizations	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Royal Winter Fair	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Local Art Services Organizations	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Museums	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Artscape	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Culture Build	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Glen Gould Foundation Award	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.
	Music Garden	Review process completed and Council approved grants in 4 months	Complete review process and secure Council approval for grants in 4 months.

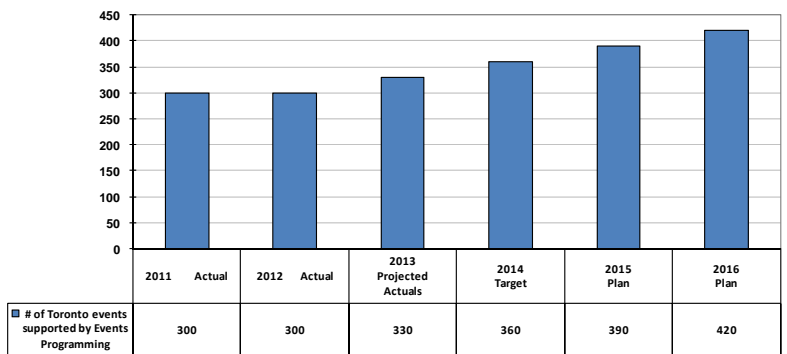
Service Performance Measures

Service Output Measure – Number of participants in Heritage Programming programs and events

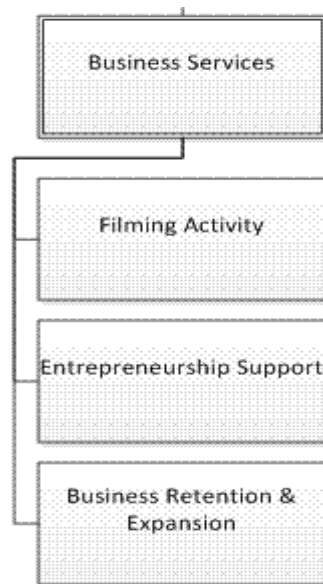


- This measures the public participation in heritage programs and events.
- Participation is expected to increase as EDC revitalizes its heritage programming, benefiting the general public.

Effectiveness Measure – Number of Toronto events supported by Events Programming



- This measures the number of Toronto events supported by events programming.
- This amount is expected to increase over the years as the City increases its culture spending, benefiting more members of the public and supporting cultural events.

Service Profile: Business Services**What we do**

- Facilitate job creation and tax base expansion, by supporting the formation, retention and expansion of Toronto businesses, as well as Toronto's economic competitiveness and strength in strategic industry sectors.

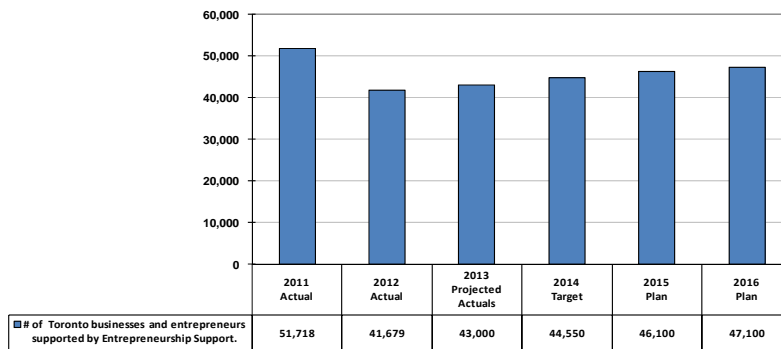
2014 Recommended Service Levels

Business Services

Activity	Type	2013	2014 Recommended
Business Retention & Expansion	Advice & Consultation	Respond to customer within 1 business day 100% of the time	Respond to 1900 annual client requests within 1 business day 100% of the time.
	Advocacy/Development review	Respond to requests within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Respond to requests to review 175 development applications within 10 days 100 percent of the time where all information necessary to evaluate the project is available.
	Business Incentives	IMT application review and approval within 6 months of formal application submission to EDC	10 IMT application reviewed and 9 approval agreements signed per year, each within 6 months of formal application submission to EDC.
	Facilitation of Commercial, Industrial and Institutional Investment Projects	Facilitate advancement and completion of 25 Gold Star projects with total investment value of \$400 million	Facilitate advancement and completion of 30 Gold Star projects with total investment value of \$500 million.
Entrepreneurship Support	Advice & Consultation	Maintain 80% approval rating of Enterprise Toronto clients	Maintain 80% approval rating of Enterprise Toronto clients surveyed.
	Business Incubation Services	Provide timely advice, facilitation and co-ordination to leverage third party delivery of incubation services	Provide timely advice, facilitation and co-ordination for 10 organizations and the Collaborative Innovation Network to leverage third party delivery of incubation services.
	Networks & Partnerships	Meet annual revenue targets 100 per cent of the time	Meet annual revenue target of \$450,000 100 per cent of the time.
	Business Registrations	Process business registrations within 24 hours 98 per cent of the time	Process 3000 business registrations annually, each within 24 hours 98 per cent of the time
	Training	Produce and deliver 120 business information and training sessions	Produce and deliver 160 business information and training sessions.
Filming Activity	Film Permitting	Issue permit in 48 hours / 2 business days or in agreed upon time, 100% of the time	Issue 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .

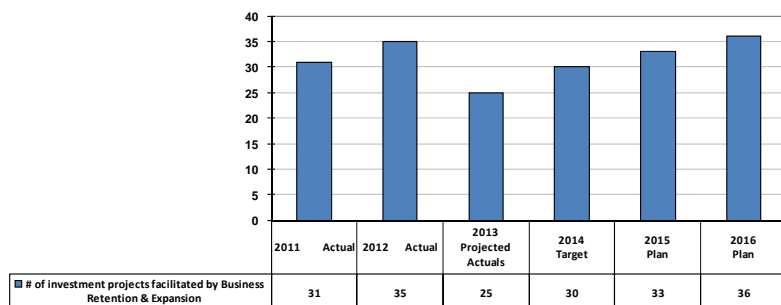
Service Performance Measures

Effectiveness Measure – Number of Toronto businesses and entrepreneurs supported by Entrepreneurship Support.



- The number of Toronto business and entrepreneurs supported is expected to increase in the upcoming years.
- This is aligned with EDC's priorities of supporting the continued growth of private enterprises.

Effectiveness Measure - Number of investment projects facilitated by Business Retention & Expansion



- The number of supported investment projects is expected to increase in the upcoming years.
- This is aligned with EDC's priorities of supporting the continued growth of private enterprises.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget	\$	%	2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Business Services											
Gross Expenditures	5,586.6	5,586.6	5,733.5	592.2	6,325.7	739.0	13.2	308.4	4.9	(258.3)	(4.1)
Revenue	2,635.6	2,635.6	2,505.8	323.7	2,829.5	193.9	7.4	123.5	4.4	(491.4)	(20.0)
Net Expenditures	2,951.0	2,951.0	3,227.7	268.5	3,496.2	545.1	18.5	184.9	5.3	233.1	6.0
Cultural Services											
Gross Expenditures	50,501.8	49,401.8	50,345.0	3,375.1	53,720.1	3,218.3	6.4	3,704.8	6.9	2,125.5	3.6
Revenue	13,675.5	11,875.5	13,632.4	780.5	14,412.9	737.4	5.4	(1,548.8)	(10.7)	(1,709.8)	(15.3)
Net Expenditures	36,826.4	37,526.4	36,712.6	2,594.6	39,307.2	2,480.9	6.7	5,253.7	13.4	3,835.3	7.9
Economic Competitiveness Services											
Gross Expenditures	7,342.3	7,342.3	7,389.4	1,691.4	9,080.8	1,738.5	23.7	337.0	3.7	(902.2)	(10.6)
Revenue	1,717.8	1,717.8	1,717.8	1,673.5	3,391.3	1,673.5	97.4	(161.4)	(4.8)	(1,034.4)	(47.1)
Net Expenditures	5,624.5	5,624.5	5,671.6	17.9	5,689.5	65.0	1.2	498.4	8.8	132.2	2.1
Total											
Gross Expenditures	63,430.7	62,330.7	63,467.9	5,658.7	69,126.6	5,695.8	9.0	4,350.2	6.3	965.0	1.3
Revenue	18,028.9	16,228.9	17,856.0	2,777.6	20,633.7	2,604.8	14.4	(1,586.7)	(7.7)	(3,235.6)	(20.5)
Total Net Expenditures	45,401.9	46,101.9	45,611.9	2,881.0	48,492.9	3,091.0	6.8	5,937.0	12.2	4,200.6	7.2
Approved Positions	273.8	273.8	272.8	25.2	298.0	24.2	8.8	10.9	3.6	(10.1)	(3.4)

The 2014 Recommended Operating Budget for Economic Cultural Development of \$69.127 million gross and \$48.493 million net is comprised of the following services:

- *The Business Services budget* is \$0.545 million net or 18.5% over the 2013 Approved Operating Budget.
 - Base pressures in Business Services of \$0.277 million are primarily attributed to increases in cost-of living-adjustments, progression pay and fringe benefits.
 - The New services increases are primarily driven by a Music Sector Officer Position for \$0.150 million, with a future year incremental impact of \$0.100 in 2016, and Screen Based Sector additional support of \$0.150 million.
- *The Cultural Services budget* is \$2.481 million net or 6.7% over the 2013 Approved Operating Budget, driven by the new initiatives related to the \$25 per capita Culture and Arts Spending Phase-In Plan, which includes the following activities: Cultural Grants, Cultural Development, Arts, Events and Heritage Programming.
 - Base budget decreases in Cultural services of \$0.113 million are driven by prior year impacts related to the reduction of 3 temporary positions for the War of 1812 for \$0.306 million, partially offset by increases in cost-of-living adjustments, progression pay and fringe benefits of \$0.124 million, and additional elevator maintenance for culture sites for \$0.069 million.

- Cultural Services new and enhanced increases of \$2.594 million includes most of the new initiatives related to the \$25 Per Capita Culture and Arts Spending Phase-In Plan, which includes initiatives such as the Toronto Arts Council Operations (\$0.100 million net), the Toronto Arts Council Grants (\$1.000 million net) the Majors Grants (\$0.100 million net), the Fort York Visitor Centre (\$0.322 million net), the Local Arts Services Organization grants (\$0.200 million net), Culture Build (\$0.130 million net), the Scarborough Cultural Hotspot Initiative (\$0.100 million net), Museum Revitalization (\$0.463 million net) and the addition of the Public Squares Manager (\$0.116 million net).
- Future year operating impacts of capital include the net operating costs for Fort York Visitor Centre in 2015 (\$0.077 million) and 2016 (\$0.017 million).
- *The Economic Competitiveness Services budget is \$0.065 million net or 1.2% over the 2013 Approved Operating Budget, primarily driven by an increase in BIA support due to the increasing number of BIAs through staffing.*
 - Base pressures in Economic Competitiveness Services of \$0.047 million are primarily due to increases in cost-of-living adjustments, progression pay and fringe benefits of \$0.097 million partially offset by a reduction of 10% of the Sector Development non-salary budget proposed by the Program of \$0.050 million.
 - The 2014 Recommended Operating for Economic Competitiveness Services includes Pan Am Showcase initiatives, which are funded by the Major Special Events Reserve Fund, including the Rio De Janeiro Friendship City, the Export Development to Latin America, the Global Forum, the Host City Welcome and Engagement initiative, Salsa on St. Clair and BPM Festival. It also includes the Union Station Information Centre, which will be funded by Tourism Toronto. These initiatives have no net impact on the 2014 Recommended Operating Budget.
 - The addition of a new BIA officer to provide services to the growing number of BIAs will have an impact of \$0.050 million in 2014 and a future year impact of \$0.064 million in 2015 and \$0.006 in 2016.

Approval of the 2014 Recommended Budget will result in an increase of 24.15 positions to the Program's approved staff complement resulting in a change from 273.8 to 297.9 as highlighted in the table below:

2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
Opening Complement	273.80	297.95	308.80
In-year Adjustments			
Adjusted Staff Complement	273.80	297.95	308.80
Recommended Change in Staff Complement			
- Temporary Complement - capital project delivery			
- Operating impacts of completed capital projects			
- Service Change Adjustments			
- Other Adjustments	(1.00)	5.00	
- New / Enhanced	25.15	5.85	(10.10)
Total	297.95	308.80	298.70
% Change over prior year		3.6%	-3.4%

- **Other Adjustments:** Other Adjustments include the reduction of 3 positions as part of the Program's re-organization and an increase of 2 positions resulting from the FPARS complement cleanup exercise during 2013. There is no additional financial impact arising from this correction, as funding was in the budget, but the 2 positions not correctly reported.
- **New/Enhanced:** An increase of 25.15 positions (16.9 permanent, 8.25 temporary) will be added in 2014 as additional new and enhanced recommended service plans, including the following:
 - 4.5 positions for the Fort York Visitors Centre;
 - 3.4 positions for the Union Station Toronto Information Centre;
 - 1 position for the Music Sector;
 - 7 positions for Museum Revitalization (6 permanent, 1 temporary);
 - 1 position for an Additional Sponsorship Development Resource;
 - 6.25 temporary positions for the Pan Am Showcase Programs;
 - 1 additional Permanent Economic Partnership Advisor (BIA Officer); and
 - A new permanent Public Squares Manager.

**2014 Recommended Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Business Services								
Gross Expenditures	5,586.6	5,733.5	146.9	2.6	225.1	3.9	117.2	1.9
Revenue	2,635.6	2,505.8	(129.8)	(4.9)	27.7	1.1	28.2	1.1
Net Expenditures	2,951.0	3,227.7	276.7	9.4	197.4	6.1	89.0	2.5
Cultural Services								
Gross Expenditures	50,501.8	50,345.0	(156.8)	(0.3)	1,486.9	3.0	418.5	0.8
Revenue	13,675.5	13,632.4	(43.0)	(0.3)		0.0		0.0
Net Expenditures	36,826.4	36,712.6	(113.8)	(0.3)	1,486.9	4.1	418.5	1.1
Economic Competitiveness Services								
Gross Expenditures	7,342.3	7,389.4	47.1	0.6	424.1	5.7	104.0	1.3
Revenue	1,717.8	1,717.8	-	0.0		0.0		0.0
Net Expenditures	5,624.5	5,671.6	47.1	0.8	424.1	7.5	104.0	1.7
Total								
Gross Expenditures	63,430.7	63,467.9	37.2	0.1	2,136.0	3.4	639.7	1.0
Revenue	18,028.9	17,856.0	(172.8)	(1.0)	27.7	0.2	28.2	0.2
Net Expenditures	45,401.9	45,611.9	210.0	0.5	2,108.3	4.6	611.5	1.3
Approved Positions	273.8	272.8	(1.0)	(0.4)	5.0	1.8	-	0.0

The 2014 Recommended Base Budget of \$63.468 million gross and \$45.612 million net is \$0.210 million or 0.5% over the 2013 Approved Budget of \$45.402 million net and provides \$0.489 million in funding for base budget increases which have been offset by \$0.279 million in recommended service budget reductions bringing the Program's base budget to \$0.210 over the budget target of a 0% increase.

Key cost drivers resulting in a base budget pressure of \$0.489 million are detailed in the following table:

Key Cost Drivers
(In \$000s)

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Prior Year Impacts	
Reduction of 3 temporary positions for War of 1812 (no service impact)	(306.0)
Reversal of one time 2013 expense for management consulting and furniture	(15.0)
Economic Factors	
Corporate Economic Factors Changes	228.8
COLA and Progression Pay	
COLA & Progression Pay Increase	533.1
Expenditure Changes	
Increased maintenance from quarterly to monthly for clay traps and sloop buckets at Cedar Ridge Creative Centre	5.0
Increase to Interdivisional Charges	2.4
Correction arising from complement clean-up	(28.6)
Elevator maintenance for all sites (5 year contract)	69.0
Total Changes	488.8
Revenue Changes	
Total Changes	-
Net Expenditures	488.8

Prior Year Impacts

- Savings of \$0.306 million will arise from the deletion 3 temporary positions as part of the Program's re-organization, coming very soon.
- The reversal of one-time management consulting and furniture costs in 2013 results in additional savings of \$0.015 million.

Economic Factors

- \$0.228 million of corporate economic factors increases as per the City guideline are included.

COLA and Progression Pay

- Cost of living adjustments (COLA) and Progression pay will require additional funding of \$0.533 million.

Expenditure Changes

- Increasing frequency of charging maintenance costs from quarterly to monthly at Cedar Ridge Creative Centre will require additional funding of \$0.005 million.
- Increases to Interdivisional Charges require additional funding of \$0.002 million.
- Savings of \$0.029 million result from the FPARS complement clean-up.
- Additional funding of \$0.069 million will be required to support the financial commitment arising from a new five-year contract for elevator maintenance.

Service Changes

**2014 Recommended Service Change Summary by Program
(In \$000s)**

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact			
	Position Change	Gross Exp.	Net Expense	% Change over 2014 Budget	2015		2016	
					Net Expense	Pos.	Net Expense	Pos.
#	\$	\$	%	\$	#	\$	#	
Base Changes:								
Base Expenditure Changes								
<i>Corporate Economic Factors Absorbed in 2014</i>		(228.8)	(228.8)	(0.5)	228.8			
Base Expenditure Change	-	(228.8)	(228.8)	(0.5)	228.8	-	-	-
Service Efficiencies								
<i>EDC to reduce 10% of Sector Development program's net non-salary budget</i>	-	(50.0)	(50.0)	(0.1)				
Sub-Total	-	(50.0)	(50.0)	(0.1)	-	-	-	-
Total Changes	-	(278.8)	(278.8)	(0.6)	228.8	-	-	-

The 2014 recommended service changes consist of base expenditure change and one efficiency change for a total of \$0.279 million net, to bring the 2014 Recommended Base Budget to \$0.210 million or 0.5% over or under the 2013 Approved Budget of \$45.402 million net .

There is no net incremental impact on the 2015 and 2016 Operating budget.

Base Expenditure Changes: (Savings of \$0.229 million gross, \$0.229 million net)

- EDC will reverse \$0.229 million of economic factor increases and absorb these pressures in 2014.

Service Efficiencies: (Savings of \$0.050 million gross, \$0.050 million net)

- EDC will reduce \$0.050 million or 10% of the Sector Development program's net non-salary budget, reducing support to project and initiatives.

2014 Recommended New / Enhanced Service Priority Actions

(In \$000s)

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
\$25 per Capita Culture and Arts Spending Phase-In Plan							
*Fort York Visitors Centre	497.0	322.0	4.5	77.2	-	17.5	-
*Music Sector	150.0	150.0	1.0	-	-	100.0	-
*Museums Revitalization	363.0	463.0	7.0	191.8	-	263.0	2.0
*Additional Sponsorship Development Resource	76.5	-	1.0	-	-	-	-
*Public Squares Manager	116.0	116.0	1.0	(4.8)	-	2.5	-
*Culture Funding Phase in Plan	1,880.0	1,780.0	-	3,500.0	-	3,200.0	-
Sub-Total	3,082.6	2,831.0	14.5	3,764.3	-	3,582.9	2.0
Pan Am Showcase Initiatives							
Pan Am Showcase Project Rio De Janeiro Friendship City	35.0	-	-	-	-	-	-
Pan Am Showcase Project Export Development to Latin America	62.0	-	-	-	-	-	-
Pan Am Showcase Project - Toronto Global Forum	50.0	-	-	-	-	-	-
Pan Am/Parapan Host City Welcome & Engagement Program	1,020.0	-	2.0	-	5.9	-	(7.9)
*Pan Am Natham Phillips Square Cultural Celebrations	300.9	-	3.0	-	-	-	(3.0)
Pan Am Test Event Support	173.0	-	1.3	-	-	-	(1.3)
Pan Am Toronto Global Forum Speakers Series	250.0	-	-	-	-	-	-
Pan Am Salsa on St. Clair Festival	300.0	-	-	-	-	-	-
Pan Am People-powered Music Festival (BPM)	125.0	-	-	-	-	-	-
Sub-Total	2,315.9	-	6.3	-	5.9	-	(12.1)
EDC Program New Initiatives							
Additional Economic Partnership Advisor	50.0	50.0	1.0	64.4	-	6.2	-
Union Station Toronto Information Centre	155.2	-	3.4	-	-	-	-
Spadina House Educational Partnership	50.0	-	-	-	-	-	-
Utilizing City Art Collection to Strengthen Community Arts Development	5.0	-	-	-	-	-	-
Sub-Total	260.2	50.0	4.4	64.4	-	6.2	-
Total	5,658.7	2,881.0	25.2	3,828.6	5.9	3,589.1	(10.1)

*Part of the 4 Year Phase In Plan to increase Toronto's investment in arts and culture to \$25 per capita.

\$25 Per Capita Arts and Culture Spending Phase-In Plan

Following are the initiatives included as part of the Phase-In Plan to Increase Toronto's Investment in Arts and Culture to \$25 per Capita:

- **Fort York Visitor Centre** (\$0.497 million gross and \$0.322 million net, 4.5 positions): Additional operating funding is recommended for exhibits, marketing, programming, administration and occupancy costs for the new Visitor Centre at Fort York which will open in 2014. The costs will be partially offset by increased revenues. New positions include Program Development, Museum Attendant, Supervisor Special Events and Custodian.
- **Music Sector** (\$0.150 million gross and net, 1 position): A new Sector Development Officer position is recommended to focus on the music sector by developing a business plan, promotions, studies and joint programs.
- **Museum Revitalization** (\$0.363 million gross and \$0.463 million net, 7 positions): Additional funding will support 6 permanent (collections coordinator, project manager, historian, volunteer co-coordinator and 2 museum program officers) and 1 temporary position (historical interpreter) to fundraise, support volunteerism, and invest in the visitor experience and branding/marketing.

- **Additional Sponsorship Development Resource** (\$0.077 million gross and \$0 net, 1 position):

Additional funding will enable the creation of a permanent Supervisor, Special Events position to ensure that the new funding obtains leverage expectations. This service priority forms part of the 5 Year Phase-In Plan to increase Toronto's investment in arts and culture to \$25 per capita.

- **Public Squares Manager** (\$0.116 million gross and \$0 net, 1 position):

A new Manager position will manage and oversee all permitting and operational functions at David Pecault, Albert Campbell, Mel Lastman and Nathan Phillips Squares. Revenues expected to be generated by new permit fees will offset the cost of this position. This new service priority forms part of the 5 Year Phase-In Plan to increase Toronto's investment in arts and culture to \$25 per capita.

- **Culture Funding Phase-In Plan** (\$1.880 million gross and \$1.780 million net):

In 2014, the funds included as part of the Culture Funding Phase-In Plan are allocated to the following areas to ramp up cultural funds as part of the 5 year Culture Fund Phase-In Plan. Additional allocations to these initiatives will be determined as the Plan is phased over future years.

- **Toronto Arts Council Grants Program** (\$1 million gross and net):

Additional funding will increase support to Toronto's artists and arts organizations through TAC's established grants programs, to enhance support for community engaged arts initiatives including programs involving youth and diverse communities in all Toronto neighbourhoods, and support new and innovative funding programs and partnerships offering artists and arts organizations the ability to respond to exceptional opportunities and incubate new ideas, projects and initiatives. Total funding for 2014 will be \$15.279 million.

- **Toronto Arts Council Operations** (\$0.100 million gross and net):

Additional funding of \$0.100 million in 2014 for Toronto Arts Council operations due to increased grants funding is recommended to bring total funding to \$1.534 million

- **Major Cultural Organizations Grants** (\$0.200 million gross and \$0.100 million net):

An additional \$0.200 million gross, and \$0.100 million funded from the sign tax fund is recommended for 11 not-for-profit organizations that offer public programming that develop artists and audiences and anchor the cultural sector, to bring total funding to \$7.1 million. Specific opportunities for the Majors include the upcoming World Pride festival in 2014 and preparation for Pan/Parapan programming initiatives in 2015. This funding will also allow the City to provide for organizations with increased operating needs that are recent additions to Majors. The 11 not-for-profit organizations that have received the Majors grants in 2013 were:

- Art Gallery of Ontario (\$0.575 million)
- Canada's National Ballet School (\$0.149 million)

- Canadian Opera Company (\$1.410 million)
- Festival Management Committee (Scotiabank Caribbean Carnival Toronto (\$0.525 million)
- George R. Gardiner Museum of Ceramic Art (\$0.146 million)
- National Ballet of Canada (\$1.230 million)
- Toronto Artscape Inc (\$0.315 million)
- Toronto International Film Festival Group (\$0.950 million);
- Toronto Festival of Arts, Culture and Creativity – Luminato (\$0.250 million);
- Toronto Symphony Orchestra (\$1.205 million)
- Pride Toronto (\$0.140 million)
- **Local Arts Services Organizations** (\$0.200 million gross and net):
Additional funding will provide ongoing support to the two new LASOs in North York and East York, as well as support the four existing LASO's (Arts Etobicoke, Lakeshore Arts, Scarborough Arts and Urban Arts) for work in their communities to ensure access and opportunity for cultural participation to all citizens. Total budget in 2014 will be \$1.033 million.
- **Culture Build** (\$0.130 million gross and net):
Increasing funds from \$0.200 million in 2013 to \$0.330 million in 2014 for the mandate of the Culture Build Investment program, EDC will help cultural organizations to leverage funds to renovate and bring non-City owned cultural properties occupied by not-for-profit organizations to a state of good repair.
- **Increased Funds to Support the C.H.I. (Cultural Hotspot)** (\$0.100 million gross and net):
Increasing funds from \$0.100 million in 2013 to \$0.200 million in 2014 will enable the Cultural Hotspot in Scarborough from May to October 2014 to highlight, promote and expand existing local cultural festivals and activities, businesses and community programs along with new signature projects and cultural interventions that highlight the area as a destination for Toronto residents and visitors.
- **Screen Based Sector** (\$0.150 million gross and net):
New funding will promote and attract new productions from countries outside North America to promote and market Toronto internationally and beyond the U.S.

Pan Am Games Showcase Projects

Pan Am Games Showcase Projects are funded from the Major Special Events Reserve Fund

- **Pan Am Showcase – Rio de Janeiro Friendship City** (\$0.035 million gross and \$0 net):
Funding this initiative will leverage the friendship relationship to strengthen economic, cultural and multicultural links between the two cities, as well as support outbound missions to Rio de Janeiro from 2014 to 2017 to establish the relationship and to introduce

export-ready Toronto companies to the Brazilian market. The initiative also requires funds of \$0.017 million in 2015 and 2016. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Showcase – Export Development to Latin America*** (\$0.062 million gross and \$0 net):

This initiative will utilize the 2015 Games as a means to increase export trade with Latin America and Caribbean countries by Toronto-based companies. Specifically, organizing a showcase for selected Toronto-made products and services and distributing and promoting them to key business tourists from Latin America attending the Pan Am Games in Toronto. An additional \$0.081 million in 2015 and \$0.026 million in 2016 will be required for the duration of this initiative. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Showcase – Toronto Global Forum*** (\$0.050 million gross and \$0 net):

Additional funds of \$0.050 million gross and \$0 net will support the Toronto Global Forum to be held in July to precede the Pan Am Games as well as extend the Forum by half a day starting in 2014. Government and business leaders from across the Americas will be invited to participate with discussion focusing on economic trends in the Americas and offering advice and guidance to the City and its public and private sector partners on economic development and trade issues. It is anticipated that an additional \$0.050 million in 2015 and in 2016 will be used for the full extension of this initiative. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Games – Host City Welcome & Engagement Programs*** (\$1.020 million gross and \$0 net, 2 positions):

Funding will support the Host City Welcome and Engagement Program during the Pan Am Games. This initiative will

- Create a visual Games presence throughout the City and its major gateways with banners, signage, posters, and sculptural installations. (\$0.645 million in 2014 and \$0.810 million in 2015)
- Increase the capacity of current visitor services and hospitality programs to engage a high proportion of hospitality sector, stores, restaurants, transportation providers, to welcome and assist the visitors, as well as ensure that Games' visitors, staff and volunteers can get the information about getting around and things to see and do. (\$0.375 million in 2014 and \$0.345 million in 2015)

Total funding of \$2.175 for 2014 and 2015 has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Games – Nathan Phillips Square Cultural Celebrations*** (\$0.301 million gross and \$0 net, 3 positions):

As part of the Pan Am Showcase, Nathan Phillips Square will be at the centre of the free public celebrations during the games. It will also be the venue for each day's Victory

celebrations and the Para Pan closing ceremonies. In 2014, \$0.301 million has been allocated for staff to start planning these events, with three temporary Special Event Supervisor positions starting in April 2014. In 2015, an additional \$2.199 million will be spent on the execution of the project, with anticipated additional support also from other TO2015 supporting entities. This initiative is partially funded with \$2.000 million in 2015 from the through the Culture phase-in plan, and \$0.500 million allocated from the Major Special Events Reserve Fund. This project is part of the 5 Year Phase in Plan to increase Toronto's investment in arts and culture to \$25 per capita.

- ***Pan Am Games – Test Event Support and Event Hosting Strategy*** (\$0.173 million gross and \$0 net, 1.3 positions):

As part of the Pan Am Showcase initiative, Pan Am Games test events will be supported, including the addition of a temporary special event supervisor and a temporary support assistant to EDC's Event Support Unit. This will enable the City to support the successful hosting of the Torch Relay and test events for specific sports leading up to the Pan Am 2015 Games. In addition, a proactive Event Hosting Strategy will be developed to guide Toronto's decisions about bidding to host major events in the future. This initiative will cost \$0.173 million in 2014 and \$0.113 million in 2015. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Games – Toronto Global Forum Speaker Series*** (\$0.250 million gross and \$0 net):

Funding will be provided to the International Economic Forum of the Americas, enabling international-calibre speakers to be retained for the Toronto Global Forums being planned for 2014, 2015 and 2016. High calibre speakers will more easily attract international business leaders, universities and government authorities to participate in the Toronto Global Forums and stimulate higher order discussion and brainstorming towards economic competitiveness strategic development. The 2015 Forum will immediately precede the Games to better enable international business and government leaders to attend both events. The project will also incur expenditures of \$0.250 million in 2015 and \$0.200 million in 2016. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Games – Salsa on St. Clair Festival*** (\$0.300 million gross and \$0 net):

Funding will be provided for sponsorships to the organizers of the current "Salsa on St. Clair" event. This will enable the organizers to expand the programming content, duration and geographic locations of the existing festival to a major event similar to Taste of the Danforth, Toronto Pride Week and Scotiabank Caribbean Carnival. Seed funding from the City will enable the organizers to increase audience and marketing exposure to attract higher value corporate sponsors, with a realistic goal of attaining a sustainable ongoing annual event at a higher budget level (\$1.2 million) after a couple of years of evolution. Additionally, funding of \$0.200 million will be provided in 2015. Funding has been allocated from the Major Special Events Reserve Fund.

- ***Pan Am Games – People-powered Music Festival (BPM) (\$0.125 million gross and \$0 net):***

Additional funding is required for a sponsorship in 2014 to BPM (Beats per Minute) to secure the 2015 event. Funding from the City will be provided in 2014 only. The BPM team includes a well established music event producer (Live Nation Entertainment) and credible partners and sponsors from the entertainment, business, sustainable energy and fitness sectors. The sponsorship leverages City funding by a 10:1 ratio to produce a highly entertaining and educational program aligned with several key civic priorities. It is a world-class multi-cultural electronic music DJ Festival that will debut in Toronto at the Pan Am Games. It includes a festival powered by people through installations such as bikes, dance floors and other technologies, as well as provide a showcase opportunity for Ontario's renewable energy generation and power storage sector. This event will provide an international electronic music showcase opportunity for Toronto's talent, music industry and brand and a community engagement and public fitness campaign, where citizens across Toronto participate in power-up stations through their physical activity. Funding has been allocated from the Major Special Events Reserve Fund.

EDC Program New Initiatives

- ***Additional Economic Partnership Advisor*** (\$0.050 million and \$0.050 net, 1 position):

To keep abreast of the continued growth of BIAs, one Economic Partnership Advisor position will be added during 2014. A high level of professional advice, administrative support, and legislative oversight is needed by BIA Boards of Management to ensure highly functioning, properly governed and accountable BIAs. This new position will join a team of 5 Economic Partnership Advisors and will help improve the BIA office level of service to BIAs. The BIAs have grown from 45 to 77 BIAs between 2003 and 2013 and this new position will help support the growing service demand and enable stronger strategic management. As this position will be phased in, an additional \$0.064 million will be required in 2015.
- ***Union Station Toronto Information Centre*** (\$0.155 million gross and \$0 net, 3.4 positions):

The new Tourism Information Centre in Union Station is planned for April 2014 completion. Once this occurs, the current Ontario Travel Information Centre at Atrium on Bay will be relocated and the existing 1.5 staff positions supported by the City will be relocated to the new space. 1.9 additional staff positions will also be required for the new Centre. Although the 1.5 positions were budgeted for in the past they were not included in the Program position count, so an additional 3.4 positions are added to the staff complement with this initiative. Due to the new expanded Centre at Union Station, increased rental expenses and longer operating hours will be required. This initiative is fully supported by contributions from Tourism Toronto, and will result in an expenditure increase of \$0.155 million gross, \$0 net.

- ***Spadina House Educational Partnership*** (\$0.050 million gross and \$0 net):

This project will provide funding for Spadina House to make a contribution to develop a partnership with a post-secondary or other similar institution with the goal of establishing Spadina as a Centre of Excellence in public programming and customer service in areas related to the museums mission (cultural tourism, cultural landscapes, digital media and historic interpretation). The partnership will extend over 3 years, spending \$0.050 million per year of funds available from an unsolicited bequest, which have been deposited in the Museum Donation Reserve – Spadina.

- ***Utilizing City Art Collection to strengthen community arts and development*** (\$0.005 million gross and \$0 net):

This initiative will support enhancement of the City's art collection through acquisitions reflecting the cultural diversity of art and culture in the City. Funds from the Art Collection Reserve will be used to support the work of local artists, including young artists, participating in the Cultural Hotspot program by purchasing their work. Spending \$0.005 million in 2014, 2015 and 2016 from this reserve fund (current balance is \$0.016 million) will enhance the City's art collection as a cultural legacy and would demonstrate the City's support for local artists.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Progression Pay	237.6		237.6	0.5		240.0		240.0	0.5	
Step Increases				0.0					0.0	
COLA and Fringe Benefits	702.1		702.1	1.4		146.1		146.1	0.3	
Annualization				0.0					0.0	
Operating Impact of Capital Revenue				0.0					0.0	
Other - Prior year impacts reversal	344.0		344.0	0.7	3.0			-	0.0	
Other - Reclassification of two positions from 2013	328.6		328.6	0.7	2.0				0.0	
Other Adjustments	69.3	27.7	41.6	0.1		33.6	28.2	5.4	0.0	
Sub-Total	1,681.6	27.7	1,653.9	3.4	5.0	419.7	28.2	391.5	0.8	-
Anticipated Impacts:										
Economic Factors	454.3		454.3	0.9		219.9		219.9	0.5	
Increased contracted services	0.1		0.1	0.0		0.1		0.1	0.0	-
\$25 per Capital Culture and Arts Spending Phase-In Plan										
*Fort York Visitors Centre	152.2	75.0	77.2	0.2	-	17.5	-	17.5	0.0	-
*Music Sector	-	-	-	0.0	-	-	(100.0)	100.0	0.2	-
*Museums Revitalization	191.8	-	191.8	0.4	-	263.0	-	263.0	0.5	2.0
*Additional Sponsorship Development Resource	37.9	37.9	-	0.0	-	2.3	2.3	-	0.0	-
*Public Squares Manager	(4.8)	-	(4.8)	(0.0)	-	2.5	-	2.5	0.0	-
*Culture Funding Phase in Plan	-	(3,500.0)	3,500.0	7.2	-	3,800.0	600.0	3,200.0	6.6	-
Pan Am Showcase Initiatives										
Pan Am Showcase Project Rio De Janeiro Friendship City	(17.5)	(17.5)	-	0.0	-	-	-	-	0.0	-
Pan Am Showcase Project Export Development to Latin America	19.0	19.0	-	0.0	-	(55.0)	(55.0)	-	0.0	-
Pan Am Showcase Project - Toronto Global Forum	-	-	-	0.0	-	-	-	-	0.0	-
Pan Am/Parapan Host City Welcome & Engagement Program	135.0	135.0	-	0.0	5.9	(1,155.0)	(1,155.0)	-	0.0	(7.9)
*Pan Am Nathan Phillips Square Cultural Celebrations	1,898.2	1,898.2	-	0.0	-	(2,199.1)	(2,199.1)	-	0.0	(3.0)
Pan Am Test Event Support	(60.0)	(60.0)	-	0.0	-	(113.0)	(113.0)	-	0.0	(1.3)
Pan Am Toronto Global Forum Speakers Series	-	-	-	0.0	-	(50.0)	(50.0)	-	0.0	-
Pan Am Salsa on St. Clair Festival	(100.0)	(100.0)	-	0.0	-	(200.0)	(200.0)	-	0.0	-
Pan Am People-powered Music Festival (BPM)	(125.0)	(125.0)	-	0.0	-	-	-	-	0.0	-
EDC Program Base New Initiatives										
Additional Economic Partnership Advisor	64.4	-	64.4	0.1	-	6.2	-	6.2	0.0	-
Union Station Toronto Information Centre	22.9	22.9	-	0.0	-	6.1	6.1	-	0.0	-
Spadina House Educational Partnership	-	-	-	0.0	-	-	-	-	0.0	-
Utilizing City Art Collection to Strengthen Community Arts Development	-	-	-	0.0	-	-	-	-	0.0	-
Sub-Total	2,668.6	(1,614.4)	4,283.0	8.8	5.9	545.4	(3,263.7)	3,809.1	7.9	(10.1)
Total Incremental Impact	4,350.172	(1,586.8)	5,937.0	12.2	10.9	965.1	(3,235.5)	4,200.6	8.7	(10.1)

*Part of the 4 Year Phase In Plan to increase Toronto's investment in arts and culture to \$25 per capita.

Approval of the 2014 Recommended Budget for Economic Development and Culture will result in a 2014 incremental cost of \$3.091 million and a 2015 and 2016 incremental increase of \$5.937 million and \$4.201 million respectively to maintain the 2014 level of service.

Future year incremental costs are primarily attributable to the following:

Known Impacts

- COLA, Progression Pay and Fringe Benefits are estimated to increase by \$0.940 million in 2015 and \$0.386 million in 2016.
- Other increases for \$0.714 million in 2015 and \$0.005 million in 2016, result from staffing changes and expenditure increases.

Anticipated Impacts

- Additional Economic Factors for \$0.454 million for 2015 and \$0.220 million for 2016 are included as per the City guideline.

- The full year costs for the new Economic Partnership Advisor position are required for additional funding of \$0.064 million in 2015 and \$0.006 million in 2016.
- For the Arts and Culture Phase-in there are a number of incremental costs. The Fort York Visitor Centre will have its first full year of operation in 2015 and will require additional funding of \$0.077 million net in 2015 and \$0.018 million in 2016. The Museums Revitalization initiative is planned for additional funding of \$0.192 million net in 2015 and \$0.263 million net in 2016. For the Culture Plan Phase-in of grants and other initiatives, the \$3.500 million net and \$3.200 million net are required in 2015 and 2016 respectively, to move forward to reach the \$25 per capita target. These amounts will be allocated to the individual grants lines in future year Operating Budgets.
- The Pan Am Showcase initiatives require no net funding, but will continue as planned with sources of funding other than the net budget.
- The full year impact for the additional Economic Partnership Advisor will require \$0.064 million in 2015 and \$0.006 million in 2016.

V: ISSUES FOR DISCUSSION

2014 Issues and Future year Issues

Pan Am Games Showcase Projects

- The 2014 Recommended Operating Budget for EDC includes the following 9 projects with requested funding of \$2.136 million gross and \$0 net. These projects, funded by the Major Special Events Reserve Fund, are part of the "Toronto Pan/Parapan Am Games Host City Showcase Program". The entire funding for these projects has been allocated from the Major Special Events Reserve Fund, with the exception of the Nathan Phillips Square Cultural Celebration, which is partially funded as part of the Arts and Culture Phase-in plan. Thus there is no net budget impact for all of these.
 - Rio de Janeiro Friendship City (\$0.035 million 2014, \$0.017 million in 2015 and \$0.017 million in 2016)
 - Export Development to Latin America (\$0.062 million in 2014, \$0.081 million in 2015 and \$0.026 million in 2016)
 - Toronto Global Forum (\$0.050 million in 2014, \$0.050 million in 2015 and \$0.050 million in 2016)
 - Host City Welcome & Engagement Program (\$1.020 million in 2014 and \$1.155 million in 2015)
 - Nathan Phillips Square Cultural Celebrations (\$0.301 million in 2014 and \$2.199 million in 2015)
 - Test Event Support (\$0.173 million in 2014 and \$0.113 million in 2015)
 - Global Forum Speakers Series (\$0.250 million in 2014, \$0.250 million in 2015 and \$0.200 million in 2016)
 - Salsa on St. Clair Festival (\$0.300 million in 2014 and \$0.200 million in 2015)
 - People-powered Music Festival (BPM) (\$0.125 million in 2014)

Investment in Arts and Culture (\$25 per capita)

- In 2013, Council set aside the accumulated Sign Tax appeal revenue of \$22.500 million to support the Arts and Culture Phase-in to reach the \$25 per capita target. To reach the target an additional \$17.5 million of permanent expenditures must be added to the Operating Budget. Initial allocations of \$6 million of those funds were approved during 2013 and a proposed phase-in plan was drafted to complete the phase-in over 4 years in the report entitled *Creative Capital Gains: Arts and Culture Funding Update* (ED 23.3). This plan required additional tax funding of \$4 million in 2014, \$8.5 million in 2015 and \$13 million in 2016 to complete the phase-in by 2016.
- The 2014 Recommended Operating Budget for Economic Development and Culture includes an Arts and Culture Phase-in Plan over 6 years with a smoother tax funding increase, as

detailed below. The extension of the plan is recommended to mitigate the pressure on property tax funding and ensure that staff can ensure that the additional funds are wisely committed.

Year	Total Increased Culture Spending Sign Tax Funding + Property Tax-Base	Sign Tax Funding	Property Tax-Base	Tax-Base Pressure
2013	6,000	6,000		
2014	9,000	6,000	3,000	3,000
2015	11,000	4,500	6,500	3,500
2016	13,000	3,000	10,000	3,500
2017	16,500	3,000	13,500	3,500
2018	17,500	0	17,500	4,000

- Another measure to ensure the wise commitment of increased funding is the creation of one category – "*Culture Funding Phase-in Plan*" as part of the 2015 and 2016 Budget Plan to show the total amount of the annual increase for subsequent allocation to specific grant lines and initiatives in future Operating Budgets.

BIA Support

- As a result of the recent growth in BIA demand from 45 to 77 BIA's between 2003 and 2013, an additional position will be added to the existing 5 Economic Partnership Advisors. Given the current staff levels and the growing number of BIAs, it is not possible to provide the same level of service, staff is expected to regularly attend BIA Board meetings to ensure proper Board conduct and provide strategic advice. The addition of one BIA officer will reduce the number of BIAs that each officer is responsible for and enable stronger strategic management. The annual expenditure for the BIA officer is \$0.050 million in 2014, with full year funding of \$0.114 million in 2015.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, Economic Development and Culture achieved the following results:

Business Services

- ✓ Facilitated new industrial/commercial office investment project supporting the retention and growth of assessment and employment in Toronto; anticipate achieving target of 25 completed projects resulting in \$400 million investment value, the construction or renovation of 3.5 million square feet of floor space, and 5,500 jobs retained or attracted to the City.
- ✓ Increased access to services by rebuilding website and publishing comprehensive service guide (distributed to 12,000 businesses).
- ✓ Promoted Toronto's film & digital media strengths at events in Los Angeles and Stuttgart Germany.

Cultural Services

- ✓ Delivered War of 1812 Bicentennial Program, including the Battle of York Day and Fort York Festival.
- ✓ Increased impact of Scotiabank Nuit Blanche by leveraging Ai Wei Wei exhibits and extending duration of 6 installations beyond one night.
- ✓ Planned components of the Pan/Parapan Am Host City Program to leverage cultural and economic development opportunities presented by the Games.

Economic Competitiveness Services

- ✓ Completed "Collaboration for Competitiveness – A Strategic Plan for Accelerating Economic Growth and Job Creation"
- ✓ Undertook mission to Austin Texas and formed Music City Alliance to inform new music sector development program
- ✓ Provided oversight and advice to 77 BIAs benefiting more than 30,000 businesses (with 400,000+ employees)

2013 Financial Performance

2013 Budget Variance Analysis
(In \$000s)

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	36,500.3	55,950.4	63,430.7	62,330.7	(1,100.0)	(1.7)
Revenues	10,648.7	11,038.8	18,028.9	16,228.9	(1,800.0)	(10.0)
Net Expenditures	25,851.6	44,911.6	45,401.9	46,101.9	700.0	1.5
Approved Positions	284.8	275.8	273.8	273.8	-	-

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- Economic Development and Culture (EDC) reported net over-spending of \$0.530 million or 1.4% of planned expenditures for the nine-month period ended September 30, 2013. The over-expenditure was mainly attributed to increase on spending related to the July 8 storm damage cleanup not recoverable through insurance.
- Economic Development and Culture is currently projecting an unfavourable net variance of \$0.700 million or 1.5% at year-end. This net variance is due to \$0.500 million increased spending related to the July 8 storm damage cleanup not recoverable through insurance, plus \$0.200 million related to unachieved revenue from Tourism Toronto.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- There is no impact from the 2013 Operating Variance on the 2014 Recommended Budget.
- Although Tourism Toronto was not able to fulfill its commitment to the city in 2013. It has indicated that it will provide support in 2014 for the Union Station Toronto Information Centre, which will be relocated from the Atrium on Bay to the new space in Union Station.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved		Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	24,414.5	24,749.0	24,781	24,781.4	26,602	1,820.5	7.3%	28,887	28,865
Materials and Supplies	1,164.7	1,100.0	1,249	1,249.1	1,436	186.4	14.9%	1,699	1,540
Equipment	93.7	210.5	107	107.3	158	50.3	46.9%	147	149
Services & Rents	7,661.0	7,246.6	8,983	8,983.4	10,137	1,153.5	12.8%	12,236	9,812
Contributions to Capital			-	-	-	-		-	-
Contributions to Reserve/Res Funds	129.0	110.1	930	930.1	930	-	0.0%	930	930
Other Expenditures	2,295.4	21,818.5	26,952	25,852.3	29,435	2,482.7	9.2%	29,148	32,716
Interdivisional Charges	742.0	715.5	427	427.1	430	2.4	0.6%	430	430
Total Gross Expenditures	36,500.3	55,950.2	63,430.7	62,330.7	69,126.6	5,695.8	9.0%	73,477.0	74,441.8
Interdivisional Recoveries	68.6	29.6				-			
Provincial Subsidies	1,706.5	1,643.3	1,483	1,482.7	1,483	-	0.0%	1,483	1,483
Federal Subsidies	325.2	560.8	1,195	1,194.7	1,182	(13.0)	-1.1%	1,187	1,187
Other Subsidies			37	37.0	37	-	0.0%	37	37
User Fees & Donations	1,216.1	2,163.7	2,931	1,131.1	3,051	120.0	4.1%	3,091	3,091
Transfers from Capital Fund	1,017.0	1,036.0	1,036	1,036.0	1,036	-	0.0%	1,036	1,036
Contribution from Reserve Funds	531.9	650.0	6,827	6,826.9	9,021	2,194.0	32.1%	7,271	3,999
Contribution from Reserve	5,783.4	4,955.2	4,521	4,520.5	4,824	303.8	6.7%	4,943	4,979
Sundry Revenues						-			
Required Adjustments						-			
Total Revenues	10,648.7	11,038.6	18,028.9	16,228.9	20,633.7	2,604.8	14.4%	19,046.9	15,811.4
Total Net Expenditures	25,851.6	44,911.6	45,401.9	46,101.9	48,492.9	3,091.0	6.8%	54,430.0	58,630.5
Approved Positions	389.0	389.0	273.8	273.8	298.0	24.2	8.8%	308.8	298.7

2014 Key Cost Drivers

Salaries and Benefits

- Salaries and Benefits increase by \$1.820 million or 7.3%, driven by COLA, Benefits and Progression pay increase of \$0.533 million, and salaries and benefits increase of \$1.287 million related to the 25.15 position increase in new and enhanced services.

Materials and Supplies

- Materials and Supplies increase by \$0.186 million or 14.9%, driven by an increase in costs in office supplies of \$0.038 million, utilities (hydro, natural gas and water) of \$0.022 million, recreational and educational materials and uniforms of \$0.037 million, promotional supplies for \$0.084 million and other expenses of \$0.005 million.

Equipment

- Equipment costs increase by \$0.050 million or 46.9% due to increases in general equipment.

Service and Rentals

- Service and rentals costs increase by \$1.153 million or 12.8%, driven by increases in professional fees of \$0.586 million, business travel of \$0.061 million, advertising and promotion expenses of \$0.083 million, contracted services of \$0.113 million, office rentals of \$0.082 million, printing costs of \$0.179 million and other expenses of \$0.049 million.

Other Expenditures

- Other expenditures increase by \$2.483 million or 9.2%, driven by \$1.580 million for grants included in the Culture and Arts Phase-In spending plan and other new/enhanced service for \$0.903 million.

User Fees

- Other expenditures increase by \$2.483 million or 9.2%, driven by \$1.580 million for grants included in the Culture and Arts Phase-In spending plan and other new/enhanced service for \$0.903 million.

Interdivisional Charges

- Interdivisional Charges increase by \$0.002 million or 0.6%.

Federal Subsidies

- Federal Subsidies decrease by \$0.013 million or 1.1%.

User Fees & Donations

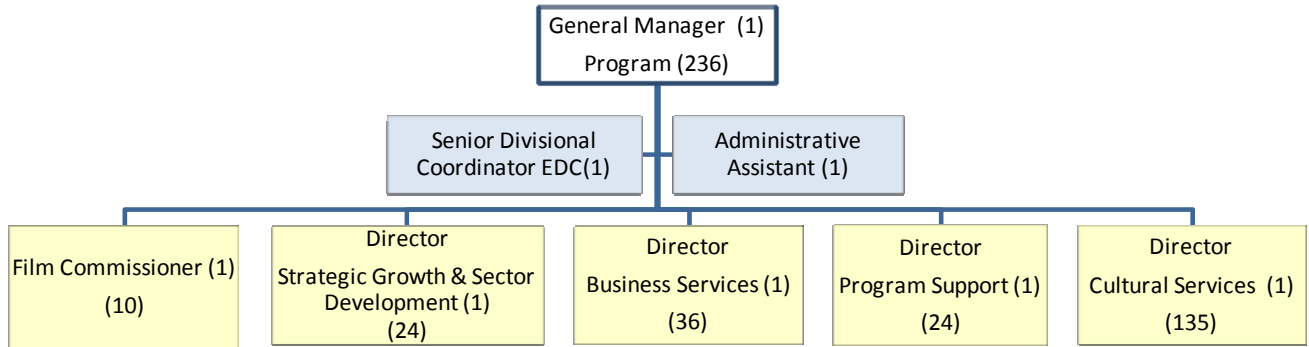
- User Fees and Donations increase by \$0.120 million or 4.1%, driven by an increase in location permits issued of \$0.073 million and rental revenue of \$0.047 million.

Contribution from Reserve Funds

- Contributions from reserve funds are increasing by \$2.498 million, mainly due to the funding drawn from the Major Special Events Reserve Fund for the Pan Am Showcase services that EDC will be providing.

Appendix 2 - Continued

2014 Organization Chart



2014 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Perm	1.00	104.00	2.00	130.00	237.00
Non-Perm	-	-	-	60.95	60.95
Total	1.00	104.00	2.00	190.95	297.95

Appendix 3

Summary of 2014 Recommended Service Changes



**2014 Operating Budget - Staff Recommended Service Change
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
2014 Staff Recommended Base Budget Before Service Change:			63,517.9	17,856.0	45,661.9	272.8	2,108.3	611.5

3106	EDC - 3106 Reduced Non-Salary Sector Development Prog
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53	0	Description:
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A \$50K reduction to the non-salary budget allocated to sector development

Service Level Impact:

The reduction amounts to about 10% of the sector development program's net non-salary budget

Service/Activity: EC-Economic Competitiveness Services / Sectors Development

Total Staff Recommended:	(50.0)	0.0	(50.0)	0.0	0.0	0.0
Staff Recommended Service Changes:	(50.0)	0.0	(50.0)	0.0	0.0	0.0

Summary:

Staff Recommended Service Changes:	(50.0)	0.0	(50.0)	0.0	0.0	0.0
Total Staff Recommended Base Budget:	63,467.9	17,856.0	45,611.9	272.8	2,108.3	611.5

Category:

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

Appendix 4

Summary of 2014 Recommended New / Enhanced Service Changes



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1121	Pan Am Showcase – Rio de Janeiro Friendship City
74	0 Description:

This initiative will help develop, support and grow a Friendship City relationship between the City of Toronto and the City of Rio de Janeiro, Brazil. Brazil is one of the fastest growing global economies and this initiative will strengthen relationships, build networks and develop partnerships between Toronto and Brazilian public and private enterprises that will contribute to Toronto's economic development. The project will leverage the friendship relationship to strengthen economic, cultural and multi-cultural links between the two cities, as well as support an outbound mission to Rio de Janeiro in 2014 to establish the relationship and to introduce export-ready Toronto companies to the Brazilian market. This will also be an opportunity to share best practices, particularly in how to utilize major international events to create economic development opportunities. The project will incur expenditures of \$0.035 in 2014, and \$0.017 million in 2015 and 2016. Funding has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

This initiative will establish a friendship agreement, as the City does not currently have a friendship agreement with any Brazilian Cities. The friendship-city relationship between Toronto and Rio de Janeiro will be important in positioning Toronto within the Brazilian market as a thought leader in economic and business development.

Service/Activity: EC-Economic Competitiveness Services / Strategic Alliances

Total Staff Recommended:	35.0	35.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	35.0	35.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1123 **Additional Sponsorship Development Resource**

74 0 **Description:**

To leverage new funding opportunities, the Special Event Sponsorship unit will incorporate an additional position (a new permanent Supervisor, Special Events position). This additional position will help ensure that the new culture funding obtains/exceeds leverage expectations. This project is included as part of the 4 Year Phase In Plan to increase Toronto's investment in arts and culture to \$25 per capita. The current ratio of revenue generated per position (current staffing level is 4 positions including manager) is approximately \$0.500 million. The cost of adding an additional position is approximately \$0.077 million gross, \$0net, incorporating recoveries of an equal amount in 2014.

Service Level Impact:

Currently, the Special Events sponsorship unit annually secures approximately \$2 million in sponsorship revenue. With the additional position, the sponsorship unit expects to increase revenues by \$0.100 million (5%) by 2015 (\$0.073 million in 2014, and an annualized amount close to \$0.100 million in 2015, covering the cost of the new position). The revenue generated by the new position is expected to continue to grow in future years.

Service/Activity: EC-Cultural Services / Events Programming

Total Staff Recommended:	76.5	76.5	0.0	1.0	0.0	0.0
Staff Recommended New/Enhanced Services:	76.5	76.5	0.0	1.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1141	Pan Am Showcase – Export Development to Latin America	
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74	0	Description:
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The City of Toronto Pan Am Showcase will utilize the 2015 Games as a means to increase interest in the export trade with Latin American and Caribbean countries by Toronto-based companies. Specifically, the Export Legacy Activity will promote Toronto products and services to Latin American business and investment decision makers by: 1) Organizing a showcase (both virtual and actual) for selected Toronto-made products and services. 2) Distributing and promoting selected products and/or services to key business tourists from Latin America attending the Pan Am Games in Toronto. This initiative will cost \$0.062 million in 2014; \$0.081 million in 2015; and \$0.026 million in 2016. Funding has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

The export development initiative will directly benefit business in the City by providing them with opportunities to grow their business in new international markets. Toronto companies will also receive information on export market analysis and new market entry to support them in growing internationally.

Service/Activity: EC-Economic Competitiveness Services / Strategic Alliances

Total Staff Recommended:	62.0	62.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	62.0	62.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1142 **Pan Am Showcase – Toronto Global Forum**

74 0 **Description:**

The Toronto Global Forum will be expanded and re-positioned to take advantage of the synergies available in relation to the Pan Am Games by making the following changes: 1) A half-day Toronto Pan Am Summit will be added on to the Toronto Global Forum starting in 2014 as well as each of the next 5 years and possibly beyond. Government and business leaders from across the Americas will be invited to participate with discussion focusing on economic trends in the Americas and offering advice and guidance to the City and its public and private sector partners on economic development and trade issues. 2) The Toronto Global Forum in 2015 will move from its traditional October date to July in order to precede the Pan Am Games. Many government and business leaders who are attending the Games are also expected to be interested in attending this Forum as well. The City will contribute \$0.050 million in both 2015 and 2016, to support these initiatives. Funding has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

This initiative will re-position the Toronto Global Forum, increasing its duration by half a day in 2014 and moving it from October to July in 2015. The number of attendees for the event is also expected to rise from the strategic shift in timing of the event.

Service/Activity: EC-Economic Competitiveness Services / Strategic Alliances

Total Staff Recommended:	50.0	50.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	50.0	50.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1144 Utilizing City Art, Strengthen Comm. Arts and Developmen

74 0 Description:

This initiative will support enhancement of the City's art collection through acquisitions reflecting the cultural diversity of art and culture in the City. Funds from the Art Collection Reserve will be used to support the work of local artists, including young artists, participating in the Cultural Hotspot program by purchasing their work. Spending \$0.005 million in 2014, 2015 and 2016 from this reserve fund (current balance is \$0.016 million will enhance the City's art collection as a cultural legacy and would demonstrate the City's support for local artists. The existing base budget of \$0.001 million (which is dedicated to supporting existing purchase awards) is inadequate to support a Purchase Award arising from the Cultural Hotspot Program.

Service Level Impact:

Currently, the City's art collection is enhanced through acquisitions and donations annually; however, with limited funds for purchases, not all of the City's multicultural communities are adequately reflected in style, technique or imagery. By accessing a portion of the Art Collection Reserve for this purpose, acquisitions targeted to specific groups including youth and local artists participating in the Cultural Hotspot project in Scarborough can be made.

Service/Activity: EC-Cultural Services / Arts Programming

Total Staff Recommended:	5.0	5.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	5.0	5.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1148	Spadina House Educational Partnership
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74	0	Description:
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This project will provide funding for Spadina House to make a contribution to develop a partnership with a post-secondary or other similar institution with the goal of establishing Spadina as a Centre of Excellence in public programming and customer service in areas related to the museums mission (cultural tourism, cultural landscapes, digital media and historic interpretation). The partnerships will extend over 3 years. spending \$0.050 million per year of funds available from an unsolicited bequest, which have been deposited in the Museum Donation Reserve – Spadina.

Service Level Impact:

This initiative will enable Spadina House museum to take steps toward becoming a Centre of Excellence as a small museum.

Service/Activity: EC-Cultural Services / Heritage Programming

Total Staff Recommended:	50.0	50.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	50.0	50.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1188	Toronto Arts Council Operations
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72	0	Description:
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An increase of \$0.100 million in the City's funding for Toronto Arts Council Operations is recommended as part of the Culture funding phase-in plan. This increase will allow the TAC to make the following improvements: 1) Grants Management System: In 2013 Toronto Arts Council has begun the process to implement an on-line grants management system. The research and selection of the system will take place in 2013, with the transition, implementation, and training to begin in 2014. TAC anticipates requiring one full time staff person to accommodate the transition to an on-line system. This will include transferring files and information onto the new system as well as training staff and, ultimately, grant applicants. 2) Annualized Grants Staff: TAC received additional funding in 2013 to increase its grants staff by 2 positions beginning in May 2013. These positions will be annualized beginning in 2014. 3) Granting Outreach, workshops and webinars: In 2014 TAC will host more grant writing workshops, provide workshops in different languages, and host more information meetings in areas outside the downtown core. TAC will develop on-line grant writing toolkits and webinars to increase public access to its grants programs. 4) Website enhancements: TAC's websites require significant upgrading to accommodate the new on-line grant applications, on-line webinars and toolkits and anticipated increased traffic. There have also been many calls to integrate TAC's websites with city event and mapping sites. This increase keeps the ratio of administration costs to grants awarded at the 10% threshold in 2014, with total administration cost at \$1.534 million and grants budget at \$15.279 million.

Service Level Impact:

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

The increased Operations funding will allow the Toronto Arts Council to move forward with improvements which will allow it to process more applications; reach out to all Toronto neighbourhoods to encourage applications from new applicants; allow effective evaluation of grants programs; maintain accountability for grants expenditures; increase access to grant applicants with limited English skills; Increase effective grant writing through workshops and webinars; and increase public understanding of the impact of arts programming and grants.

Service/Activity: EC-Cultural Services / Cultural Grants

Total Staff Recommended:	100.0	0.0	100.0	0.0	(100.0)	0.0
Staff Recommended New/Enhanced Services:	100.0	0.0	100.0	0.0	(100.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1190	Majors Cultural Organizations Grants
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72	0	Description:
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An increase of \$0.200 million in the City's funding for Major Cultural Organizations grants is recommended as part of the Culture funding phase-in plan. This grant program provides funding to 11 not-for-profit organizations that offer public programming, develop artists and audiences, and anchor the cultural sector. Specific opportunities for the Majors include the upcoming World Pride festival in 2014 and preparation for Pan/Parapan programming initiatives in 2015. This funding will also allow the City to provide for organizations, recently added to the program to meet increased operating needs, resulting in greater equity across the funded organizations without decreasing funding for others. This funding will also allow organizations to promote themselves to all parts of the city and to partner with youth and with diverse community organizations to improve the accessibility of their programs to all Torontonians.

Service Level Impact:

The Major Cultural Organizations received the following grants totalling \$6.895 million 2013.

It is recommended that this grant envelope be increased to \$7.095 million for 2014.

Service/Activity: EC-Cultural Services / Cultural Grants

Total Staff Recommended:	200.0	100.0	100.0	0.0	(100.0)	0.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended New/Enhanced Services:	200.0	100.0	100.0	0.0	(100.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1203	Pan Am Games – Host City Welcome & Engagement Progr	
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74	0	Description:
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The Host City Welcome and Engagement Programs, as part of the Pan Am Showcase initiative, will create a festive Games atmosphere throughout the city which will reinforce Toronto's Host City status and extend the reach of our message to ensure residents, businesses, media and visitors city-wide are engaged, informed and welcomed. Funding has been allocated from the Major Special Events Reserve Fund. The program will: 1) Create a visual Games presence throughout the City and its major gateways with banners, signage, posters, and sculptural installations as a one-time celebration leading up to and during the Games. (The budget for this is \$0.645 million in 2014 and \$0.810 million in 2015 for a total of \$1.455 million over 2 years.) 2) Increase the capacity of current visitor services and hospitality excellence programs to engage a high proportion of the hospitality sector, stores, restaurants, and transportation providers in welcoming and assisting visitors, and ensure that Games' visitors, staff and volunteers can receive visitor information about the City. Planned tactics include developing on-line training for "WBHEY" hospitality excellence, increasing in-class WBHEY training, customizing maps to include PanAm information and increasing the number of "mobile" info service teams and counsellors. (The budget for this is \$0.375 million in 2014 and \$0.345 million in 2015 for a total of \$0.720 million over 2 years.)

Service Level Impact:

In 2011 and 2012, \$0.150 million of messaging was produced by the City, externally funded by Tourism Toronto. The PanAm Welcome program proposes a tenfold increase to this level of investment to ensure city-wide awareness and high impact. The Pan Am Welcome program also plans to treble the mobile program, increasing its reach from 50,000 to 150,000 people served and extending into more diverse locations across the city. The number of people taking WBHEY workshops will increase from 1,000 currently to 5,000 and 20,000, as a result of the new on-line WBHEY training course.

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service/Activity: EC-Business Services / Business Retention & Expansion						
		Total Staff Recommended:	5.1	0.0	5.1	0.1	0.3	(5.4)
		Service/Activity: EC-Business Services / Entrepreneurship Support						
		Total Staff Recommended:	281.9	323.7	(41.8)	0.1	(13.0)	54.8
		Service/Activity: EC-Business Services / Filming Activity						
		Total Staff Recommended:	5.1	0.0	5.1	0.1	0.3	(5.4)
		Service/Activity: EC-Cultural Services / Events Programming						
		Total Staff Recommended:	63.6	0.0	63.6	0.6	2.5	(66.1)

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Service/Activity: EC-Economic Competitiveness Services / BIA Support & Governance								
Total Staff Recommended:			4.1	0.0	4.1	0.0	0.2	(4.3)
Service/Activity: EC-Economic Competitiveness Services / Research & Policy on Toronto								
Total Staff Recommended:			2.0	0.0	2.0	0.0	0.1	(2.1)
Service/Activity: EC-Economic Competitiveness Services / Sectors Development								
Total Staff Recommended:			278.3	323.7	(45.4)	0.1	9.5	35.9
Service/Activity: EC-Economic Competitiveness Services / Strategic Alliances								
Total Staff Recommended:			2.0	0.0	2.0	0.0	0.1	(2.1)
Service/Activity: EC-Economic Competitiveness Services / Visitor Information Services								
Total Staff Recommended:			377.8	372.6	5.2	1.1	0.1	(5.3)
Staff Recommended New/Enhanced Services:			1,020.0	1,020.0	0.0	2.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1206	Fort York Visitor Centre	
71	0	Description:

Additional funding is required for exhibits, marketing, programming, administration and occupancy costs for the opening of the Visitor Centre at Fort York. The additional operating cost for 2014 is \$0.497 million, which will be partially offset by increased revenues of \$0.175 million resulting in a net cost for 2014 of \$0.322 million. This is part of the Culture funding phase-in plan.

Service Level Impact:

Currently the 7-acre walled Fort with total space of 18,649 square feet constitutes the Fort York site. The opening of the Visitor Centre will more than double the physical plant and public gallery space, adding 27,000 square feet including temporary and permanent exhibit space, an immersive time tunnel experience, additional retail area, and orientation/community meeting space. Prior to the Bicentennial, visitor numbers were about 50,000 annually. Anticipated visitor numbers after the opening of the Visitor Centre are estimated at 90,000 to 100,000 annually.

Service/Activity: EC-Cultural Services / Cultural Development

Total Staff Recommended:	36.7	0.0	36.7	0.8	16.1	2.0
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Service/Activity: EC-Cultural Services / Heritage Programming

Total Staff Recommended:	460.3	175.0	285.3	3.7	61.1	15.6
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Staff Recommended New/Enhanced Services:	497.0	175.0	322.0	4.5	77.2	17.5
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1222	Local Arts Services Organizations
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72	0	Description:
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As part of the Culture phase-in plan, an additional \$0.200 million will be provided to the 6 Local Arts Services Organizations (LASOS) to bring the 2014 funding to \$1.033 million. This will provide ongoing support to the two new LASOs in North York and East York, as well as support the four existing LASO's (Arts Etobicoke, Lakeshore Arts, Scarborough Arts and Urban Arts) for work in their communities to ensure access and opportunity for cultural participation to all citizens.

Service Level Impact:

Increased funding to the LASOS will enhance public participation in arts activities across the city, enhance the geographic spread of community arts program to ensure consistent coverage across the city, and achieve economies of scale by more collaborative works and resource sharing. At an organizational level, the LASOs will be more able to provide expanded and stabilized programming for underserved communities and neighbourhoods. They will also collectively take an active role in major Toronto events, such as Luminato, Culture Days and PanAm Games.

Service/Activity: EC-Cultural Services / Cultural Grants

Total Staff Recommended:	200.0	0.0	200.0	0.0	(200.0)	0.0
Staff Recommended New/Enhanced Services:	200.0	0.0	200.0	0.0	(200.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1226 **Culture Build**

72 | 0 **Description:**

Increased funding for the Culture Build grant program of \$0.130 million, from \$0.200 million in 2013 to \$0.330 million in 2014, is recommended as part of the Culture funding phase-in. This program provides one-time grants to help cultural organizations, leverage funds to renovate and bring non-City owned cultural properties occupied by not-for-profit organizations to a state of good repair.

Service Level Impact:

The \$0.200 million of 2014 Culture Build funding is assisting 9 cultural organizations with grants averaging \$0.022 million each. It is anticipated that the recommended 65% increase in funding for Culture Build to \$0.330 million will assist a significantly larger number of not-for-profit cultural organizations in 2014.

Service/Activity: EC-Cultural Services / Cultural Grants

Total Staff Recommended:	130.0	0.0	130.0	0.0	(130.0)	0.0
Staff Recommended New/Enhanced Services:	130.0	0.0	130.0	0.0	(130.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1227	Increased Funds to Support the first Cultural Hotspot
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72	0	Description:
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As part of the Culture phase-in plan, from May 2014 to October 2014, the Cultural Hotspot in Scarborough will highlight, promote and expand existing local cultural festivals and activities, businesses and community programs along with new signature projects and cultural interventions that highlight the area as a destination for Toronto residents and visitors. The program will also offer employment and mentorship opportunities for youth in Scarborough.

Greater resident and visitor awareness of the diverse vibrant neighbourhoods and their cultural strengths will bring more people and investment to the Cultural Hotspot neighbourhoods and in particular, to Scarborough as the first designated Hotspot area. Community groups and stakeholders who provide programs in the neighbourhood will be able to leverage their resources through increased city, partner and sponsor investment in the Cultural Hotspot program. The City will demonstrate its commitment to support and investment in the economic and social inclusion and well-being of neighbourhoods in the inner suburbs. Hotspot funding will increase by \$0.100 million for 2014, to \$0.200 million.

Service Level Impact:

The additional funds for 2014 will help to support signature partner projects; infrastructure for marketing and promoting the existing arts, businesses and community oriented activities in the designated Hotspot area; and assist in the development of a legacy project to develop on-line access and printed material to promote the Hotspot as a visitor destination on an on-going basis. It will also kickstart the planning for the next Cultural Hotspot in 2015. Existing BIAs and community organizations will have opportunities to form new partnerships and develop relationships with local sponsors and funders. The legacy project will capitalize on the research collected during the project to showcase the Cultural Hotspot scene as a cultural destination for local residents and visitors.

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		Service/Activity: EC-Cultural Services / Arts Programming						
		Total Staff Recommended:	300.0	200.0	100.0	0.0	(100.0)	0.0
		Service/Activity: EC-Cultural Services / Cultural Development						
		Total Staff Recommended:	(200.0)	(200.0)	0.0	0.0	0.0	0.0
		Staff Recommended New/Enhanced Services:	100.0	0.0	100.0	0.0	(100.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1229 **Screen Based Sector**

72 | 0 **Description:**

\$0.150 million of new support for development of the Screen Based Sector, as part of the Culture phase-in plan, will promote and attract new productions from countries outside North America to promote and market Toronto internationally, beyond the United States. A current staff position will be dedicated to develop joint promotions and programs that attract new productions from countries outside North America.

Service Level Impact:

Currently, the City's productions are mainly marketed to the U.S. This recommendation will open opportunities for Screen Sector productions to be marketed to the United Kingdom, France, Germany, China, India and South America.

Service/Activity: EC-Business Services / Filming Activity

Total Staff Recommended:	150.0	0.0	150.0	0.0	(150.0)	0.0
Staff Recommended New/Enhanced Services:	150.0	0.0	150.0	0.0	(150.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1231 **Music Sector**

72 0 **Description:**

As part of the Culture phase-in plan, a new Sector Development Officer will initiate a focus on the Music Sector by developing a business plan, promoting the sector, performing studies, and creating joint programs. Funding will be increasing by \$0.150 million to \$0.250 million for this work, which will result in a business plan identifying key elements and how best to support them, such as through the development and support of local incubators to develop capacity, and increase promotion and marketing. City staff will be partnering with the Ontario Media Development Corporation (OMDC), which has indicated its support for this sector.

Service Level Impact:

Currently, the City does not have any program in place specifically related to developing Toronto's music sector. The increased service level will include work with the private sector and OMDC to support and develop incubator capacity, develop and strengthen relationships with the different elements of the industry, and facilitate establishment of accelerators linked to for profit performers, managers, and venues.

Service/Activity: EC-Business Services / Filming Activity

Total Staff Recommended:	150.0	0.0	150.0	1.0	0.0	100.0
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Service/Activity: EC-Cultural Services / Cultural Development

Total Staff Recommended:	0.0	0.0	0.0	0.0	0.0	0.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Service/Activity: EC-Economic Competitiveness Services / Sectors Development								
Total Staff Recommended:			0.0	0.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:			150.0	0.0	150.0	1.0	0.0	100.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1232 **Museum Revitalization**

72 0 **Description:**

As part of the Culture phase-in, new support will be provided for 6 permanent new positions (collections coordinator, project manager, historian, volunteer co-coordinator and 2 museum program officers) and 1 temporary position (historical interpreter) to fundraise, support volunteerism, invest in the visitor experience, and assist with branding/marketing. A funding increase of \$0.363 million will bring total funding for this initiative to \$0.463 million. The Museum Revitalization plan also includes an additional 2 positions in 2016, to further enhance the sustainability of the museums program by developing the rental, retail and food service potential and work with a range of partners to research programming.

Service Level Impact:

As a result of the Museum Revitalization initiative, the current service level of 170,437 visitors annually, excluding outreach, is expected to increase to 240,000 visitors.

Service/Activity: EC-Cultural Services / Cultural Development

Total Staff Recommended:	0.0	(100.0)	100.0	0.0	0.0	0.0
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Service/Activity: EC-Cultural Services / Heritage Programming

Total Staff Recommended:	363.0	0.0	363.0	7.0	191.8	263.0
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Staff Recommended New/Enhanced Services:	363.0	(100.0)	463.0	7.0	191.8	263.0
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Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1233	Pan Am Games – Nathan Phillips Square Cultural Celebrat
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74	0	Description:
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As part of the Pan Am Showcase, Nathan Phillips Square will be at the centre of the free public celebrations during the games. It will also be the venue for each day's Victory celebrations and the Para Pan closing ceremonies. In 2014, \$0.301 million has been allocated for staff to start planning these events, with three temporary Special Event Supervisor positions starting in April 2014. In 2015, an additional \$2.199 million will be spent on the execution of the project, with anticipated additional support also from other TO2015 supporting entities. This initiative is partially funded with \$2.000 million in 2015 through the Culture phase-in plan, and \$0.500 million allocated from the Major Special Events Reserve Fund. This project is part of the 5 Year Phase in Plan to increase Toronto's investment in arts and culture to \$25 per capita.

Service Level Impact:

This initiative will support the one time change in service levels to include Nathan Phillips Square events as part of the 2015 Pan Am/Parapan Am Games Celebrations.

Service/Activity: EC-Cultural Services / Events Programming

Total Staff Recommended:	300.9	300.9	0.0	3.0	0.0	0.0
Staff Recommended New/Enhanced Services:	300.9	300.9	0.0	3.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1285 **Union Station Toronto Information Centre**

71 0 **Description:**

The new Tourism Information Centre in Union Station is planned for April 2014 completion. Once this occurs, the current Ontario Travel Information Centre at Atrium on Bay will be relocated and the existing 1.5 staff positions supported by the City will be relocated to the new space. 1.9 additional staff positions will also be required for the new Centre. Although the 1.5 positions were budgeted for in the past they were not included in the Program position count, so an additional 3.4 positions are added to the staff complement with this initiative. Due to the new expanded Centre at Union Station, increased rental expenses and longer operating hours will be required. This initiative is fully supported by contributions from Tourism Toronto, resulting in an expenditure increase of \$0.155 million gross, \$0 net.

Service Level Impact:

About half of clients are expected to be local Toronto residents, while outreach to newcomers is being planned. Currently staff complete 9500 consultations a year. The new location will result in 100,000 additional consultations which are expected to add \$10 million to the economy and fill 10,000 additional room nights for the hotel sector. Toronto's current visual profile is the same as the other 12 travel regions within the province. The new location will brand 25% of the centre with Toronto signage, images and content.

Service/Activity: EC-Economic Competitiveness Services / Visitor Information Services

Total Staff Recommended:	155.2	155.2	0.0	3.4	0.0	0.0
Staff Recommended New/Enhanced Services:	155.2	155.2	0.0	3.4	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1286	Additional Economic Partnership Advisor
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72	0	Description:
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To keep abreast of the continued growth of BIAs, one Economic Partnership Advisor position will be added during 2014. A high level of professional advice, administrative support, and legislative oversight is needed by BIA Boards of Management to ensure highly functioning, properly governed and accountable BIAs. The ongoing development of new BIAs across the City requires this. Economic Partnership Advisors are expected to regularly attend BIA Board meetings to ensure proper Board conduct and provide strategic advice. In addition, each EPA is responsible for overseeing the process for creating new BIAs, expanding existing BIAs and addressing issues that arise throughout the year. This new position will be phased in during 2014 resulting in a 2014 expenditure increase of \$0.050 million and an additional \$0.064 million for the full year impact in 2015 for the annual cost of \$0.114 million.

Service Level Impact:

Currently, 5 Economic Partnership Advisors provide support to over 70 BIAs for an average of 15 BIAs each. The addition of one additional EPA will reduce the number of BIAs each is responsible for to 13, making it more possible to meet BIA expectations and enable stronger strategic management of the BIA portfolio.

Service/Activity: EC-Economic Competitiveness Services / BIA Support & Governance

Total Staff Recommended:	50.0	0.0	50.0	1.0	64.4	6.1
Staff Recommended New/Enhanced Services:	50.0	0.0	50.0	1.0	64.4	6.1

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1287	Toronto Arts Council Grants Program
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72	0	Description:
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As part of the Culture funding phase-in plan, an additional \$1 million will be provided to increase the Toronto Arts Council (TAC) Grant Program. This brings the new annual funding for TAC grants in 2013-2014 to \$5 million through the Culture phase-in plan, for a total of \$15.279 million. The recommended funding increase will increase support to Toronto's artists and arts organizations through TAC's established grants programs, to enhance support for community engaged arts initiatives including programs involving youth and diverse communities in all Toronto neighbourhoods, and support new and innovative funding programs and partnerships offering artists and arts organizations the ability to respond to exceptional opportunities and incubate new ideas, projects and initiatives. Increased grants funding in 2014 will continue to address the funding gaps within Toronto Arts Council's current programs; Provide increased access to funding for young artists and diverse communities; Provide increased access to arts programming outside the downtown core; Provide opportunities for investment, leverage and match funding for grants dollars; Contribute to the economic development and vibrancy of Toronto; and Create employment opportunities for disengaged youth.

Service Level Impact:

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

The increased TAC grant funding will be applied as follows: 50% of new funding will be applied to increase support to Toronto's artists and arts organizations through TAC's established grants program streams (operating, project and individual). In the Individual and Project grant categories, 47% of grant recipients are new each year. 30% of new funding will be applied to enhance support for community engaged arts initiatives including programs involving youth and diverse communities in all Toronto neighbourhoods, especially the inner suburbs. In 2013 TAC has entered into a \$300,000 partnership with ArtReach to offer high-engagement grant making to youth-led arts projects. 20% of new funding will be applied to new and innovative funding programs and partnerships, offering artists and arts organizations the ability to respond to exceptional opportunities and incubate new ideas, projects and initiatives. ArtsVest is the first collaborative project to be funded combining support for professional development and sustainability for Toronto's small to mid-size arts organizations with a program to leverage public and private sector funds.

Service/Activity: EC-Cultural Services / Cultural Grants

Total Staff Recommended:	1,000.0	0.0	1,000.0	0.0	(1,000.0)	0.0
Staff Recommended New/Enhanced Services:	1,000.0	0.0	1,000.0	0.0	(1,000.0)	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3077 **Public Squares Manager**

74 0 **Description:**

A new Public Squares Manager position will manage and oversee all permitting and operational functions at David Pecaut, Albert Campbell, Mel Lastman and Nathan Phillips Squares. Revenues are expected to be generated to offset the \$0.116 million annual cost of this position. This project is included as part of the Culture phase-In plan to increase Toronto's investment in arts and culture to \$25 per capita.

Service Level Impact:

Currently programming is not strategically synchronized in a way that maximizes the benefits to the City. The proposed new service level will introduce a coordinated, proactive and well managed approach, increasing the amount of both community-oriented and high profile cultural programming and celebrations that take place on the squares.

Service/Activity: EC-Cultural Services / Events Programming

Total Staff Recommended:	116.0	0.0	116.0	1.0	(4.8)	2.5
Staff Recommended New/Enhanced Services:	116.0	0.0	116.0	1.0	(4.8)	2.5

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3080	Pan Am Games – Test Event Support and Event Hosting S
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74	0	Description:
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As part of the Pan Am Showcase initiative, Pan Am Games test events will be supported, including the addition of a temporary special event supervisor and a temporary support assistant to EDC's Event Support Unit. This will enable the City to support the successful hosting of the Torch Relay and test events for specific sports leading up to the Pan Am 2015 Games. Additionally, a proactive Event Hosting Strategy will be developed to guide Toronto's decisions about bidding to host major events in the future. This initiative will cost \$0.173 million in 2014 and \$0.113 million in 2015. Funding has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

Currently an average of 750 community groups is supported; this initiative will provide timely support to an additional 30 groups/ events associated with the Pan Am test events and Games in 2014 and 2015. A proactive Event Hosting Strategy will also be created.

Service/Activity: EC-Cultural Services / Events Programming

Total Staff Recommended:	173.0	173.0	0.0	1.3	0.0	0.0
Staff Recommended New/Enhanced Services:	173.0	173.0	0.0	1.3	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3108 **Pan Am Games – Toronto Global Forum Speaker Series**

74 0 **Description:**

As part of the Pan Am Showcase initiative, funding will be provided to the International Economic Forum of the Americas, enabling international-calibre speakers to be retained for the Toronto Global Forums being planned for 2014, 2015 and 2016. High calibre speakers will more easily attract international business leaders, universities and government authorities to participate in the Toronto Global Forums and stimulate higher order discussion and brainstorming towards economic competitiveness strategic development. The 2015 Forum will immediately precede the Games to better enable international business and government leaders to attend both events. This initiative will cost \$0.250 million in 2014, \$0.250 million in 2015 and \$0.200 million in 2016. Funding has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

Currently, the Toronto Global Forum is a major business conference attracting 800 delegates in 2012. Most current delegates are Toronto-based. The additional funding to bring high calibre speakers is expected to attract up to 1,500 delegates and bring an international audience so the Global Forum can achieve global recognition as a premier business and economic policy event. The greater the size and impact of the Forum, the greater the size and calibre of firms attending and the more likelihood of attracting foreign direct investment to Toronto and selling Toronto goods and services abroad.

Service/Activity: EC-Economic Competitiveness Services / Strategic Alliances

Total Staff Recommended:	250.0	250.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	250.0	250.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3109	Pan Am Games – Salsa on St. Clair Festival
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74	0	Description:
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As part of the Pan Am Showcase initiative, funding will be provided to expend and develop the Salsa on St. Clair event. Additional funding provide sponsorships to the organizers of the current "Salsa on St. Clair" event to enable expansion of program content, duration and geographic locations of the existing festival to grow it into a major event similar to Taste of the Danforth, Toronto Pride Week and Scotiabank Caribbean Carnival. Seed funding from the Pan Am Showcase will enable the organizers to increase audience and marketing exposure to attract higher value corporate sponsors, with a realistic goal of attaining a sustainable ongoing annual event at a higher budget level (\$1.2 million) after a couple of years of evolution. Funding of \$0.300 million in 2014 and \$0.200 million in 2015 has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

The 2-day Salsa on St. Clair event will be extended and program content expanded. In addition, satellite events are planned throughout the month of July.

Service/Activity: EC-Economic Competitiveness Services / BIA Support & Governance

Total Staff Recommended:	300.0	300.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	300.0	300.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



**2014 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Activity
(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

3110	Pan Am Games – People-powered Music Festival (BPM)	
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74	0	Description:
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As part of the Pan Am Showcase initiative, a 2014 sponsorship will be provided to BPM (Beats per Minute) to secure the 2015 event (Funding in 2014 only). The BPM team includes a well established music event producer (Live Nation Entertainment) and credible partners and sponsors from the entertainment, business, sustainable energy and fitness sectors. The sponsorship leverages City funding by a 10:1 ratio to produce a highly entertaining and educational program aligned with several key civic priorities. T@ is a world-class multi-cultural electronic music DJ Festival that will debut in Toronto at the Pan Am Games. It includes a festival powered by people through installations such as bikes, dance floors and other technologies as well as a technology sho, &ae^ opportunity for Ontario's renewable energy generation and power storage sector. This event will provide an international electronic music showcase opportunity for Toronto's talent, music industry and brand. Community engagement and a public fitness campaign will be included, where citizens across Toronto participate in power-up stations through their physical activity. \$0.125 million in 2014 has been allocated from the Major Special Events Reserve Fund.

Service Level Impact:

This is a new event, which will involve increased community engagement, fitness and educational programs extending over 6 months with 25,000 participants, and an electronic music festival with 20,000 participants.

Service/Activity: EC-Economic Competitiveness Services / Sectors Development

Total Staff Recommended:	125.0	125.0	0.0	0.0	0.0	0.0
Staff Recommended New/Enhanced Services:	125.0	125.0	0.0	0.0	0.0	0.0

Category:

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013* \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		164.8	164.8	186.3	207.8
Vehicle Reserve Fund	XQ1200				
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			21.5	21.5	21.5
Total Reserve / Reserve Fund Draws / Contributions		164.8	186.3	207.8	229.3
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		164.8	186.3	207.8	229.3

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013* \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		16.5	16.5	21.5	26.5
Art Collection Reserve	XQ4204				
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			5.0	5.0	5.0
Total Reserve / Reserve Fund Draws / Contributions		16.5	21.5	26.5	31.5
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		16.5	21.5	26.5	31.5

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013* \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		1,371.4	1,371.4	1,321.4	1,271.4
Museum Donation - Spadina	XQ4209				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(50.0)	(50.0)	(50.0)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		1,371.4	1,321.4	1,271.4	1,221.4
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		1,371.4	1,321.4	1,271.4	1,221.4

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013* \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		515.5	515.5	15.5	15.5
Design Exchange Reserve Fund	XR3012				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(500.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		515.5	15.5	15.5	15.5
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		515.5	15.5	15.5	15.5

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013* \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		255.9	255.9	275.9	295.9
16 Ryerson Capital Maintenance Reserve Fund	XR3213				
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			20.0	20.0	20.0
Total Reserve / Reserve Fund Draws / Contributions		255.9	275.9	295.9	315.9
Other program / Agency Net Withdrawals & Contributions					
Balance at Year-End		255.9	275.9	295.9	315.9

* Based on the 3rd Quarter Variance Report

**Corporate Reserve / Reserve Funds
(In \$000s)**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2014	2015	2016
Projected Beginning Balance		20,519.3	20,519.3	3,670.4	(13,178.6)
Public Realm Reserve Fund	XR1410				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(150.0)	(150.0)	(150.0)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		20,519.3	20,369.3	3,520.4	(13,328.6)
Other program / Agency Net Withdrawals & Contributions			(16,699.0)	(16,699.0)	(16,699.0)
Balance at Year-End		20,519.3	3,670.4	(13,178.6)	(30,027.6)

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of \$	Proposed Withdrawals (-) / Contributions (+)		
			2014	2015	2016
Projected Beginning Balance		18,307.1	18,307.1	36,762.2	51,417.2
Insurance Reserve Fund	XR1010				
<i>Proposed</i>					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			88.6	88.6	88.6
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	18,395.7	36,850.8	51,505.8
Other program / Agency Net Withdrawals & Contributions			18,366.5	14,566.4	15,001.8
Balance at Year-End		18,307.1	36,762.2	51,417.2	66,507.7

* Based on the 3rd Quarter Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013*	Proposed Withdrawals (-) / Contributions (+)		
			2014	2015	2016
Projected Beginning Balance		12,179.6	12,179.6	5,409.4	643.7
Major Special Events Reserve Fund	XR1218				
<i>Proposed</i>					
<i>Withdrawals (-)</i>			(2,315.9)	(2,066.5)	(293.5)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		12,179.6	9,863.6	3,342.9	350.2
Other program / Agency Net Withdrawals & Contributions			(4,454.2)	(2,699.2)	-
Balance at Year-End		12,179.6	5,409.4	643.7	350.2

* Based on the 3rd Quarter Variance Report

Appendix 6

2014 User Fee Rate Changes

Fees Recommended for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2013 Approved Rate	Reason for Discontinuation
Cedar Ridge Creative Centre/Arts & Heritage Course Fees Senior	Cultural Services	Market Based	10-Week Course	\$108.96	Discontinuation of Service
Cedar Ridge Creative Centre/Arts Heritage Education Children	Cultural Services	Market Based	Participant	\$5.00	Discontinuation of Service
PATH-Maps -paper copies	Economic Competitiveness Services	Full Cost Recovery	Copy	\$0.30	Discontinuation of Service
PATH-Maps -Box	Economic Competitiveness Services	Full Cost Recovery	Box (1,250)	\$375.00	Discontinuation of Service
PATH-Maps-CD copy	Economic Competitiveness Services	Full Cost Recovery	CD	\$150.00	Discontinuation of Service
Photocopiers accessible to the public	Business Services	Market Based	Copy	\$0.10	Discontinuation of Service