



Toronto 2016 BUDGET

OPERATING BUDGET NOTES



Economic Development & Culture

2016 OPERATING BUDGET OVERVIEW

Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by creating a thriving environment for businesses and culture.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is \$70.165 million gross and \$54.024 million net as shown below.

(in \$000's)	2015 Approved Budget		2016 Budget		Change	
	Budget	2016 Budget	\$	%		
Gross Expenditures	77,653.1	70,164.7	(7,488.4)	(9.6%)		
Gross Revenues	23,744.3	16,141.3	(7,603.0)	(32.0%)		
Net Expenditures	53,908.8	54,023.5	114.6	0.2%		

The 2016 Preliminary Operating Budget represents a 0.2% increase in net expenditures over the 2015 Approved Operating Budget as a result of base budget increases in the amount of \$0.517 million which were partially offset by additional revenue of \$0.402 million.

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Fast Facts

- Partnering with Provincial and Federal governments, Economic Development and Culture (EDC) successfully delivered Pan/Parapan American Celebrations and Showcase events in 2015.
- EDC supports major community events such as the Caribbean Festival and Pride Toronto.
- EDC manages 40 heritage properties and more than 200 public art installations.
- EDC issues more than 3,100 film permits each year.

Trends

- The number of cultural events significantly increased in 2015 as a result of Pan Am Celebration events.
- The number of cultural events supported by EDC will continue to increase over the years as a result of investments in City venues and revitalization of City museums.
- Arts and Culture spending per capita increased from \$18.36 in 2012 to \$23.14 in 2015.

Our Service Deliverables for 2016

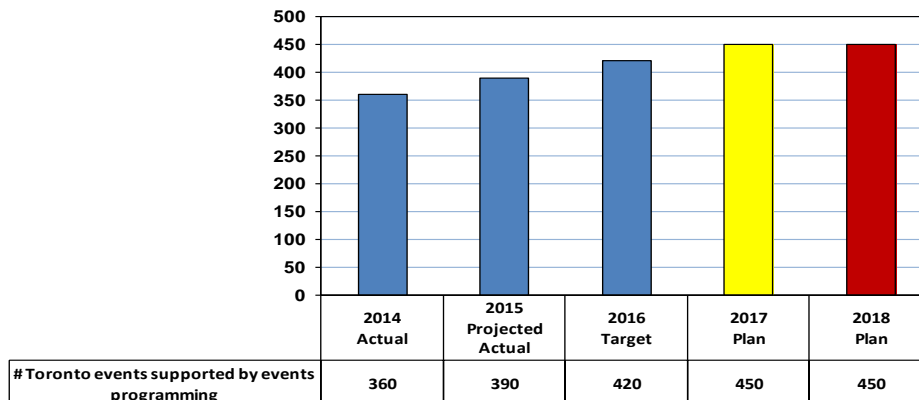
Economic Development and Culture's services span the continuum between the economic development and cultural vibrancy of the City to capture the benefits of these linked forces. The programs are guided by two main strategies. Both are designed to advance the City's prosperity, opportunity and livability by creating an environment in which business and culture can thrive:

- Collaborating for Competitiveness – A Strategic Plan for Accelerating Economic Growth
- Creative Capital Gains 2011 (CCG) – an Action Plan for Toronto

The 2016 Preliminary Operating Budget will provide funding to:

- Serve 30,000 entrepreneurs, prospective entrepreneurs and established micro business owners via business consultations, business incubation support and workshops.
- Directly support the capital investment and job growth of Toronto's businesses, involving \$525 million in construction and 6,300 jobs retained or attracted.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.
- Produce a series of annual cultural events such as Cavalcade of Lights, Doors Open Toronto, and Nuit Blanche that celebrate the vibrancy and diversity of Toronto.

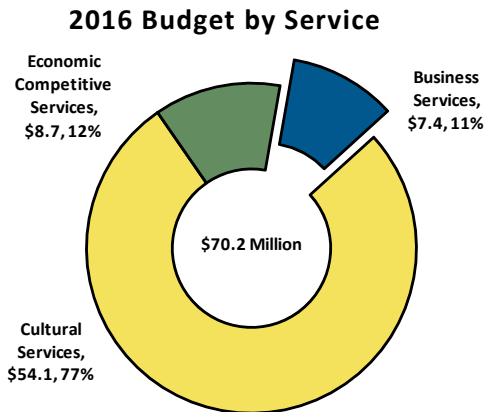
Toronto Events Supported by Events Programming



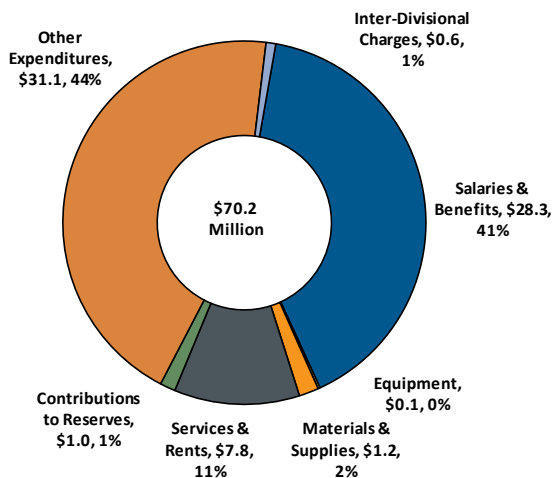
2016 Operating Budget Expenses & Funding

Our Key Issues & Priority Actions

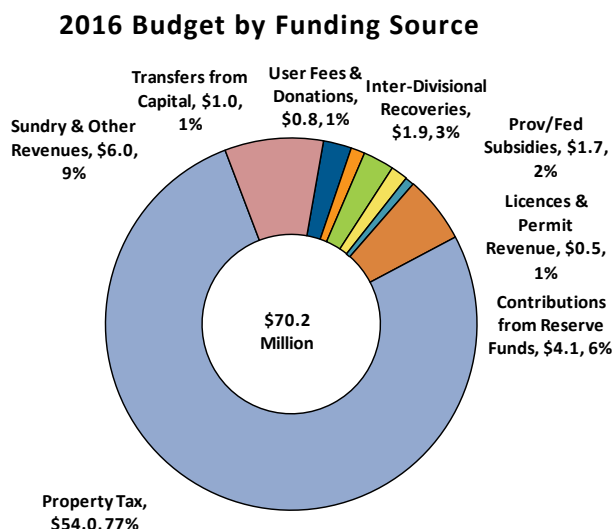
Where the money goes:



2016 Budget by Expenditure Category



Where the money comes from:



- **Arts and Culture Phase-In Plan** requires an eventual transference to property tax base funding. Reserve funding has been used in previous years to assist with the introduction of increased spending to support culture.

✓ The 2016 Arts and Culture property tax based initiatives to reach the \$25 per capita target are not included in the 2016 Preliminary Operating Budget for EDC. Without this, there will be a decrease in total culture funding of \$2 million. However, the \$5 million in tax base funding per the original plan is included for Council's consideration as part of the list of New/Enhanced requests.
- **Continue the legacy and leverage Pan Am/Parapan American Games to attract future events**

✓ The 2016 Preliminary Operating Budget includes \$0.294 million to continue such Pan Am Games initiatives as Global Forum, Export Development to Latin America and Rio de Janeiro Friendship City funded from the Major Special Events Reserve Fund.

2016 Operating Budget Highlights

- The 2016 Preliminary Operating Budget for Economic Development and Culture of \$70.165 million gross and \$54.024 million net provides funding for three services: Business Services, Cultural Services and Economic Competitiveness Services.
- The Program's 2016 Preliminary Operating Budget represents a 0.2% increase from the 2015 Approved Budget.

✓ EDC faced base budget increases of \$0.517 million due to inflationary pressures.

✓ These increases were partially offset by additional revenue from sponsorships, film permits and rentals.

Actions for Consideration

Approval of the 2016 Preliminary Operating Budget as presented in these notes requires that:

1. City Council approve the 2016 Preliminary Operating Budget for Economic Development and Culture of \$70.165 million gross, \$54.024 million net for the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Business Services:	7,361.9	3,009.0
Cultural Services:	54,097.3	44,317.3
Economic Competitiveness Services:	8,705.6	6,697.2
Total Program Budget	70,164.7	54,023.5

2. City Council approve the 2016 preliminary service levels for Economic Development and Culture as outlined on pages 12, 16, and 20 of this report, and associated staff complement of 297.5 positions.
3. City Council request that the General Manager of EDC in conjunction with the Executive Director, Financial Planning report to Executive Committee in September 2016 on the use of the City’s downtown public squares and ways to improve the public’s use of these venues, including financial and non-financial comparisons and a review of cost recovery relationships between the 3 squares.

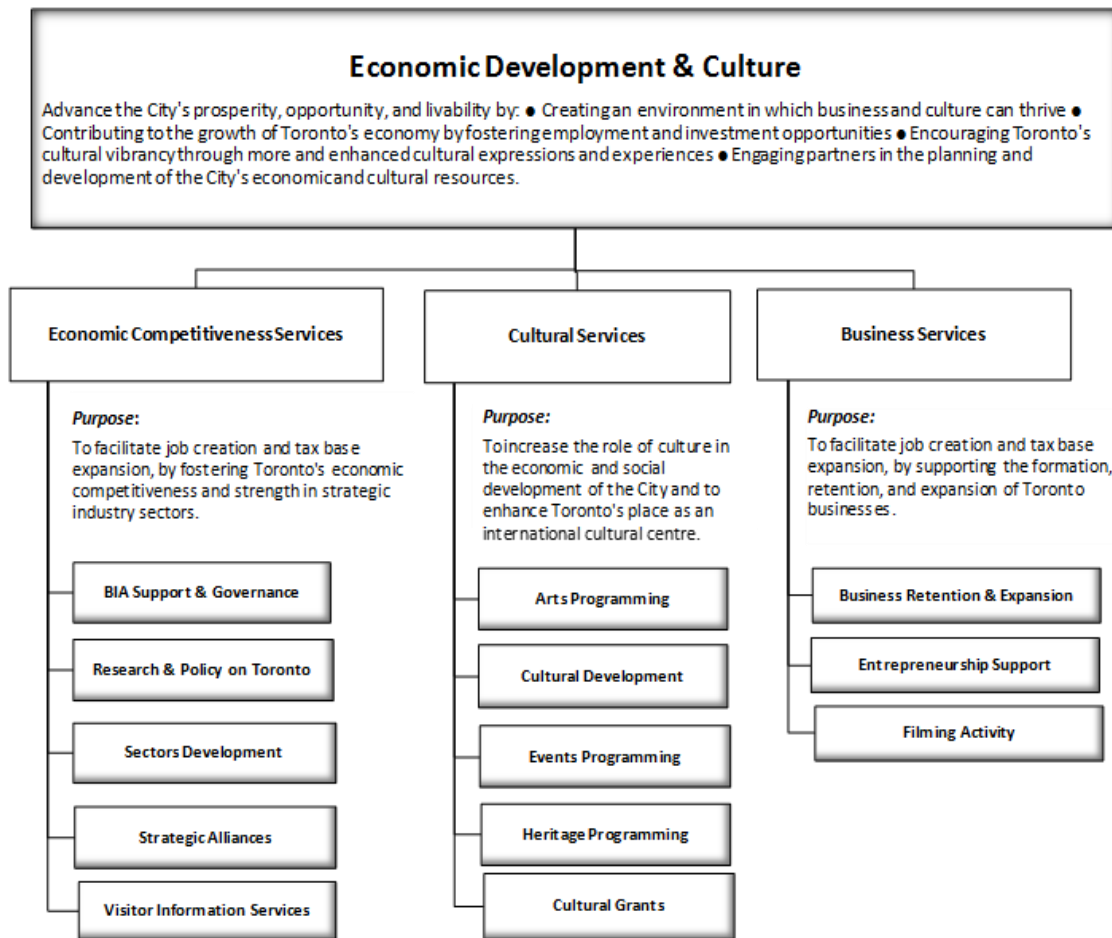


Part I:

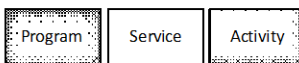
2016 – 2018

Service Overview and
Plan

Program Map



Legend:



Service Customers

Economic Competitiveness Services

- Business and Labour Organizations
- Sectors
- Business Improvement Areas
- Canadian, International, and Toronto businesses, residents, and visitors
- Academia
- Mayor's Office and members of Council
- City Manager's Office & Divisions, Agencies
- Other Orders of Government and municipalities

Cultural Services

- Local and international businesses and events
- Not-for-profit groups
- Residents
- Visitors
- Arts and cultural organizations

Business Services

- Local real estate, investment, and development community
- Business groups and associations (incl. Business Improvement Areas, film producers, foreign studios/independent production houses, incubators, local industrial/business alliances and organizations)
- Business owners, managers, and entrepreneurs
- Film festivals
- Industry associations (Union and guild members, hospitality)
- Not-for-profit organizations
- Other orders of government

Table 1
2016 Preliminary Operating Budget and Plan by Service

(In \$000s)	2015		2016 Operating Budget			2016 vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
	\$	\$				\$	\$	\$	%	\$	%
By Service											
Business Services											
Gross Expenditures	6,944.1	7,163.2	7,361.9	-	7,361.9	417.8	6.0%	(1,047.7)	(14.2%)	33.4	0.5%
Revenue	3,912.0	4,315.7	4,352.9	-	4,352.9	440.9	11.3%	(1,049.0)	(24.1%)	-	
Net Expenditures	3,032.1	2,847.5	3,009.0	-	3,009.0	(23.1)	(0.8%)	1.3	0.0%	33.4	1.1%
Cultural Services											
Gross Expenditures	60,560.3	62,471.3	54,097.3	-	54,097.3	(6,463.0)	(10.7%)	22.4	0.0%	149.4	0.3%
Revenue	16,282.7	17,963.0	9,780.0	-	9,780.0	(6,502.7)	(39.9%)	-		-	
Net Expenditures	44,277.6	44,508.3	44,317.3	-	44,317.2	39.7	0.1%	22.4	0.1%	149.4	0.3%
Economic Competitive Services											
Gross Expenditures	10,148.7	10,468.9	8,705.6	-	8,705.6	(1,443.1)	(14.2%)	(313.4)	(3.6%)	(82.3)	(1.0%)
Revenue	3,549.5	3,915.8	2,008.4	-	2,008.4	(1,541.1)	(43.4%)	(314.5)	(15.7%)	(133.5)	(7.9%)
Net Expenditures	6,599.2	6,553.1	6,697.2	-	6,697.2	98.0	1.5%	1.2	0.0%	51.2	0.8%
Total											
Gross Expenditures	77,653.1	80,103.4	70,164.7	-	70,164.7	(7,488.4)	(9.6%)	(1,338.7)	(1.9%)	100.5	0.1%
Revenue	23,744.3	26,194.5	16,141.3	-	16,141.3	(7,603.0)	(32.0%)	(1,363.5)	(8.4%)	(133.5)	(0.9%)
Total Net Expenditures	53,908.9	53,908.9	54,023.5	-	54,023.5	114.6	0.2%	24.9	0.0%	234.0	0.4%
Approved Positions	309.6	306.6	297.5	-	297.5	(12.1)	(3.9%)	(0.0)	(0.0%)		

The Economic Development and Culture's 2016 Preliminary Operating Budget of \$70.165 million gross and \$54.024 million net represents a 0.2% increase over the 2015 Approved Net Operating Budget.

- Base pressures are mainly attributable to economic factors, progression pay, and salary and benefits adjustments.
- Base pressures are partially offset by additional revenue from increased sponsorships and film permits.
- Approval of the 2016 Preliminary Operating Budget will result in Economic Development and Culture reducing its total staff complement from 309.6 to 297.5 as 12.1 temporary positions need to support the Pan Am Games are no longer required.
- The 2016 and 2017 Plan increases are attributable to future known salaries and benefits changes.
- The 2016 Preliminary Operating Budget does not include \$5 million increase in tax funding (New/Enhanced Initiatives) as outlined in the previously approved plan to increase the per capita investment in arts and culture.
 - This increased tax funding would have replaced \$2 million in reserve funding in the 2015 Operating Budget applied to the Pan Am Games celebration initiatives, plus \$3 million in additional funding for 2016.
 - As a result, if the \$5 million in New and Enhanced initiatives does not proceed, there will be an effective \$2 million reduction from 2015.

**Table 2
Key Cost Drivers**

(In \$000s)	2016 Operating Budget						2016 Base Budget Total	
	Business Services		Cultural Services		Services		\$	Position
	\$	Position	\$	Position	\$	Position		
Gross Expenditure Changes								
Prior Year Impacts								
Reversal of Pan Am Expenditures	32.5	(0.2)	(62.9)	(4.9)	30.4	(7.1)		(12.1)
Reversal of Magna Carta			80.5				80.5	
Economic Factors								
Corporate Economic Factors			20.6				20.6	
Salary & Benefits Adjustments								
Progression Pay	66.7		178.5		55.5		300.7	
Salary & Benefits Adjustments	98.6	(4.1)	2.3	(4.7)	(4.9)	8.8	96.0	
Other Adjustments	3.1		14.6		1.0		18.7	
Total Gross Expenditure Changes	200.9	(4.3)	233.6	(9.6)	82.0	1.7	516.5	(12.1)
Revenue Changes (Increase) / Decrease								
User Fees/Non-Rate Revenue	(25.0)		(50.0)		75.0			
Increased Sponsorship Revenue	(59.0)		(118.0)		(59.0)		(236.0)	
Increased Rental Revenue			(26.0)				(26.0)	
Increased Film Permit Revenue	(140.0)						(140.0)	
Total Revenue Changes	(224.0)		(194.0)		16.0		(402.0)	
Net Expenditure Changes	(23.1)	(4.3)	39.7	(9.6)	98.0	1.7	114.6	(12.1)

Key cost drivers for Economic Development and Culture are discussed below:

- **Prior Year Impacts:**
 - Reversal of prior year one-time funding for the Pan Am Games and the Magna Carta Exhibition costs will result in net increase of \$0.081 million. The reversal of Magna Carta Exhibition results in net pressure since the budgeted revenues for this exhibition exceeded the budgeted expenditures.
- **Economic Factors:**
 - Inflationary increases for such items as hydro, water and gas will require additional funding of \$0.021 million.
- **Salary and Benefits Costs:**
 - Progression pay requires additional funding of \$0.301 million.
 - Salary and benefits adjustments to align budget to actuals result in pressure of \$0.096 million in 2016.
- Adjustments to various Interdepartmental Charges and Solid Waste collection will require additional funding of \$0.019 million.
- In order to offset the above net pressures, the 2016 Preliminary Operating Budget for Economic Development and Culture includes additional base revenue of \$0.402 million net resulting from increased sponsorship, film permits and rentals revenues.

- There are no Service Change reductions in the 2016 Operating Budget for Economic Development and Culture, however since the 2016 Culture Plan Phase-In New request has not been included, there is a \$2 million reduction below the 2015 funding level.

Approval of the 2016 Preliminary Budget for Economic Development and Culture will result in a 2017 incremental net cost of \$5.524 million and a 2018 incremental net cost of \$0.234 million to maintain the 2016 service levels, as discussed in the following section:

**Table 5
2017 and 2018 Plan by Program**

Description (\$000s)	2017 - Incremental Increase				2018 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	# Positions	Gross Expense	Revenue	Net Expense	# Positions
Known Impacts:								
Salaries and Benefits Changes	24.4		24.4		233.7		233.7	
Sub-Total	24.4		24.4		233.7		233.7	
Anticipated Impacts:								
Arts and Culture Phase-In	2,000.0	(3,500.0)	5,500.0					
Sub-Total	2,000.0	(3,500.0)	5,500.0					
Total Incremental Impact	2,024.4	(3,500.0)	5,524.4		233.7		233.7	

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Salaries and benefits changes to reflect progression pay and increased benefits will require additional funding of \$0.024 million in 2017 and \$0.234 million in 2018.
 - There is no COLA provision, as these amounts are subject to the outcome of the collective bargaining.

Anticipated Impacts:

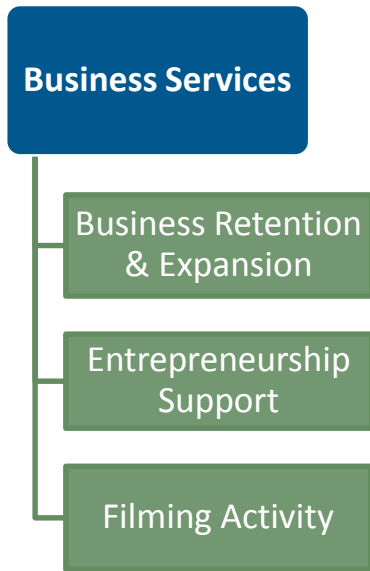
- The continuation of the plan for conversion to tax-supported funding for the Arts and Culture Phase-In will result in additional pressure of \$5.500 million to the tax base in 2017. This is part of the Council Approved Phase-In and would result in a reduction to Culture spending if not included, as one-time reserve funding would not be replaced.



Part II:

2016 Budget by
Service

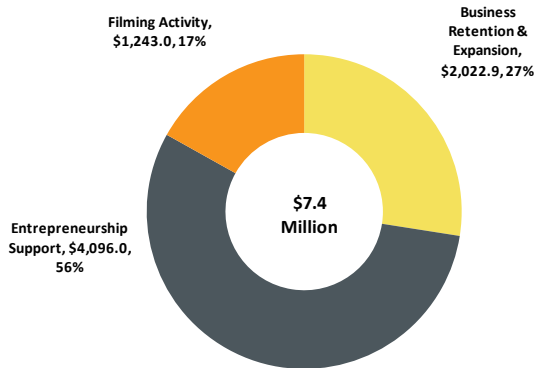
Business Services



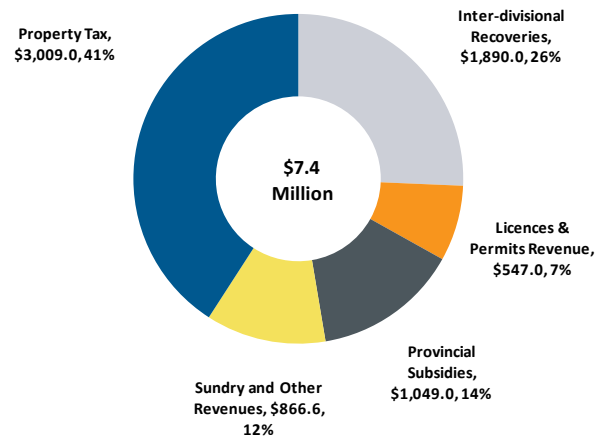
What We Do

- Facilitate job creation and tax base expansion, by supporting the formation, retention and expansion of Toronto businesses.
- Facilitate new industrial/commercial office investment activity through the completion of 31 Gold Star projects representing \$525 million in investment value, the construction/renovation of 4.2 million square feet of floor space, and 6,300 jobs retained or attracted to the city.
- Serve 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.

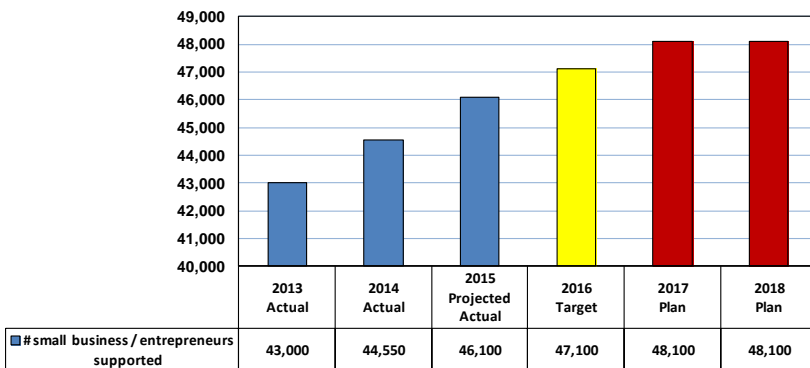
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Small Business / Entrepreneurs Supported



- Toronto's small businesses and entrepreneurs are offered assistance with their development and growth.
- This measure indicates the number of small businesses/entrepreneurs that were provided service through Enterprise Toronto Offices and City-supported incubators.
- The number of small businesses/entrepreneurs supported is steadily growing over the years.

**2016 Service Levels
Business Services**

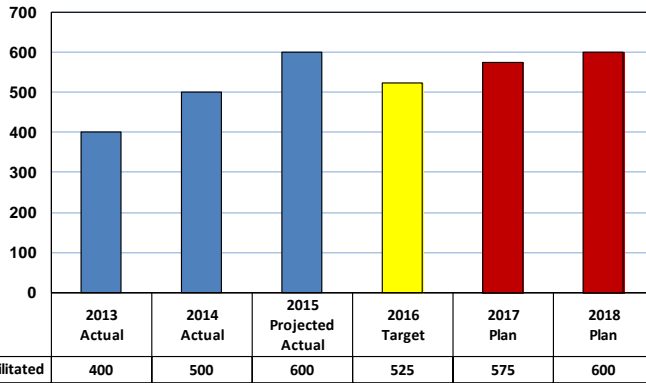
Activity	Sub-Activity/Type	Status	2014	2015	2016
Business Services					
Business Retention & Expansion	Advice & Consultation	Approved	Respond to 1900 annual client requests within 1 business day 100% of the time.	Respond to client requests 100% of the time	Outreach to 3000 Clients via Corporate Calling and Corporate Contacts, Responding to Client requests and providing excellent customer service 100% of the time.
		Actual / Projected	Responded to 2, 610 client requests 100% of the time.	As of Nov 30, completed 3483 Corporate Contacts (165% of target and 481 Corporate Calls (96% of target)	N.A.
	Advocacy/Development review	Approved	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.	Respond to requests to review development applications within circulation timeline 100% of the time,	Respond to requests to review development applications within circulation timeline 100% of the time,
		Actual / Projected	Responded to 175 requests to review development applications within circulation timeline 100% of the time,	Respond to requests to review development applications within circulation timeline 100% of the time	N.A.
	Business Incentives	Approved	12 IMIT application reviews and approvals per year, each within 6 months of formal application submission to EDC.	Imagination, Manufacturing, Innovation, Technology (IMIT) application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	6 IMIT application reviews and approvals per year, each within 6 months of formal application submission to EDC. 2016 IMIT Review
		Actual / Projected	4 IMIT application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	4 applications received between Jan 1, 2015 and Nov 30, 2015. 2 Agreements signed (2 additional expected by year end). 24 Amending or Assignment Agreements to be completed by year end.	N.A.
	Facilitation of Commercial, Industrial and Institutional Investment Projects	Approved	Facilitate advancement and completion of 30 Gold Star projects with total investment value of \$400 million.	Facilitate advancement and completion of 30 Gold Star projects with total investment value of \$400 million.	Facilitate advancement and completion of 30 Gold Star projects with total investment value of \$400 million.
		Actual / Projected	30 Gold Star project completions totaling \$500 million investment value.	Facilitated advancement and completion of 28 Gold Star projects with total investment value of \$454 million.	N.A.
Entrepreneurship Support	Advice & Consultation	Approved	Maintain 80% approval rating of Enterprise Toronto clients surveyed.	Maintain 80% approval rating of Enterprise Toronto clients surveyed.	Maintain 80% approval rating of Enterprise Toronto clients surveyed.
		Actual / Projected	Maintain 80% approval rating of Enterprise Toronto clients surveyed	Maintained a 96% approval rating of Enterprise Toronto clients surveyed.	N.A.
	Business Incubation Services	Approved	Provide timely advice, facilitation and co-ordination for 10 organizations and the Collaborative Innovation Network to leverage third party delivery of incubation services.	Provide timely advice, facilitation and co-ordination for at least 12 business incubator initiatives.	Provide timely advice, facilitation and co-ordination for at least 15 business incubator initiatives.
		Actual / Projected	Provided timely advice, facilitation and co-ordination for 10 organizations focused on third-party delivery of incubation services.	Provided timely advice, facilitation and co-ordination for 20 organizations focused on third-party delivery of incubation	N.A.
	Networks & Partnerships	Approved	Meet annual revenue target of \$450,000 100 per cent of the time.	Meet 100% of annual revenue target.	Meet 100% of annual revenue target.
		Actual / Projected	Exceeded revenue target by raising \$518,000 in external funding for programming.	Met 100% of annual revenue target.	N.A.
	Business Registrations	Approved	Process 3000 business registrations annually, each within 24 hours 98% of the time.	Process business registrations within 24hrs 98% of the time.	Process business registrations within 24hrs 98% of the time.
		Actual / Projected		Processed business registrations within 24hrs 98% of the time	N.A.
	Training	Approved	Produce and deliver 160 business information and training sessions.	Produce and deliver 175 business information and training sessions.	Produce and deliver 110 business information and training sessions.
		Actual / Projected	Produced and deliver 160 business information and training sessions.	Produced and delivered 110 business information and training sessions.	N.A.
Filming Activity	Film Permitting	Approved	Issue 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time.	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time.
		Actual / Projected	Issued 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issued film permits within 48/hours – 2 business days 100% of the time unless, delayed by other Divisions. Issued in excess of 3090 Film Permits in 2015	N.A.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Business Services.

Service Performance

Business Retention

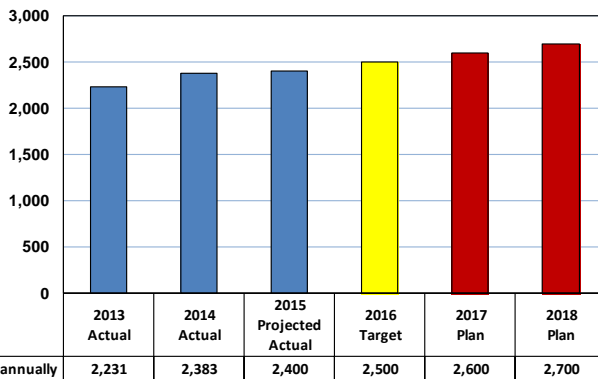
Investment Projects Facilitated (\$Millions)



- The retention and growth of businesses in Toronto supported by Business Retention & Expansion services results in investment in Toronto and its economy.
- This measure indicates the investment in Toronto as a result of business remaining or expanding in Toronto, with support from EDC.
- There is an expected growth in investment over the next several years, however, various factors may impact this growth.

Entrepreneurship Support

Annual Net Jobs Created and Retained



- Various services and programs offered through Enterprise Toronto and City-supported incubators support the creation and retention of jobs in Toronto.
- This measure indicates the number of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget						Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan					
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%				
GROSS EXP.																		
Business Retention & Expansion	1,987.7	2,022.9		2,022.9	35.2	1.8%		2,022.9	35.2	1.8%	0.1	0.0%	13.6	0.7%				
Entrepreneurship Support	3,750.5	4,096.0		4,096.0	345.6	9.2%		4,096.0	345.6	9.2%	(1,048.4)	-25.6%	12.3	0.4%				
Filming Activity	1,205.9	1,243.0		1,243.0	37.1	3.1%		1,243.0	37.1	3.1%	0.6	0.0%	7.5	0.6%				
Total Gross Exp.	6,944.1	7,361.9		7,361.9	417.8	6.0%		7,361.9	417.8	6.0%	(1,047.7)	-14.2%	33.4	0.5%				
REVENUE																		
Business Retention & Expansion						-				-				-				
Entrepreneurship Support	3,505.0	3,805.9		3,805.9	300.9	8.6%		3,805.9	300.9	8.6%	(1,049.0)	-27.6%						
Filming Activity	407.0	547.0		547.0	140.0	34.4%		547.0	140.0	34.4%								
Total Revenues	3,912.0	4,352.9		4,352.9	440.9	11.3%		4,352.9	440.9	11.3%	(1,049.0)	-24.1%						
NET EXP.																		
Business Retention & Expansion	1,987.7	2,022.9		2,022.9	35.2	1.8%		2,022.9	35.2	1.8%	0.1	0.0%	13.6	0.7%				
Entrepreneurship Support	245.4	290.1		290.1	44.7	18.2%		290.1	44.7	18.2%	0.6	0.2%	12.3	4.2%				
Filming Activity	798.9	696.0		696.0	(102.9)	(12.9%)		696.0	(102.9)	(12.9%)	0.6	0.1%	7.5	1.1%				
Total Net Exp.	3,032.1	3,009.0		3,009.0	(23.1)	(0.8%)		3,009.0	(23.1)	(0.8%)	1.3	0.0%	33.4	1.1%				
Approved Positions	43.2	38.8		38.8	(4.4)	(10.1%)		38.8	(4.4)	(10.1%)		0.0%						

The 2016 Operating Budget for Business Services provides funding for the following:

- Facilitate new industrial/commercial office investment activity which is expected to result in:
 - the completion of 31 Gold Star projects representing \$525 million in investment value;
 - the construction/renovation of 4.2 million square feet of floor space; and
 - 6,300 jobs retained or attracted to the city.
- Serve 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners via business consultations, business incubation support, and training and workshops.
- Serve 1,250 productions utilizing in excess of 6,300 filming locations in the City of Toronto.

The Business Services' 2016 Preliminary Operating Budget of \$7.362 million gross and \$3.009 million net is \$0.023 million or 0.8% below the 2015 Approved Net Budget.

Base budget pressures in Business Services are primarily due to known salary and benefits increases which are fully offset by additional revenue from sponsorships for events such as Nuit Blanche and film permits.

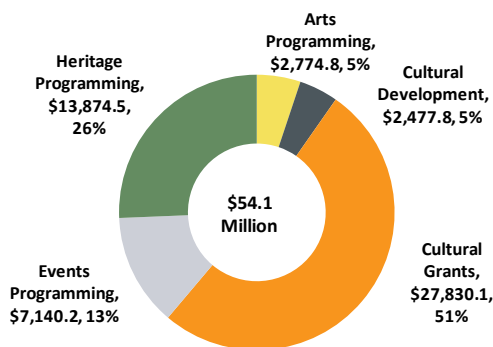
Cultural Services



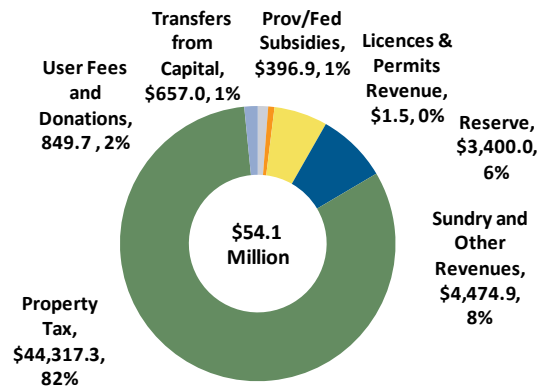
What We Do

- Increase the role of culture in the economic and social development of the City and enhance Toronto's place as an international cultural centre.
- Partner with cultural and community groups to deliver a Cultural Hotspot programs in various communities.
- Develop new exhibits and dynamic programming at the historical museums to engage audiences and build awareness and visitation.

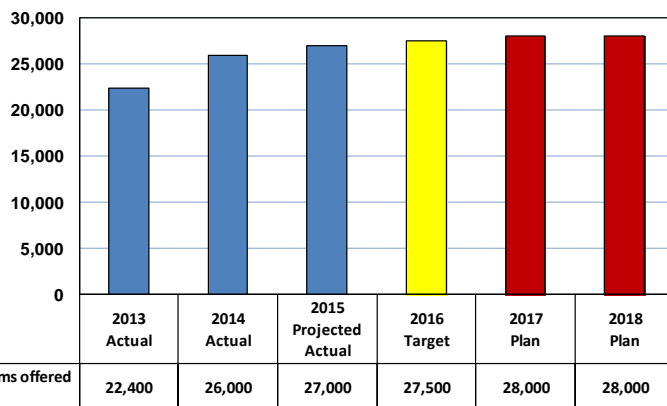
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



Attendees at Youth Programs Offered by Arts Services



- Arts Services provides various programming focused on Toronto's youth (18-25).
- This measure indicates the number of Toronto's youth participating in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

2016 Service Levels
Cultural Services

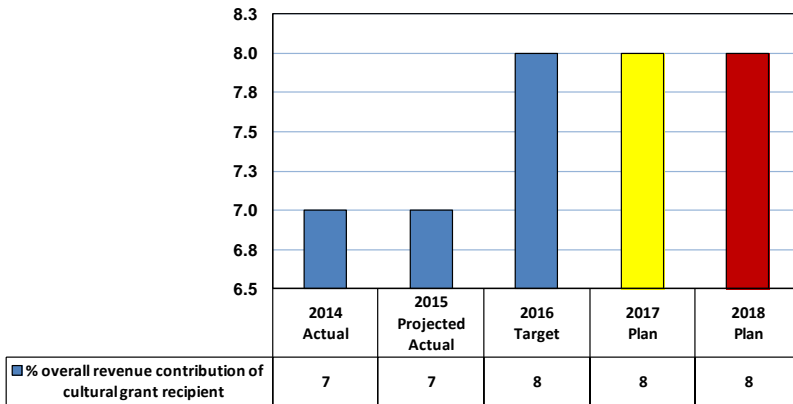
Activity	Sub-Activity/Type	Status	2014	2015	2016	
Cultural Services						
Arts Programming	Art Education classes	Approved	Provide 310 classes per year.	Provide 425 classes per year.	Provide 425 classes per year.	
		Actual / Projected	Provided 420 classes per year.	Provided 425 classes per year.	N.A	
	Art Events (community organized)	Approved	Produce/support 340 events annually.	Produce/support 425 events	Provide 425 classes per year.	
		Actual / Projected	Produced/supported 400 events annually.	Provided 425 classes per year.	N.A	
	Art Exhibits (city-organized)	Approved	Present 45 exhibits annually.	Present 95 exhibits.	Present 45 exhibits annually.	
		Actual / Projected	Presented 90 exhibits annually.	Presented 95 exhibits.	N.A	
Cultural Development	Acquisition and conservation of art and artefact collections	Approved	Conservation undertaken as required for collection of 147,000 artifacts 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.	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.	
		Actual / Projected	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publically available.	Conserved artifact collections, ensured state of good repair. 75% of City art collection made publically available.	N.A	
	Adaptive Reuse of Heritage Sites	Approved	Projects completed on time and on budget.	Complete projects on time and on budget.	Complete projects on time and on budget.	
		Actual / Projected	Projects completed on time and on budget.			
	Cultural Facilities Maintenance and Development	Approved	Maintain and manage 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability.	Maintenance and management of 40 properties total to ensure state of good repair and long-term sustainability.	Maintenance and management of 40 properties total to ensure state of good repair and long-term sustainability.	
		Actual / Projected	Maintenance and management of 40 properties total (88 buildings) including leased properties. To ensure cultural facilities are in a state of good repair and to ensure long term sustainability.	Maintained and managed 40 properties total (101 buildings) including leased properties. Ensured good repair	N.A	
	Cultural Research and Cultural Advocacy	Approved	Provide documents in a timely manner to meet expectations and aid in supporting strategic goals and objectives.		Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives.	
		Actual / Projected	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives.	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives.	N.A	
	Public Art Selection, Location and maintenance	Approved	Manage an average of 15 art projects per annum.	Manage an average of 15 art projects per annum.	Manage an average of 15 art projects per annum.	
		Actual / Projected	Average of 15 art projects in process per annum	Managed an average of 15 art projects per annum.	N.A	
	Events Programming	Community event coordination (3rd Party)	Approved	Provide timely support to an average of 750 community groups wanting to produce an event on city property.	Provide support to an average of 750 community groups wanting to produce an event on city property.	Provide support to an average of 750 community groups wanting to produce an event on city property.
			Actual / Projected	Provide timely support to an average of 750 community groups wanting to produce an event on city property.	Provided support to an average of 750 community groups wanting to produce an event on city property.	N.A
Design and Delivery of Events		Approved	Produce 8 signature events providing 73 days of programming, on time and on budget.	Produce signature events and days programming, on time and on budget 100% of the time.	Produce 8 signature events providing 74 days of programming (includes Summerlicious and Winterlicious)	
		Actual / Projected	Produce 8 signature events providing 73 days of programming, on time and on budget.	Produced 8 signature events providing 82 days of programming, on time and on budget. (excluding Winterlicious + Summerlicious)	N.A	
Heritage Programming & Support	Museum & Heritage Programs	Approved	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.	Maintain and manage 40 properties in SOGR	Maintain and manage 40 properties in SOGR	
		Actual / Projected	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.	Maintained and managed 40 properties in SOGR	N.A	
Cultural Grants	Toronto Arts Council Grant Program	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Toronto Arts Council Operation Program	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Major Culture Organizations	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Royal Winter Fair	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Local Art Services Organizations	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Museums	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Artscape	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Culture Build	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Glen Gould Foundation Award	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	
	Music Garden	Approved	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	Complete review process and secure Council approval for grants in 4 months.	
		Actual / Projected	Review process completed and Council approved grants in 4 months.	Completed review process and secure Council approval for grants in 4 months.	N.A	

Other than the decrease in Arts and Culture funding if the New/Enhanced initiatives are not approved by Council, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Cultural Services.

Service Performance

Cultural Grants

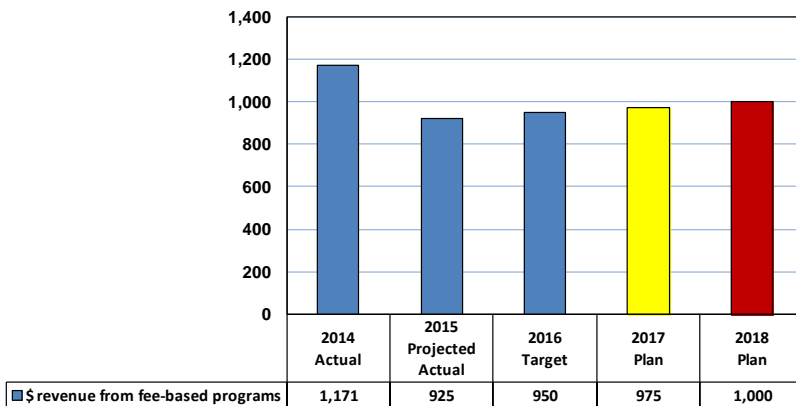
% Overall Revenue Contribution of Cultural Grant Recipient



- Through Grants Programming, EDC provides funding to Toronto's cultural organizations and programs to encourage dynamic cultural places, spaces and programs across the City.
- EDC's grant funding allows Toronto's cultural organizations and programs to secure funding from additional partners and generate further revenues.

Heritage Programming

Revenues from Fee Based Programs (\$'000)



- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- The decrease in revenue for 2015 is a result of an increase in 2013 and 2014 attributed to the Bi-Centennial celebrations.
- A steady increase is expected between 2016 and 2018.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	Base Budget vs. 2015			New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
				2016 Base Budget	Budget	% Change			\$	%	\$	%	\$	%
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Arts Programming	2,698.2	2,774.8		2,774.8	76.7	2.8%		2,774.8	76.7	2.8%	3.8	0.1%	19.5	0.7%
Cultural Development	2,384.5	2,477.8		2,477.8	93.3	3.9%		2,477.8	93.3	3.9%	0.1	0.0%	8.8	0.4%
Cultural Grants	27,830.1	27,830.1		27,830.1	(0.0)	(0.0%)		27,830.1	(0.0)	(0.0%)	0.0	0.0%	0.1	0.0%
Events Programming	13,203.0	7,140.2		7,140.2	(6,062.9)	(45.9%)		7,140.2	(6,062.9)	(45.9%)	1.4	0.0%	29.2	0.4%
Heritage Programming	14,444.6	13,874.5		13,874.5	(570.1)	(3.9%)		13,874.5	(570.1)	(3.9%)	17.2	0.1%	91.8	0.7%
Total Gross Exp.	60,560.3	54,097.3		54,097.3	(6,463.0)	(10.7%)		54,097.3	(6,463.0)	(10.7%)	22.4	0.0%	149.4	0.3%
REVENUE														
Arts Programming	611.6	611.6		611.6				611.6					0.0%	
Cultural Development	351.7	351.7		351.7				351.7					0.0%	
Cultural Grants	3,200.0	3,200.0		3,200.0				3,200.0					0.0%	
Events Programming	8,225.8	2,263.0		2,263.0	(5,962.7)	(72.5%)		2,263.0	(5,962.7)	(72.5%)			0.0%	
Heritage Programming	3,893.6	3,353.6		3,353.6	(540.0)	(13.9%)		3,353.6	(540.0)	(13.9%)			0.0%	
Total Revenues	16,282.7	9,780.0		9,780.0	(6,502.7)	(39.9%)		9,780.0	(6,502.7)	(39.9%)				
NET EXP.														
Arts Programming	2,086.6	2,163.2		2,163.2	76.7	3.7%		2,163.2	76.7	3.7%	3.8	0.2%	19.5	0.9%
Cultural Development	2,032.8	2,126.0		2,126.0	93.3	4.6%		2,126.0	93.3	4.6%	0.1	0.0%	8.8	0.4%
Cultural Grants	24,630.1	24,630.1		24,630.1	(0.0)	(0.0%)		24,630.1	(0.0)	(0.0%)	0.0	0.0%	0.1	0.0%
Events Programming	4,977.3	4,877.2		4,877.2	(100.1)	(2.0%)		4,877.2	(100.1)	(2.0%)	1.4	0.0%	29.2	0.6%
Heritage Programming	10,550.9	10,520.8		10,520.8	(30.1)	(0.3%)		10,520.8	(30.1)	(0.3%)	17.2	0.2%	91.8	0.9%
Total Net Exp.	44,277.6	44,317.3		44,317.3	39.7	0.1%		44,317.3	39.7	0.1%	22.4	0.1%	149.4	0.3%
Approved Positions	208.2	198.6		198.6	(9.6)	(4.6%)		198.6	(9.6)	(4.6%)	(0.0)	0.0%		

The 2016 Operating Budget for Cultural Services provides funding for the following:

- Organize Cultural Hotspot North with community partners.
- Deliver the 11th edition of Nuit Blanche on October 1, 2016.
- Begin implementation of the Museums and Heritage Services 5-year Roadmap focusing on a number of key strategic directions.
- Continue to develop new exhibits and dynamic programming at the historical museums to engage audiences and build awareness and visitation.
- Develop and begin to implement an Event Bidding and Hosting Strategy.
- Continue music initiatives through programs such as Music 311 and Live from City Hall.

The Cultural Services' 2016 Preliminary Operating Budget of \$54.097 million gross and \$44.317 million net is \$0.040 million or 0.1% above the 2015 Approved Net Budget.

- As the scheduled \$5 million increment to property tax funding for Culture Plan implementation is not included, funding provided is \$2 million below the 2015 level. See page 24, Issues Section, for further discussion.

Base budget pressures in Cultural Services are primarily due to the inflationary increases and progression pay which are partially offset by additional revenue from sponsorships and rentals.

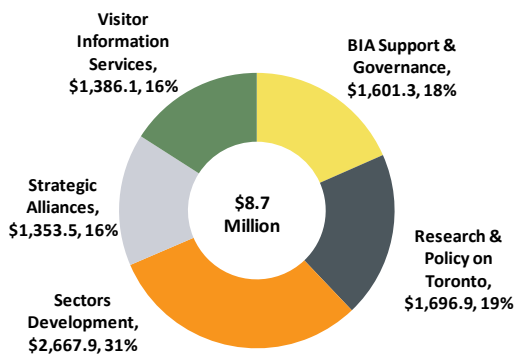
Economic Competitiveness Services



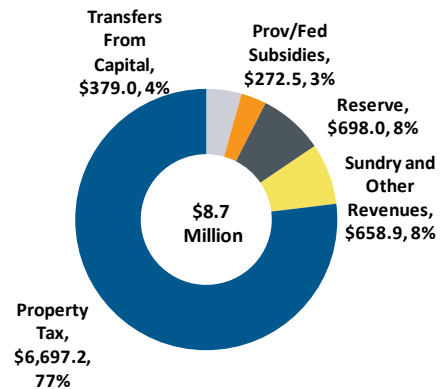
What We Do

- Facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
- Provide legislative oversight and professional advice to 81 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Conduct a range of programs and initiatives that anchor, strengthen and expand Toronto's key economic sectors.
- Continue to accelerate economic growth and job creation in Toronto by implementing the strategic plan "Collaborating for Competitiveness".

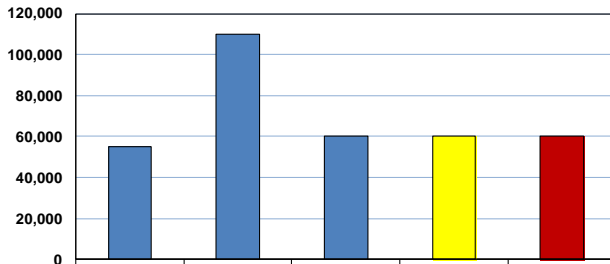
2016 Service Budget by Activity (\$000s)



Service by Funding Source (\$000s)



of Visitors to the GTA Receiving Consultations



# visitors to the GTA receiving consultations	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
	55,000	110,000	60,000	60,000	60,000

- Visitors Services provides Toronto's visitors and residents with the information they need to enjoy the city.
- This measure indicates the number of visitors to whom EDC staff provide information or consultation.
- 2015 projected performance reflects a higher number due to the Pan/ Parapan Am Games.

2016 Service Levels Economic Competitiveness Services

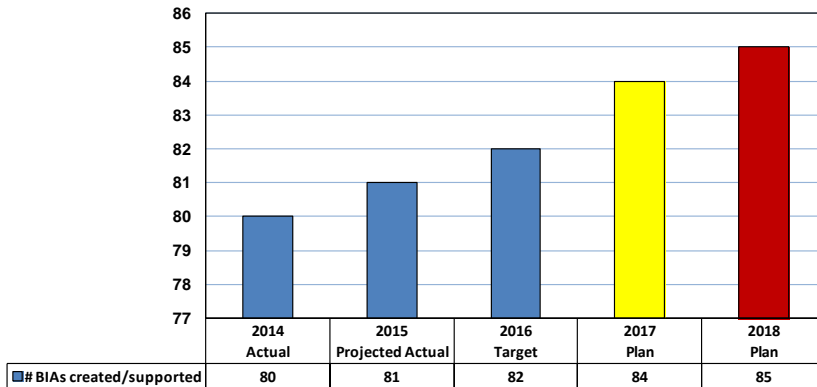
Activity	Sub-Activity/Type	Status	2014	2015	2016
Economic Competitiveness Services					
BIA Support & Governance	Legislative Oversight	Approved	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.
		Actual / Projected	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	Audited financial statements, annual budgets, AGMs completed within approved timeframes 99% of the time.	N.A.
	Professional Advice and	Approved	Respond to requests form 80 BIA Boards of Management within 24 hours.	Respond to requests from BIA Boards of Management within 24 hours 100% of the time.	Respond to requests from 81 BIA Boards of Management within 24 hours.
	Support	Actual / Projected	Respond to requests form 80 BIA Boards of Management within 24 hours.	Responded to requests from 81 BIA Boards of Management within 24 hours.	N.A.
	Design and Construction	Approved	Achieve a 75% completion rate for Capital Projects.	Achieve a 75% completion rate for Capital Projects.	Achieve a 75% completion rate for Capital Projects.
	Services	Actual / Projected	Achieved a 75% completion rate for Capital Projects.	Delivered 75% completion rate of BIA streetscape improvement projects worth over \$11.4 million.	N.A.
	Funding	Approved	Approve, administer and complete 60 projects.	Approve, administer and complete 60 projects.	Approve, administer and complete 60 projects.
		Actual / Projected	60 projects approved, administered and completed.	Approved, administered and completed 60 projects.	N.A.
Research & Policy on Toronto	Citywide Economic Strategic	Approved	Meet deadline for up to 40 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	Advice and Consultation	Actual / Projected	Met deadline for 35 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Economic Bench Marking /	Approved	Meet deadline for up to 10 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	"Best Practices"	Actual / Projected	Met deadline for up to 10 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Economic Overview	Approved	Meet deadline for up to 25 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
		Actual / Projected	Met deadline for 25 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Intergovernmental Economic	Approved	Meet deadline for up to 5 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	Project Support	Actual / Projected	Met deadline for 3 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
Research Enquiries (Internal and External)	Approved	Respond to an average of 925 request annually, each 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.	Respond to an average of 925 request annually, each within one business day 95% of the time.	
	Actual / Projected	Responded to a 925 request, each within one business day 95% of the time.	Responded to an average of 850 request annually, each within one business day 95% of the time.	N.A.	
Sectors Development	Business to Business collaboration	Approved	Consult with and/or provide assistance to 300 companies.	Consult with and/or provide assistance to 300 companies.	Consult with and/or provide assistance to 300 companies.
		Actual / Projected	Consulted with and/or provide assistance to 300 companies.	Consulted with and/or provide assistance to 330 companies.	N.A.
	Economic Sectors', Advocacy and Promotion	Approved	Complete 55 projects. Leveraging \$1.5 million annually.	Complete 55 projects. Leveraging \$1.5 million annually.	Complete 60 projects. Leveraging \$1.5 million annually.
		Actual / Projected	Completed 55 projects. Leveraging \$1.5 million annually.	Completed 60 projects. Leveraging \$1.5 million annually.	N.A.
	Economic Sectors' Support	Approved	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 30 projects 100% of the time.
		Actual / Projected	Met project deadline for 20 projects 100% of the time.	Met project deadline for 20 projects 100% of the time.	N.A.
Strategic Alliances	Business Matching and Assistance	Approved	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.
		Actual / Projected	Added 10 new companies to Business Opportunities Bulletin Board.	Added 11 new companies to Business Opportunities Bulletin Board.	N.A.
	City to City Alliances	Approved	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects. (Review of International Alliances Program and Support International Missions)
		Actual / Projected	Undertook 8 partnership/friendship City Economic Development projects.	Undertook 6 partnership/friendship City Economic Development Projects	N.A.
	Export Assistance and	Approved	Provide export assistance/facilitation to 100 clients	Provide export assistance/facilitation to 100 clients.	Provide export assistance/facilitation to 100 clients.
	Facilitation	Actual / Projected	Provided export assistance/facilitation to 125 clients.	Provided export assistance/facilitation to 137 clients.	N.A.
Visitor Information Services	Consultations with visitors/public	Approved	Provide 100,000 people with accurate information and advice.	Provide 250,000 people with accurate information and advice	Provide 100,000 people with accurate information and advice.
	(interactive)	Actual / Projected	Provided 111,365 people with accurate information and advice	Provided 266,127 people with accurate information and advice	N.A.
	Event Calendar Maintenance	Approved	Post 2300 events.	Post 2300 events.	25000 live individual Events
		Actual / Projected	10,056 live individual events	Posted 26,942 live individual events	N.A.
	Hospitality Excellence Program development and coordination ("We've been expecting you")	Approved	Engage 300 organizations in Hospitality Excellence Program (WBEY).	Engage 1000 organizations in Hospitality Excellence program.	Engage 1000 organizations in Hospitality Excellence program.
		Actual / Projected	Engaged 300 organizations in Hospitality Excellence Program (WBEY).	Engaged 750+ organizations	N.A.
	Maps and Information Products	Approved	Raise sufficient sponsorships to print/distribute 800, 000.	Raise 100% of sponsorship required to print and distribute 80, 0000 maps.	Raise 100% of sponsorship required to print and distribute 80, 0000 maps.
	(Print, kiosk, web)	Actual / Projected	Raised sponsorships for 80,000 distribution	Raised 25% more than 2014, distributed 2 million maps	N.A.
	Neighbourhood tour coordination (TAP into TO!)	Approved	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.
Actual / Projected		Matched 775 visitors.	Matched 500 visitors with volunteers offering tours	N.A.	

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Business Competitiveness Services.

Service Performance

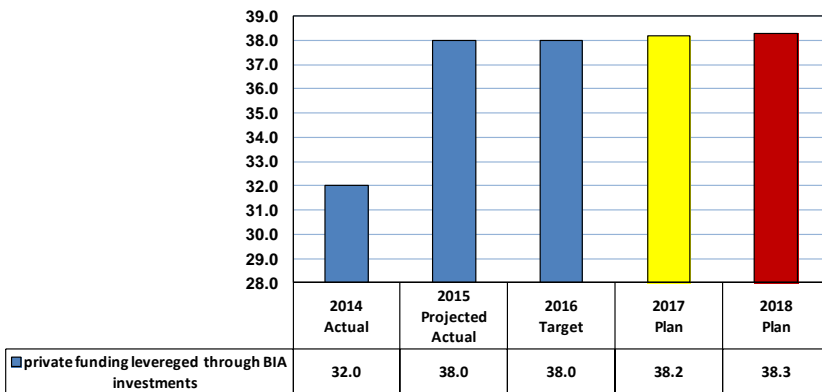
BIA Support and Governance

of BIAs Created/Supported



- EDC staff work with the BIAs to ensure compliance with legislative requirements and support their on-going activities.
- This measure indicates the number of BIAs being created and requiring staff support.
- As the growth in the number of BIAs continues, there is required growth in the resources to support them.

Private Funding Leveraged Through BIA Investments (\$ Millions)



- The BIA program provides local businesses the funding capacity for various enhancements such as streetscapes and festivals.
- The private funding leveraged through this program enhances the quality of life in BIAs local neighbourhoods and the City as a whole.
- The increase in the number of BIAs increases the City's opportunity to leverage private funding supporting civic improvements.

Table 6
2016 Preliminary Service Budget by Activity

(\$000s)	2015	2016 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015		New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
					Budget	Change			\$	%	\$	%	\$	%
GROSS EXP.														
BIA Support & Governance	1,768.6	1,601.3		1,601.3	(167.3)	(9.5%)		1,601.3	(167.3)	(9.5%)	0.2	0.0%	11.5	0.7%
Research & Policy on Toronto	1,687.9	1,696.9		1,696.9	9.0	0.5%		1,696.9	9.0	0.5%	0.3	0.0%	12.2	0.7%
Sectors Development	3,281.1	2,667.9		2,667.9	(613.2)	(18.7%)		2,667.9	(613.2)	(18.7%)	(0.4)	0.0%	14.3	0.5%
Strategic Alliances	1,414.1	1,353.5		1,353.5	(60.6)	(4.3%)		1,353.5	(60.6)	(4.3%)	(314.6)	-23.2%	(128.1)	(12.3%)
Visitor Information Services	1,997.1	1,386.1		1,386.1	(611.0)	(30.6%)		1,386.1	(611.0)	(30.6%)	1.2	0.1%	7.8	0.6%
Total Gross Exp.	10,148.7	8,705.6		8,705.6	(1,443.1)	(14.2%)		8,705.6	(1,443.1)	(14.2%)	(313.4)	-3.6%	(82.3)	(1.0%)
REVENUE														
BIA Support & Governance	590.3	390.3		390.3	(200.0)	(33.9%)		390.3	(200.0)	(33.9%)				
Research & Policy on Toronto	132.5	32.5		32.5	(100.0)	(75.5%)		32.5	(100.0)	(75.5%)				
Sectors Development	744.6	189.0		189.0	(555.6)	(74.6%)		189.0	(555.6)	(74.6%)				
Strategic Alliances	579.5	538.0		538.0	(41.5)	(7.2%)		538.0	(41.5)	(7.2%)	(314.5)	-58.5%	(133.5)	(59.7%)
Visitor Information Services	1,502.6	858.6		858.6	(644.0)	(42.9%)		858.6	(644.0)	(42.9%)				
Total Revenues	3,549.5	2,008.4		2,008.4	(1,541.1)	(43.4%)		2,008.4	(1,541.1)	(43.4%)	(314.5)	-15.7%	(133.5)	(8.6%)
NET EXP.														
BIA Support & Governance	1,178.3	1,211.0		1,211.0	32.7	2.8%		1,211.0	32.7	2.8%	0.2	0.0%	11.5	1.0%
Research & Policy on Toronto	1,555.4	1,664.4		1,664.4	109.0	7.0%		1,664.4	109.0	7.0%	0.3	0.0%	12.2	0.7%
Sectors Development	2,536.5	2,478.9		2,478.9	(57.6)	(2.3%)		2,478.9	(57.6)	(2.3%)	(0.4)	0.0%	14.3	0.6%
Strategic Alliances	834.6	815.4		815.4	(19.2)	(2.3%)		815.4	(19.2)	(2.3%)	(0.1)	0.0%	5.4	0.7%
Visitor Information Services	494.4	527.5		527.5	33.0	6.7%		527.5	33.0	6.7%	1.2	0.2%	7.8	1.5%
Total Net Exp.	6,599.2	6,697.2		6,697.2	98.0	1.5%		6,697.2	98.0	1.5%	1.2	0.0%	51.2	0.8%
Approved Positions	58.2	60.1		60.1	1.8	3.1%		60.1	1.8	3.1%		0.0%		

The 2016 Operating Budget for Economic Competitiveness Services provides funding for the following:

- Provide legislative oversight and professional advice to 81 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Conduct a range of programs and initiatives that anchor, strengthen and expand Toronto's key economic sectors.
- Continue to facilitate export development opportunities for Toronto based businesses including promoting trade opportunities arising from the Canada-EU Trade Agreement.
- Support approximately 30 independent music festivals by helping festival organizers liaise with other City departments, especially Transportation Services, Parks, Forestry & Recreation, and Municipal Licensing and Standards.
- Work with Toronto Music Advisory Council to prepare a Music Strategy draft document for public consultation and submission for adoption by City Council.

The Economic Competitiveness Services' 2016 Preliminary Operating Budget of \$8.706 million gross and \$6.697 million net is \$0.098 million or 1.5% above the 2015 Approved Net Budget.

Base budget pressures in Economic Competitiveness Services are primarily due to known salary and benefits increases which are fully offset by additional revenue from sponsorships.



Part III:

Issues for Discussion

Issues for Discussion

Issues Impacting the 2016 Budget

Invest in Arts and Culture

- 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 funding must be added to the Operating Budget.
- An initial allocation of \$6 million was approved during the 2013 Budget process and a proposed phased-in plan was also approved to complete the phase-in over 4 years. The phase-in plan was outlined in the report entitled *Creative Capital Gains: Arts and Culture Funding Update* (ED22.3) and approved by Council on June 11, 2013. The report can be found at the following link:

<http://www.toronto.ca/legdocs/mmis/2013/ed/bgrd/backgroundfile-58248.pdf>

Year	Total Increased Culture Spending (Reserve Funding + Property Tax)	Increase in Culture Spending	Reserve Funding	Property Tax Base	Tas Base Pressure
2013	6,000	6,000	6,000		
2014	10,500	4,500	7,500	3,000	3,000
2015	12,500	2,000	5,500	7,000	4,000
2016	15,500	3,000	3,500	12,000	5,000
2017	17,500	2,000		17,500	5,500
2018	17,500			17,500	

- City Council in 2014 and 2015 approved additional funding based on the Arts and Culture Phase-in Plan. In 2015, \$2 million of the Arts and Culture funding increase went towards Pan Am Games events and celebrations but is being repurposed to new arts and culture expenditures in 2016.
- Additional funding of \$5 million gross and net for Arts and Culture initiatives is required in 2016 to fulfill the Council directive.
- While the Phase-In plan is approved, the allocation of the funding by initiative has not been included in the 2016 Preliminary Operating Budget for Economic Development and Culture. These initiatives are included for Committees' and Council's consideration as part of the list of New/Enhanced requests referred to the Budget processes.
- The new tax funding in 2016 will replace reserve funding of \$2 million that was approved as part of the 2015 Operating Budget and provide additional funding of \$3 million. As a result, if the \$5 million in New and Enhanced initiatives for Arts and Culture do not proceed, it will result in an effective \$2 million reduction from 2015 (as reserve funding will decrease from \$5.5 million in 2015 to \$3.5 million in 2016) and degrade the progress that was made in 2015 in increasing the per capita investment in arts and culture.

2016 Culture Plan Initiatives for Council Consideration

New / Enhanced Service Description (\$000s)	2016 Impact				Net Incremental Impact			
	Gross	Revenue	Net	Positions	2017 Plan		2018 Plan	
					Net	Positions	Net	Positions
Not Included								
Council Directed for Consideration								
Addition of Coordinator of Volunteers	57.0		57.0	1.0	21.0		3.0	
Cultural Hotspot	122.0		122.0	1.0	28.0		3.0	
Design Exchange Annual Operating Contribution	200.0		200.0					
Doors Open Program Enhancement	150.0		150.0					
Film & Entertainment Staff Office/Equipment	102.0		102.0					
Increase to Major Cultural Organization Program	600.0		600.0					
Increase to Toronto Arts Council Grant Program	2,000.0		2,000.0					
Local Arts Service Organizations Grant	300.0		300.0					
Museum Revitalization 2016	240.0		240.0	3.0	114.0		5.0	
Nuit Blanche Program Enhancement	230.0		230.0					
Photo Laureate	10.0		10.0					
Public Art Conservation	75.0		75.0					
Royal Agricultural Winter Fair	30.0		30.0					
Toronto Music Garden	13.0		13.0					
Zion Church Cultural Centre	72.0		72.0	1.0	28.0		3.0	
Film Office Enhancements	275.0		275.0	2.0	47.0		6.0	
Music Support & Enhancements	157.0		157.0	1.0	82.0		-57.0	
Major Festival Support	50.0		50.0	1.0	18.0		2.0	
Nathan Phillips Square Cultural Program Enhancements	317.0		317.0					
Total New/Enhanced Services (Not Included)	5,000.0	0.0	5,000.0	10.0	338.0	0.0	-35.0	0.0

- The proposed \$5 million increase to arts and culture would be allocated for the following initiatives:
 - **Addition of Coordinator of Volunteers:** Additional funding of \$0.057 million gross and net has been identified for a second Coordinator of Volunteers position to further support volunteerism for such events as Doors Open, Cavalcade of Lights, Nuit Blanche and Summer in the Square.
 - The current Coordinator of Volunteers is tasked with fulfilling 1000 volunteer shifts at each of Doors Open and Nuit Blanche event, as well as upwards to another 200 shifts for the Cavalcade of Lights and Summer in the Squares programs. It is anticipated that the demand for trained volunteers will continue to grow as EDC expands these signature events.
 - **Cultural Hotspot:** Additional funding of \$0.122 million gross and net has been identified for a new Community Cultural Coordinator position to increase programming that will expand employment and mentorship opportunities for local youth and more programming collaboration between local stores, restaurants and arts and community organizations and strengthen the Legacy program for each Cultural Hotspot.
 - The pilot project was launched with a temporary Cultural Coordinator and with significant staff time from the Manager of Arts Services. In order for the program to continue beyond 2016, a permanent dedicated coordinator is required.
 - The goal is to have a permanent Community Cultural Coordinator for the program who will build on the successes of the pilot and grow the program and promote every geographic area of the city.

- **Design Exchange (DX) Annual Operating Contribution:** Additional funding of \$0.200 million gross and net has been identified to contribute towards the annual operating expenditures of the Design Exchange as directed by City Council during its meeting on May 5, 2015.
 - Since inception, Design Exchange has received funding of \$0.500 million per year arising from a development agreement between the former City of Toronto and the site developer with the final payment in 2014.
 - The Design Exchange received one-time funding of \$0.200 million in 2015. Additional funding of \$0.200 million in 2016 will continue the City's contribution.
- **Doors Open Program Enhancement:** Additional funding of \$0.150 million gross and \$0.050 million net has been identified to support the expansion of the Doors Open walking tours, talk programs, including a keynote speaker and expanded performance arts integrated with architecture programming.
- **Film and Entertainment Staff Office/Equipment:** Funding of \$0.102 million gross and net has been identified to provide required space and equipment for the Film Sector Office.
- **Increase to Major Cultural Organization Program:** Additional funding of \$0.600 million gross and net has been identified for the Major Cultural Organization Program which is one of three main cultural programs that support the annual operations of the City's cultural organizations.
 - Funding will be distributed to the 11 organizations in the Program through a peer review process.
- **Increase to Toronto Arts Council (TAC) Grant Program:** Additional funding of \$2 million gross and net has been identified to increase the Toronto Arts Council Grant Program from \$16.042 million to \$18.042 million.
 - 50% of this new funding will be applied to increase support to Toronto's artists and arts organizations through TAC's established grants program streams while the remaining 50% of the increased funding will fund new programs and streams, nine of which have been developed in partnership with other City Programs and non-profit organizations that are contributing matching funds, administrative support and/or in-kind resources.
- **Local Arts Service Organization (LASO) Grant:** Additional funding of \$0.300 million gross and net has been identified for the LASOs grant portfolio which will bring the total grant to \$1.633 million, an increase of 18% over last year's grant funding.
- **Museum Revitalization:** Additional funding of \$0.240 million gross and net has been identified for three new positions (Project Manager - MHS, Museum Program Officer and Assistant Conservator) and an increased marketing budget, all of which will address the core needs of improving the visitor experience and marketing capacity.
 - The Project Manager - MHS will allow the unit to take advantage of opportunities to develop complex, large-scale multi-site programming initiatives around large themes, greatly enhancing the visitor experience and making these programming initiatives more attractive to sponsors.

- A Program Officer is required at Todmorden Mills to support the multidisciplinary nature of that historic site which contains three functions: restored heritage buildings and interiors, an active art gallery with changing exhibits and a popular community theatre.
- An Assistant Conservator would support the enhanced visitor experience goal through an expanded exhibit program, ensuring that all artifacts receive adequate conservation treatments before exhibits.
- An increase to the marketing budget of \$0.075 million will address the core issue of inadequate marketing and awareness of MHS services.
- **Nuit Blanche Program Enhancement:** Additional funding of \$0.230 million gross and net has been identified to support migrating the audience navigational tools to a more robust web based system, augmenting and improving the current navigational systems on site, and extending the program beyond the 12 hour time span to provide new audiences the opportunity to experience the public works of contemporary art.
- **Photo Laureate:** Additional funding of \$0.010 million gross and net has been identified to establish the annual honorarium for a Photo Laureate as directed by Council on September 15, 2015.
- **Public Art Conservation:** Additional funding of \$0.075 million gross and net has been identified to increase funding for contracting services for the coordination and implementation of conservation projects of the City's public art collection.
- **Royal Agricultural Winter Fair:** Additional funding of \$0.030 million gross and net has been identified to increase the 2016 grant funding for the Royal Agricultural Winter Fair which will bring the total grant to a total of \$0.969 million.
- **Toronto Music Garden:** Additional funding of \$0.013 million gross and net has been identified to sustain the Summer Concert Series in the Music Garden in 2016, bringing the total grant to a total of \$0.026 million, representing a 100% increase.
- **Zion Church Cultural Centre (ZCCC):** Additional funding of \$0.072 million gross and net has been identified for a full-time Community Cultural Coordinator position as there is no staff position responsible for the programming or management of ZCCC, a City-owned heritage building at 1650 Finch Ave East. In addition, as the building ages, a position is required to be on-site to better manage the building's physical needs and identify the day-to-day operations and maintenance needs of this heritage cultural centre.
 - The new position would assist in building up a local arts program including outreach to underserved groups that would meet the needs of the local community and for events and meetings by groups locally and across the City, thereby increasing the City's revenue.
- **Film Office Service Enhancements:** Additional funding of \$0.275 million gross and net has been identified to increase the complement of marketing staff by 2 permit officers to address the increased workload.

- The additional 2 permit officers are required due to substantial increases in industry activity and corresponding increase in the number of inquiries, customer service response time and processing of film permits.
- **Music Support & Enhancements:** Additional funding of \$0.157 million gross and net has been identified for a Cultural Development Officer position to enhance the service delivery capability of the Music component of Film & Entertainment Industries.
- **Major Festival Support:** Additional funding of \$0.050 million gross and net has been identified for a new Support Assistant C position that will enable the Division to better support the teams producing all of EDC's signature events.
- **Nathan Phillips Square Cultural Program Enhancements:** Additional Funding of \$0.317 million gross and net has been identified in order to improve and increase cultural programming and events at Nathan Phillips Square.

Issues Referred to the 2016 Operating Budget Process

Yonge-Dundas Square Relationship

- The following recommendation was included in previous years' Council decisions concerning the Operating Budget for Yonge-Dundas Square and has not yet been addressed. They are included here for follow-up as they drive budget (and governance) issues for the Squares.

On October 8, 2013, City Council considered a report, "Governance and Policy Framework for Toronto's Public Squares" (EX34.6) recommending that Yonge-Dundas Square's Board of Management work with the General Manager of Economic Development and Culture to optimize events across Yonge-Dundas Square and the City's other Civic Squares.

- *The report was referred to the General Manager, Economic Development and Culture, for consideration.*
- *The General Manager was also directed to meet with staff and Councillors and report back in the spring of 2014 on ways to encourage better use of the City's Public Squares.*
- *This report has not yet moved forward.*

It is recommended that the General Manager of Economic Development and Culture to report back in response to "Governance and Policy Framework for Toronto's Public Squares" (EX34.6 in 2014) to the Executive Committee by 2016.

- It is recommended that the General Manager of EDC, in conjunction with the Executive Director of Financial Planning, report to Executive Committee in September 2016 on the use of the City's downtown public squares and ways to improve the public's use of these venues, including financial and non-financial comparisons and a review of cost recovery relationships between the 3 squares.



Appendices:

Appendix 1

2015 Service Performance

2015 Key Service Accomplishments

In 2015, Economic Development and Culture accomplished the following:

- ✓ Served in excess of 1,200 productions, showcasing in excess of 6,000 Toronto filming locations, representing in excess of 30,000 jobs and \$1.2 billion in production industry investment in Toronto's economy.
- ✓ Hosted the FICCI (Federation of Indian Chambers of Commerce and Industry) Delegation from India. Signed a film and television industry MOU with FICCI and drafted MOU with Mahasthra.
- ✓ Co-hosted 2015 Film and Television Industry Fam Tour with executives from HBO, STARS, and other premium cable networks, resulting in three new productions in Toronto for 2016.
- ✓ Successfully staged Cultural Hotspot West in Etobicoke with community partners from May until October.
- ✓ Co-produced Panamania Live @ Nathan Phillips Square – a 23 day cultural festival with a total budget of \$8.4 million.
- ✓ Presented major exhibits and displays such as the contemporary art exhibit "The Art of Command" at Fort York National Historic Site, and "Home Field Advantage: Toronto's Summer sporting sites" at the Market Gallery.
- ✓ To mark the 800th anniversary of the first issuance of Magna Carta in 1215, hosted the major exhibit "Magna Carta: Law, Liberty and Legacy" as part of a national tour.
- ✓ Delivered over \$8.0 million in BIA streetscape improvement projects.
- ✓ Assisted 198 young entrepreneurs start businesses through the Starter Company and Summer Company Programs.
- ✓ Launched Food Starter – a 20,000 sq. ft. shared food production facility that assists entrepreneurs in bringing food products to market.
- ✓ Developed the Music 311 program, showcasing recorded music from Toronto artists on the City's 311 on-hold playback system.
- ✓ Assisted over 266,127 members of the public with information on Toronto's cultural, tourism, Games and entertainment business through the Union Station Information Centre and seasonal INFOTOGO program at 51 locations, generating an estimated \$27 million in increased visitor spending.

Appendix 2

2016 Preliminary Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2013	2014	2015	2015	2016	2016 Change from		Plan	
	Actual	Actual	Budget	Projected Actual *	Budget	2015 Approved Budget	%	2017	2018
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	26,187.6	27,143.3	28,715.4	30,175.2	28,331.2	(384.1)	(1.3%)	28,355.7	28,589.4
Materials and Supplies	1,083.2	1,187.2	1,443.4	1,582.8	1,231.0	(212.4)	(14.7%)	1,229.0	1,229.0
Equipment	134.1	226.0	127.6	190.4	127.6			127.6	127.6
Services & Rents	6,596.9	7,163.8	14,890.1	12,121.0	7,837.7	(7,052.4)	(47.4%)	7,336.1	7,242.6
Contributions to Capital									
Contributions to Reserve/Res Funds	910.1	930.1	964.0	1,642.6	964.0			964.0	964.0
Other Expenditures	27,893.2	31,353.4	30,911.1	33,632.8	31,069.2	158.1	0.5%	30,209.2	30,169.2
Interdivisional Charges	740.5	924.7	601.5	758.6	604.0	2.4	0.4%	604.3	604.7
Total Gross Expenditures	63,545.6	68,928.5	77,653.1	80,103.4	70,164.7	(7,488.4)	(9.6%)	68,826.0	68,926.6
Inter-Divisional Recoveries	23.1	34.8		2.3	1,890.3	1,890.3		1,890.3	1,890.3
Provincial Subsidies	1,490.3	1,094.7	2,775.2	4,439.4	1,531.7	(1,243.5)	(44.8%)	482.7	482.7
Federal Subsidies	543.5	134.8	1,686.7	1,684.0	186.7	(1,500.0)	(88.9%)	186.7	186.7
Other Subsidies		2.5	37.0		37.0			37.0	37.0
User Fees & Donations	1,766.1	1,041.2	849.7	1,204.5	849.7			849.7	849.7
Licences & Permits Revenue	474.6	578.6	408.5	636.5	548.5	140.0	34.3%	548.5	548.5
Transfers From Capital	1,051.0	1,036.0	1,036.0	1,036.0	1,036.0			1,036.0	1,036.0
Contribution From Reserves/Reserve Funds	6,832.6	9,136.6	8,909.5	8,909.5	4,098.0			3,783.5	3,650.0
Sundry and Other Revenues	6,042.9	7,183.7	8,041.7	8,282.2	5,963.4	(2,078.3)	(25.8%)	5,963.4	5,963.4
Total Revenues	18,224.1	20,242.9	23,744.3	26,194.5	16,141.3	(2,791.5)	(1.3)	14,777.8	14,644.3
Total Net Expenditures	45,321.5	48,685.6	53,908.8	53,908.9	54,023.5	(4,696.9)	(8.7%)	54,048.3	54,282.3
Approved Positions	270.8	305.0	309.6	306.6	297.5	(12.1)	(3.9%)	297.5	297.5

For additional information regarding the 2015 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2015" approved by City Council at its meeting on December 9, 2015.

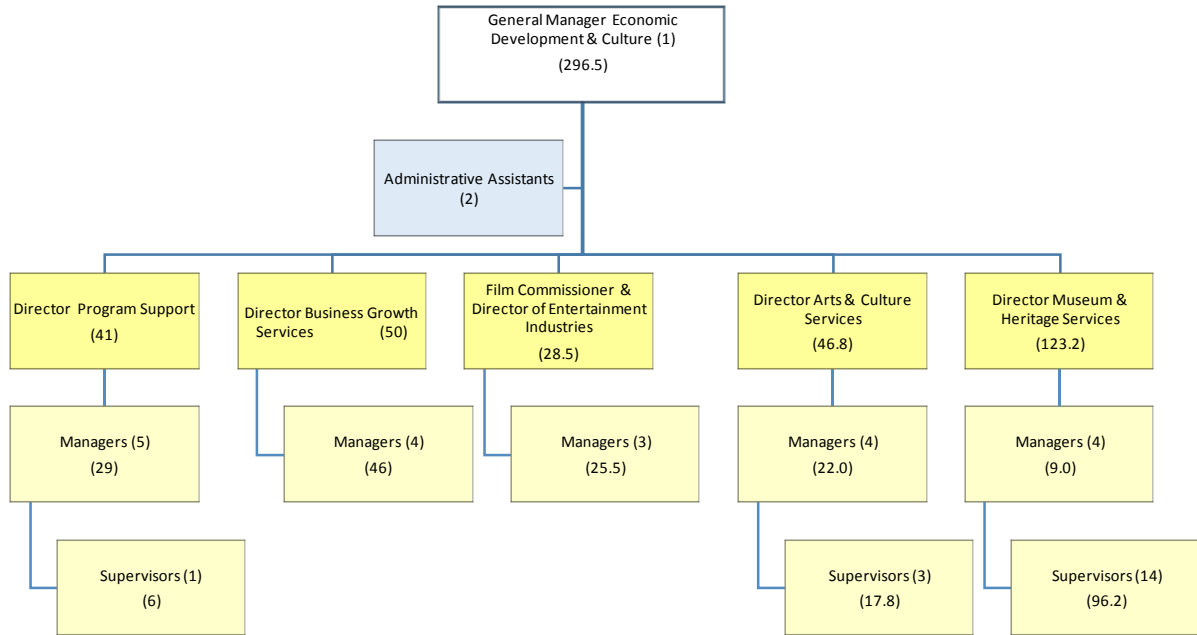
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.EX10.27>

Impact of 2015 Operating Variance on the 2016 Preliminary Budget

There will be no impact from the 2015 Operating Variance on the 2016 Operating Budget.

Appendix 3

2016 Organization Chart



2016 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	103.0	2.0	134.0	240.0
Temporary		1.0		56.5	57.5
Total	1.0	104.0	2.0	190.5	297.5

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		246.2	246.2	267.7	289.2
Vehicle Reserve - EDC	XQ1200				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			21.5	21.5	21.5
Total Reserve / Reserve Fund Draws / Contributions		246.2	267.7	289.2	310.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		246.2	267.7	289.2	310.7

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		926.3	926.3	1,726.3	2,526.3
Casa Loma Capital Maintenance Reserve Fund	XR1501				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			800.0	800.0	800.0
Total Reserve / Reserve Fund Draws / Contributions		926.3	1,726.3	2,526.3	3,326.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		926.3	1,726.3	2,526.3	3,326.3

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 *	Withdrawals (-) / Contributions (+)		
			2016	2017	2018
		\$	\$	\$	\$
Projected Beginning Balance		295.4	295.4	315.4	335.4
16 Ryerson Capital Maintenance Reserve Fund	XR3213				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			20.0	20.0	20.0
Total Reserve / Reserve Fund Draws / Contributions		295.4	315.4	335.4	355.4
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		295.4	315.4	335.4	355.4

* Based on 9-month 2015 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 * \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		25,335.2	25,335.2	12,018.1	2,712.1
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			122.5	122.5	122.5
Total Reserve / Reserve Fund Draws / Contributions		25,335.2	25,457.7	12,140.6	2,834.6
Other Program / Agency Net Withdrawals & Contributions			(13,439.6)	(9,428.5)	(4,635.0)
Balance at Year-End		25,335.2	12,018.1	2,712.1	(1,800.4)

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 * \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		38,859.1	38,859.1	38,709.1	38,559.1
Public Realm Reserve Fund	XR1410				
<i>Proposed Withdrawals (-)</i>			(150.0)	(150.0)	(150.0)
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		38,859.1	38,709.1	38,559.1	38,409.1
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		38,859.1	38,709.1	38,559.1	38,409.1

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 * \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		155.4	155.4	(1,058.6)	(1,192.1)
Major Social Events Reserve Fund	XR1218				
<i>Proposed Withdrawals (-)</i>			(448.0)	(133.5)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		155.4	(292.6)	(1,192.1)	(1,192.1)
Other Program / Agency Net Withdrawals & Contributions			(766.0)		
Balance at Year-End		155.4	(1,058.6)	(1,192.1)	(1,192.1)

* Based on 9-month 2015 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2015 * \$	Withdrawals (-) / Contributions (+)		
			2016 \$	2017 \$	2018 \$
Projected Beginning Balance		25,438.8	25,438.8	21,930.3	21,930.3
Tax Stabilization Reserve	XQ0703				
<i>Proposed Withdrawals (-)</i>			(3,500.0)		
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		25,438.8	21,938.8	21,930.3	21,930.3
Other Program / Agency Net Withdrawals & Contributions			(8.5)		
Balance at Year-End		25,438.8	21,930.3	21,930.3	21,930.3

* Based on 9-month 2015 Reserve Fund Variance Report