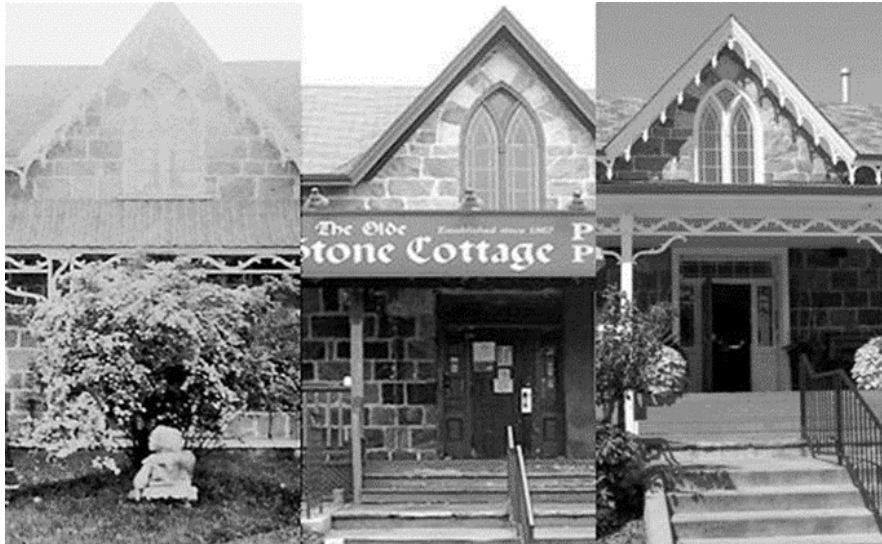


Toronto 2018 BUDGET



OPERATING BUDGET NOTES



Heritage Toronto

2018 OPERATING BUDGET OVERVIEW

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and educational programs throughout the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$0.880 million gross and \$0.383 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	794.9	879.7	84.8	10.7%
Revenues	496.5	496.5	-	
Net Expenditures	298.4	383.2	84.8	28.4%

Moving into 2018, Heritage Toronto has a net pressure of \$0.085 million gross and net, or 28.4% above the 2017 Approved Operating Budget primarily due to ongoing repair and maintenance requirements for heritage plaques as well as appropriate salary and benefit adjustments based on the staff compensation review.

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- Summary of 2018 Service Changes N/A
- Summary of 2018 New / Enhanced Service Priorities N/A
- Inflows/Outflows to/from Reserves & Reserve Funds [22](#)
- 2018 User Fee Rate Changes N/A

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FAST FACTS

- 8,000 members of the public participated in Heritage Toronto initiatives.
- Programs were operated in 28 wards.
- 39 Historical plaques placed and 13 public unveiling ceremonies.
- Sold 80 Century Home plaques to Toronto residents, the second highest amount sold.
- Delivered over 60 Walking Tours and 4 Bus Tours.

TRENDS

- 98% of surveyed public users rated programs as Excellent.
- Increasing public service demands for information and increased media demands (120+ print / broadcast interviews in 2017).
- Private donations on Walking Tours continue to trend upwards (65% revenue growth from 2016).
- Increasing social media outreach engagement
- Declining corporate sponsorship - two of three core sponsors ended funding in 2017.

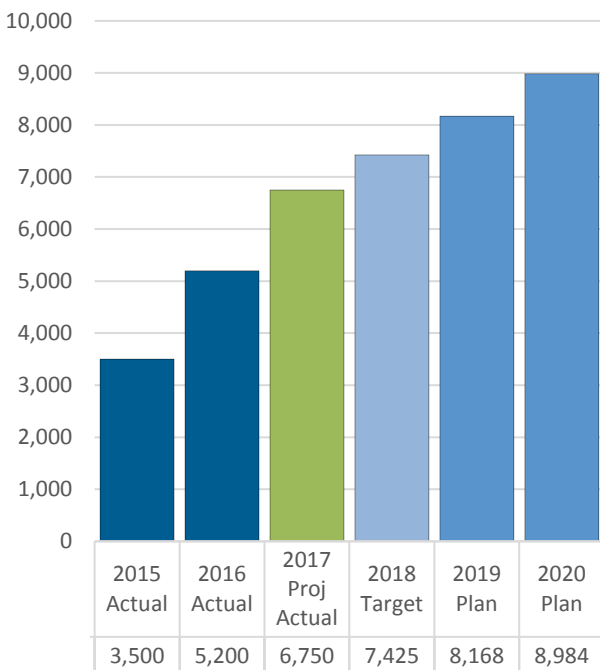
KEY SERVICE DELIVERABLES FOR 2018

Heritage Toronto continues to work on increasing awareness about the importance of the City of Toronto’s shared heritage and cultural assets among the general population and visitors.

The 2018 Preliminary Operating Budget will support the following objectives:

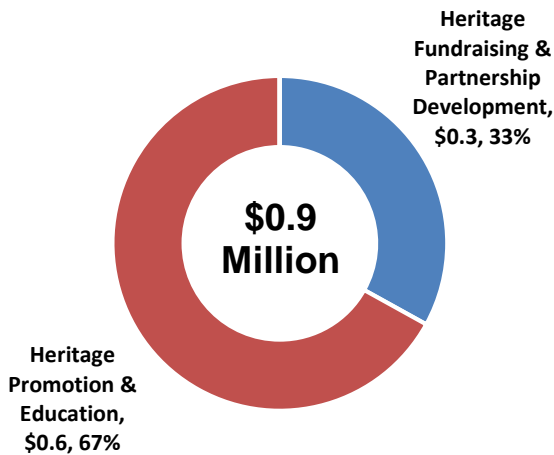
- Execute over 60 Walking tours, in partnership with 22 community organizations, and initiate four new tours targeted to diverse communities and environmental heritage.
- Research and produce 40 new historical plaques, 90 Century House Plaques and replace/repair an additional 10 plaques requiring State of Good Repair.
- Replace presenting sponsors for Heritage Toronto Awards and Historical Plaques.
- Redesign the Heritage Toronto website.

E-Newsletter Subscribers

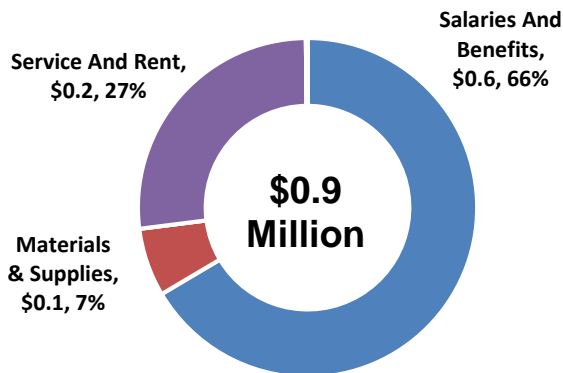


Where the money goes:

2018 Budget by Service

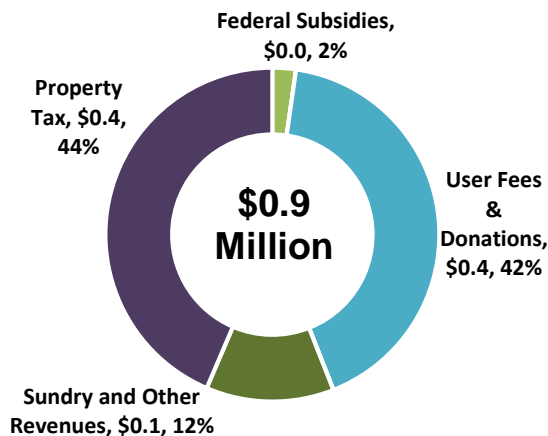


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Maintaining Historical Plaques** requires ongoing funding for state of good repair as part of Heritage Toronto mandate to manage, maintain and repair the existing plaques.

 - ✓ Establish a replacement schedule across all wards with a plan to replace 20 priority Toronto Historical Board plaques over the first two years with increased funding included in the 2018 Preliminary Operating Budget.

- **Reviving Non-Municipal Revenue Streams** through philanthropic growth and support to maintain and strengthen heritage programs to meet public expectations when other revenue streams have become stagnant.

 - ✓ The establishment of this program will require Heritage Toronto to repurpose a position requiring funding not included in the 2018 Preliminary Operating Budget.

- **Service and Program Delivery** is significantly hampered by a lack of technology, outdated software and IT infrastructure. A website redevelopment into a dynamic, content-driven online presence will:

 - ✓ Increase transparency and customer service levels for the Toronto public.
 - ✓ Increase revenue through online sales.
 - ✓ Enable cross-platform functionality, especially mobile-friendly design.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for Heritage Toronto is \$0.880 million gross and \$0.383 million net representing an increase of 28.4% from the 2017 Approved Net Operating Budget.
- The Agency could not meet the budget target due to the need for funding to reduce the high employee turnover and to support the function of heritage plaque maintenance and repairs.
- Staff complement will increase by 0.25 from 2017 to 2018 related to the plaque maintenance and repairs.

Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Heritage Toronto of \$0.880 million gross, \$0.383 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Heritage Fundraising & Partnership Development:	315.5	260.0
Heritage Promotion & Education:	<u>564.3</u>	<u>123.3</u>
Total Program Budget	<u><u>879.7</u></u>	<u><u>383.2</u></u>

2. City Council approve the 2018 service levels for Heritage Toronto as outlined on pages 12 and 14 of this report, and associated staff complement of 7.3 operating service delivery positions.



Part 1

2018-2020 Service Overview and Plan

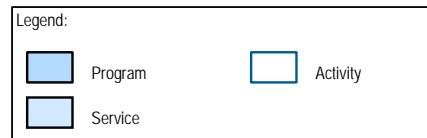
Program Map



Purpose:
 To raise awareness of Toronto's architectural, archeological, natural and cultural heritage. Heritage Toronto delivers volunteer-led tours around the city; installs historical plaques to commemorate important buildings, people and events; and presents the annual Heritage Toronto Awards and Kilbourn Lecture. The organization also delivers heritage lectures and other educational programs that are contingent on funding and community partnerships



Purpose:
 To actively seek out project grants from governments and foundations, corporate sponsorship, and community partnership opportunities to increase the organizational capacity of Heritage Toronto. Through marketing and communications activities, the organization also raises funds through membership, private donations, advertising sales and special events



Service Customer

Heritage Promotion & Education

- City of Toronto Residents
- Visitors
- Event Participants
- Lecture Attendees
- City Council
- Local Businesses
- Local Communities

Heritage Fundraising & Partnership Development

- Non Profit Organizations / Foundations
- Corporations
- Community Groups
- Other Levels of Government
- City of Toronto Residents
- Visitors
- Local Heritage Societies

Table 1
2018 Preliminary Operating Budget and Plan by Service

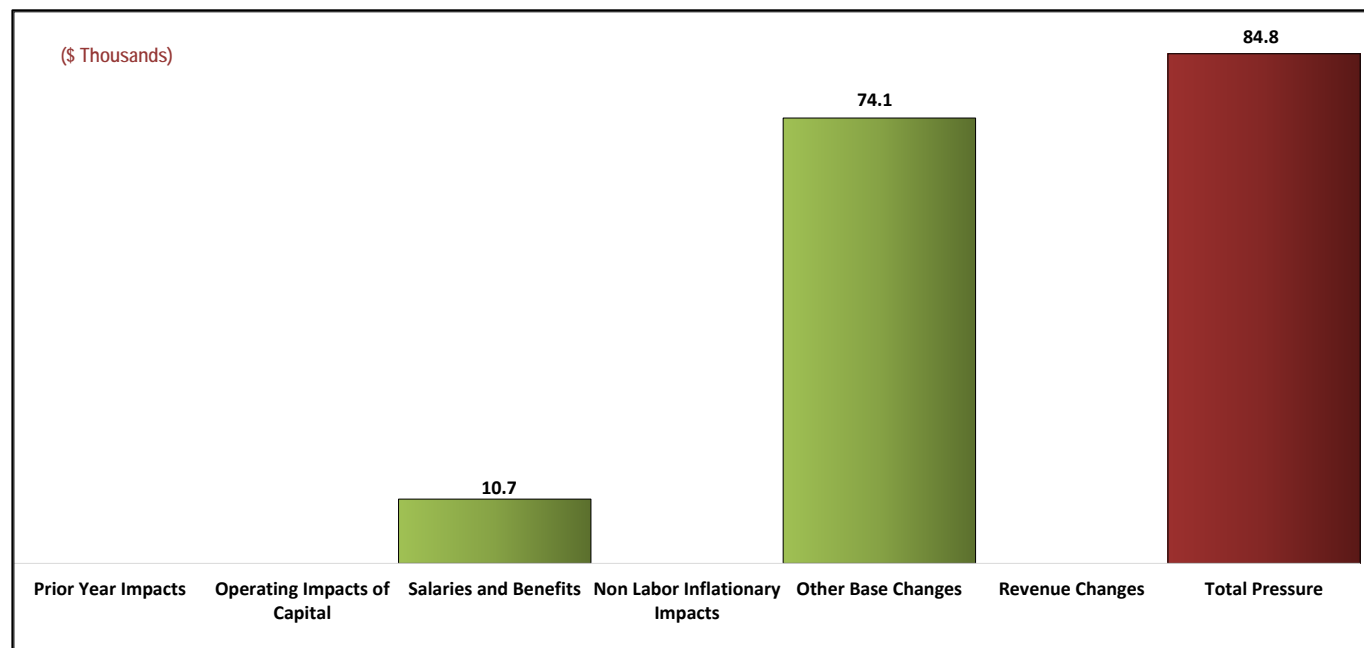
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/Enhanced	Total Budget	\$	%	2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Heritage Fundraising & Partnership Development											
Gross Expenditures	268.1	286.2	290.7		290.7	22.6	8.4%	2.7	0.9%	2.8	1.0%
Revenue	265.0	283.3	265.0		265.0						
Net Expenditures	3.1	2.9	25.7		25.7	22.6	723.8%	2.7	10.7%	2.8	9.8%
Heritage Promotion & Education											
Gross Expenditures	526.8	544.4	589.0		589.0	62.2	11.8%	5.2	0.9%	5.7	1.0%
Revenue	231.5	247.5	231.5		231.5						
Net Expenditures	295.3	297.0	357.5		357.5	62.2	21.1%	5.2	1.4%	5.7	1.6%
Total											
Gross Expenditures	794.9	830.6	879.7		879.7	84.8	10.7%	7.9	0.9%	8.5	1.0%
Revenue	496.5	530.8	496.5		496.5						
Total Net Expenditure:	298.4	299.8	383.2		383.2	84.8	28.4%	7.9	2.1%	8.5	2.2%
Approved Positions	7.0		7.3		7.3	0.3	3.6%				

The Heritage Toronto's 2018 Preliminary Operating Budget is \$0.880 million gross and \$0.383 million net, representing a 28.4% increase above the 2017 Approved Net Operating Budget as a result of base budget pressure of \$0.085 million gross and net as described below:

- Base budget pressures are attributable to cost-of-living-allowance (COLA), increased funding for heritage plaque maintenance, and salary and benefit adjustments resulting from a staff compensation review.
- Approval of the 2018 Preliminary Operating Budget will result in Heritage Toronto increasing its total staff complement by 0.25 positions from 7.0 to 7.25 positions.
- The 2019 and 2020 Plan increases are minimal and attributable to cost-of-living allowance (COLA) for staff.

The following graphs summarize the operating budget pressures for this Agency.

Key Cost Drivers



**Table 2
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget		Total	
	Heritage Fundraising & Partnership Development	Heritage Promotion and Education		
	\$	\$		
Gross Expenditure Changes				
Salaries and Benefits				
COLA	2.8	3.5	6.3	
Benefits	1.7	2.7	4.4	
Other Base Expenditure Changes				
Restore salary reductions	18.1	31.3	49.4	
Heritage Plaques - SOGR		24.8	24.8	0.3
Total Gross Expenditure Change	22.6	62.2	84.8	0.3
Revenue Changes				
Base Revenue Changes				
Total Revenue Changes				
Net Expenditure Changes	22.6	62.2	84.8	0.3

Key cost drivers for Heritage Toronto are discussed below:

Gross Expenditure Changes

The major cost drivers impacting Heritage Toronto include:

- Salary and benefit increases due to cost-of-living-allowance (COLA).
- Other base expenditure changes are related to the adjustments of the salaries and benefits resulting from the compensation review as well as increased funding for heritage plaques state of good repair, including new part-time hours to deliver the Agency's mandate to manage, maintain, and repair the existing plaques.

Approval of the 2018 Preliminary Operating Budget for Heritage Toronto will result in an incremental net cost of approximately \$0.008 million for both 2019 and 2020 respectively, to maintain the 2018 service levels, as discussed in the following section.

Table 3
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
Known Impacts:										
Salaries and Benefits										
COLA	6.2		6.2			6.3		6.3		
Other Base Changes (specify)										
Heritage Plaques - SOGR	1.7		1.7			2.2		2.2		
Sub-Total	7.9		7.9			8.5		8.5		
Anticipated Impacts:										
Other (specify)										
Sub-Total	0.0		0.0			0.0		0.0		
Total Incremental Impact	7.9		7.9			8.5		8.5		

Known Impacts:

- Future year incremental costs are attributable to cost-of-living-allowance (COLA) in salaries and benefits for 2019 and 2020.



Part 2

2018 Preliminary Operating Budget by Service

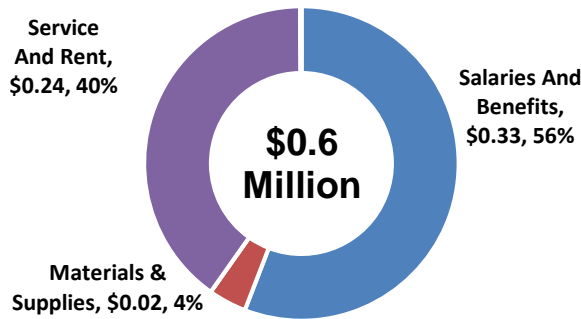
Heritage Promotion & Education



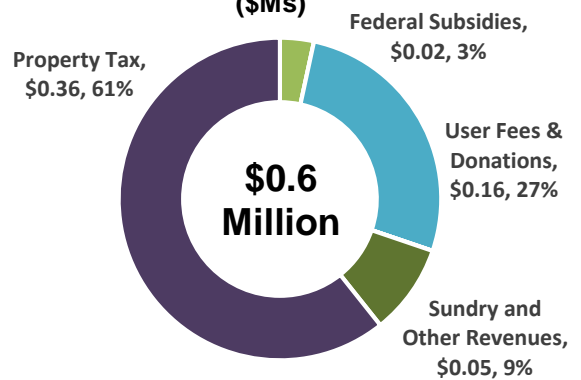
What We Do

- Raise awareness of Toronto's architectural, archaeological, natural and cultural heritage.
- Deliver volunteer-led walks cycling and bus tours around the city.
- Install plaques and markers to commemorate buildings and events which are important to Toronto's heritage.
- Deliver heritage lectures and other promotional projects that are contingent on funding and community partnerships.

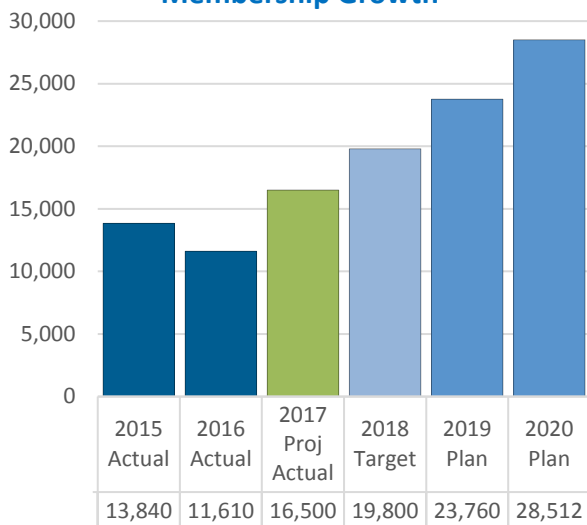
2018 Service Budget by Expense (\$Ms)



2018 Service by Funding Source (\$Ms)



Effectiveness Measure - Membership Growth



- After a downturn in memberships in 2016, Heritage Toronto is expecting to increase memberships past the 2015 levels in 2017 through increased social media efforts and e-newsletters. Heritage Toronto is projecting to maintain steady growth in 2018 and onwards.

2018 Service Levels Heritage Promotion and Education

Activity	Service Level Description	Status	2015	2016	2017	2018	Note	
Historical Plaques	Number of historical plaques installed	Approved	40	40	50	45		
		Actual	51	44	45			
	Number of Century House plaques installed	Approved	n/a	n/a	100	85	Change	
		Actual	37	113	80			
	Number of heritage plaques maintained and repaired	Approved	n/a	n/a	n/a	10	New	
		Actual	n/a	n/a	n/a			
Heritage Awards	n/a	Approved	Annual Heritage Awards presented with a focus on increasing audience to 900 people		Maintain sold-out event at smaller venue (500); grow nominees by 10% to 67 projects		n/a	Discontinued
	Attendee approval rating	Approved	n/a	n/a	n/a	94%	New	
		Actual	80%	81%	92%			
	Host Emerging Historians	Approved	n/a	n/a	n/a	30	New	
		Actual	n/a	n/a	24			
	Heritage Lectures/Town Halls	Post Momento, number of educational programs	Approved	6	4	3	4	Change
Actual			4	4	3			
Heritage Tours	Number of walking/bus tours program	Approved	n/a	n/a	60	60		
		Actual	100	61	64			
	Public participation in walking/bus tours	Approved	n/a	5,000	5,000	2,650	Change	
		Actual	3,944	2,528	2,572			
	Average donation per person	Approved	n/a	n/a	3.50	6.50	Change	
		Actual	1.14	3.49	5.78			
Liaisons and Consultations	% of representation of all Heritage organizations to contribute to the performance report	Approved	100%	100%	100%	100%		
		Actual	100%	100%	100%			
Publications	Subscription to bi-weekly e-Newsletter	Approved	n/a	n/a	5000	7,760	Change	
		Actual	3500	5200	6750			

The 2018 Service Levels have been updated in comparison with the approved 2017 Service Levels to align with updated targets:

- Historical plaques activity has been expanded to include the installation of Century House plaques and the repair and maintenance of the 173 Toronto Historical Board Heritage Plaques transferred to Heritage Toronto in 2004.
- Heritage Awards event has been revised to focus on attendee approval and increasing emerging historian attendance. As a result, the service level of maintaining the annual Heritage Awards sold-out events and nominees growth is no longer relevant or optimal and will be discontinued commencing in 2018.
- Heritage Promotion and Education Service is continuing to review its service levels and service standards in an effort to ensure that service levels reported reflect the services being performed by the Agency. Changes have also been made to certain service levels for 2018 to reflect the actual experience, as noted in the table above.

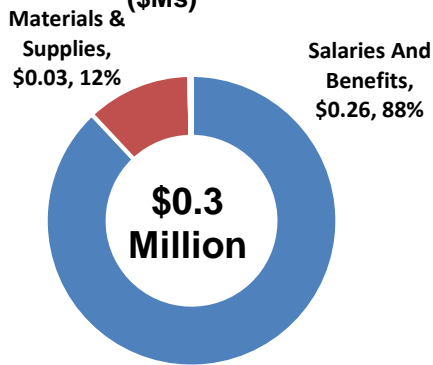
Heritage Fundraising & Partnership Development



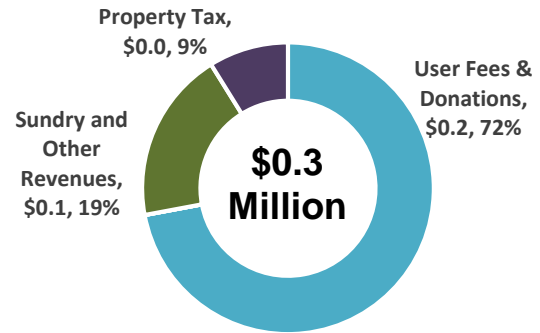
What We Do

- Actively seek Heritage project grants, sponsorship and partnership opportunities to increase the operational capacity of Heritage Toronto and effectively grow awareness of heritage issues in the City of Toronto.

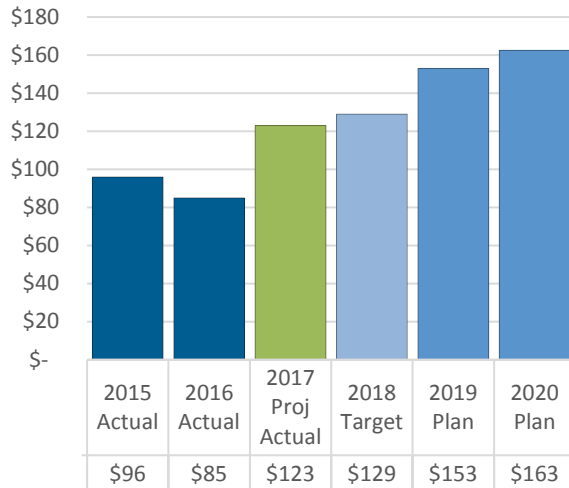
2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



Effectiveness Measure- Heritage Awards Revenue (\$000)



- Heritage Toronto has revitalized its annual Awards program to reflect the prestige of the city award. In 2017, its repositioning as a networking event between the private and public sector resulted in a sold out event and increased attendee satisfaction.

2018 Service Levels

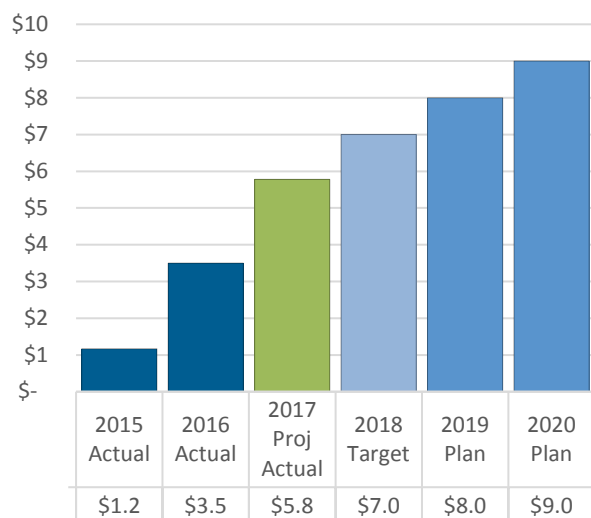
Heritage Fundraising & Partnership Development

Activity	Service Level Description	Status	2015	2016	2017	2018
Grants	% of total operations funding in grants from federal/provincial governments and private foundations	Approved	15% Fed. / 25% Prov.	15% Fed. / 25% Prov.	7%	9%
		Actual	n/a	n/a	7%	
Charitable Donations	% increase from private donations	Approved	10%	10%	10%	15%
		Actual	6%	7%	11%	
Corporate Sponsorship	% of increase in sponsorship revenues	Approved	5%	5%	5%	17%
		Actual	500%	5%	6%	
Partnerships	Number of community partnerships	Approved	50	50	50	46
		Actual	58	47	49	
Membership	% increase in membership	Approved	n/a	n/a	5%	20%
		Actual	20%	(16%)	42%	

Heritage Fundraising and Partnership Development is continuing to review its service levels and service standards in an effort to ensure that service levels reported reflect the services being performed by the Agency. The 2018 Service Levels have been updated in comparison with the approved 2017 Service Levels to align with updated targets of all activities.

Service Performance Measures

**Walking Tour Average Donations
Per Person**



- Self-generated fundraising activities through memberships, individual donations, ticket sales and corporate sponsorship are increasingly important to allow Heritage Toronto to meet its key service objectives and reduce its reliance on City funding.
- Private donations from walking tour continues to trend upwards since 2015.
- The average donation received per person a free Heritage Walk is projected to be \$5.80 representing a 21% increase from 2017.
- The goal is to increase the average donation to \$7.0 per person in 2018, \$8.0 in 2019 and \$9.0 in 2020 plan.



Part 3

Issues for Discussion

Issues Impacting the 2018 Budget

Budget Target

- City Council, at its meeting of May 25, 2017 approved the staff report (EX25.18) entitled "2018 Budget Process – Budget Directions and Schedule" and directed that all City Programs and Agencies to prepare their 2018 net operating budgets equal to the 2017 Approved Net Operating Budget and all City Programs and Agencies continue to pursue cost containment, service efficiency, modernization, service level and revenue strategies to meet the budget target.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- Heritage Toronto's 2018 Preliminary Operating Budget is \$0.880 million gross and \$0.383 million net, representing a 28.4% increase above from the 2017 Approved Net Operating Budget. This is \$0.085 million net above the budget target of 0%, as set out in the 2018 Budget Process – Budget Directions and Schedule staff report approved by City Council for all City Programs and Agencies.
- The Agency was unable to meet the budget target due to the base budget pressure of \$0.085 million gross to provide for a cost-of-living-allowance (COLA), increased funding for heritage plaque maintenance, and salary and benefit adjustments resulting from a staff compensation review.
- Heritage Toronto did not submit any reduction options to achieve the budget target. Historically, this Agency achieved City Council target through reducing the salary and benefit budgets. As a result, progression pay increases have not been awarded for many years.
- As current compensation was at pre-2007 levels, Heritage Toronto experienced high staff turnover, (85% from 2015 to 2017) and staff retention issues. Of its current staff complement of 7.0 positions, two are currently being filled by short-term contracts as qualified candidates cannot be attracted. The inability to retain staff poses significant challenges in meeting service expectations and maintaining a positive working environment. Therefore, any budget reduction would have adversely impacted service delivery and the Agency's ability to maintain heritage programs to meet approved service levels.

State of Good Repair – Historical Plaques

- In 2004, the City of Toronto granted Heritage Toronto the responsibility for municipal historical plaques and markers. This included the transfer of ownership and responsibility for 173 Toronto Historical Board plaques with no associated funding.
- As part of the mandate, Heritage Toronto is expected to manage, maintain and repair the existing plaques. The assumption was that Heritage Toronto would have the ability to raise third-party funding through corporate sponsorships or donations to sustain the service level. There are approximately 450 plaques in Heritage Toronto's portfolio. Of the 173 transferred from the City of Toronto since 2004, around 150 plaques have deteriorated and urgently require repair or replacement.
- As it is difficult to secure sponsorships and donations for existing plaques, the Agency currently can only replace or repair an average of only 2 Toronto Historical Board plaques annually.
- The maintenance of historical plaques requires state of good repair funding on a permanent basis to manage, maintain and repair the existing plaques as part of the Heritage Toronto's mandate. The 2018 Preliminary Operating Budget for Toronto Heritage will provide \$0.025 million gross and net and a 0.25 position to move this work forward. This funding will enable the Agency to accelerate the replacement of 20 priority Toronto Historical Board plaques over the first two years.
- A plaque replacement schedule has been established. Together with private sector contributions, the Agency can repair or replace 7 plaques annually with a target to replace 161 of 173 plaques by 2039 as ongoing maintenance.
- New plaques are now being costed with the inclusion of a reserve provision to be set aside for ongoing maintenance.

Issues Referred to the 2018 Operating Budget Process

New & Enhanced Not Included in the 2018 Preliminary Operating Budget

- The following new and enhanced initiatives have not been included in the 2018 Preliminary Operating Budget. They are included for City Council's consideration as part of 2018 Budget process.

Description (\$000s)	New and Enhanced				Total New and Enhanced			Incremental Change			
	Heritage Fundraising & Partnership		Heritage Promotion & Education		\$		Position	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Services Priorities											
Staff Initiated:											
<i>Philanthropy Growth</i>	23.2	23.2			23.2	23.2		(53.2)		(52.3)	
<i>Website Redevelopment</i>		(17.0)	23.5	23.5	23.5	6.5	0.3	(13.1)	(0.3)	(7.5)	
<i>Heritage Status of Heritage Report Card</i>			20.0	10.0	20.0	10.0		(7.0)			
Sub-Total Staff Initiated	23.2	6.2	43.5	33.5	66.7	39.7	0.3	(73.3)	(0.3)	(59.8)	
Total New / Enhanced Services	23.2	6.2	43.5	33.5	66.7	39.7	0.3	(73.3)	(0.3)	(59.8)	

Philanthropy Growth

- Repurposing of an existing administrative position to create a Manager of Philanthropy position would drive Heritage Toronto development initiatives and establish a stewardship program.
- There is need for increased revenues, as plaque revenues have been growing slowly and two large sponsors have withdrawn their sponsorship in 2017. Other revenue streams have remained stagnant and municipal funding has been reduced.
- To reverse these negative revenue trends, Heritage Toronto would require \$0.023 million gross and net to fund this role in 2018 and the role would become self-sustaining through 2019 – 2020.

Website Redevelopment

- The redevelopment of the Heritage Toronto website (heritagetoronto.org) would increase operational efficiencies, community engagement and earned revenue by redeveloping an effective online presence that helps the public better interact with Heritage Toronto.
- Heritage Toronto would require \$0.024 million gross and \$0.007 million net with a complement increase of 0.3 position for a web developer intern.
- A member of the public has pledged in writing to match the City's contribution to the website and additional support for software costs has been offered.

Status of Heritage Report Card

- To respond to public interest, Heritage Toronto would create a citizen-engaged State of Heritage Report to analyze and make recommendations on our municipal heritage.
- Previously the report was issued every four years but annualizing the report will ensure information is kept up-to-date and that Heritage Toronto is held accountable to the report's recommendations.
- To annualize the report, \$0.020 million gross and \$0.010 million net would be required for 2018 which would be matched by a private donor. In 2019 and 2020, funding of \$0.003 million net is required to cover the hard costs of public forums and a two week writer contract.



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, Heritage Toronto accomplished the following:

Heritage Promotion and Education

- ✓ Launched three project programs:

Program	Number of Attendance
"MomentTO: Toronto's Heritage of Innovation" 6-part lecture series	600
"Heritage Primer" 3-part event series	450
"Building Toronto" St. Lawrence Neighbourhood	1,750

- ✓ Launched Heritage Toronto Bus Tour project to serve older demographic with mobility issues and to promote wards outside of the downtown core.
- ✓ Celebration of 60 Heritage Toronto Award nominations at flagships event hosted by Mayor and City Council.
- ✓ Delivered 64 public walking tours with average attendance of 40; average tour donation increased by 65% per person (2015: \$1.17; 2016: \$3.50; 2017: \$5.78).
- ✓ Community Outreach strengthened with inaugural walking tours of North York's Little Manila, LGBTQ + Pride Outside the Village and Welcome to Koreatown.
- ✓ Produced a record high of 120 plaques (22 commemorative, 17 historic property, 80 Century House, 1 Legacy).
- ✓ 76% increase in public attendance at plaque unveilings.
- ✓ 230% increase from last year in public attendance at Doors Open program for 2016.
- ✓ Delivered more than 120 media interviews on heritage issues.
- ✓ Achieved 7,000 subscribers (20% growth) for bi-weekly Heritage e-newsletter.
- ✓ 2,500 online views of the 2015 State of Heritage Report.
- ✓ Distributed 35,000 Heritage Toronto Tours brochures across the GTA.

Fundraising and Partnership Development

- ✓ Worked with 35 community organizations to present programs programs.
- ✓ 200% increase in Public History nominees for the Heritage Toronto Awards.
- ✓ 25% increase in memberships.
- ✓ 17% increase in sponsorship revenues.

Appendix 2

2018 Preliminary Operating Budget by Expenditure Category Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Preliminary	2017 Approved		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries And Benefits	527.8	511.9	524.8	568.6	584.9	60.1	11.4%	591.1	597.4
Materials & Supplies	77.3	49.0	57.4	59.5	57.4			57.4	57.4
Service And Rent	124.0	143.5	211.4	201.0	236.1	24.8	11.7%	237.8	240.0
Contribution To Reserves/Reserve Funds			1.4	1.5	1.4			1.4	1.4
Total Gross Expenditures	729.1	704.4	794.9	830.6	879.7	84.8	10.7%	887.7	896.2
Federal Subsidies			20.0		20.0			20.0	20.0
User Fees & Donations	192.0	317.7	367.5	396.3	367.5			367.5	367.5
Sundry and Other Revenues	191.4	80.4	109.0	134.5	109.0			109.0	109.0
Total Revenues	417.0	398.1	496.5	530.8	496.5			496.5	496.5
Total Net Expenditures	312.1	306.3	298.4	299.8	383.2	84.8	28.4%	391.2	399.7
Approved Positions	7.0	7.0	7.0	7.0	7.3	0.3	3.6%	7.3	7.3

* Based on the 9-month Operating Variance Report

Heritage Toronto projects to be on budget and full complement for the year ended December 31, 2017.

For additional information regarding the 2017 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, 2017" (BU37.2) considered by City Council at its meeting on December 5, 2017.

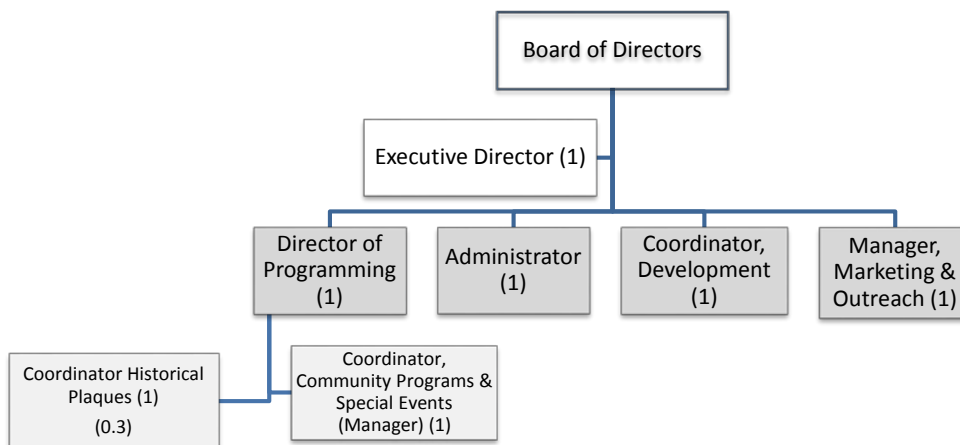
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.2>

Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- There are no impacts from the 2017 Operating Variance on the 2018 Preliminary Operating Budget for Heritage Toronto.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	4.0	2.0		7.0
	Temporary			0.3		0.3
	Total Operating	1.0	4.0	2.3	-	7.3
Capital	Permanent					
	Temporary					
	Total Capital	-	-	-	-	-
Grand Total		1.0	4.0	2.3	-	7.3

Appendix 6

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 *	Rec'd Withdrawals (-) / Contributions (+)		
			2018	2019	2020
		\$	\$	\$	\$
Projected Beginning Balance			25,981.1	25,982.4	25,983.8
Insurance RF	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			1.4	1.4	1.4
Total Reserve / Reserve Fund Draws / Contributions			1.4	1.4	1.4
Balance at Year-End		25,981.1	25,982.4	25,983.8	25,985.1

* Based on 9-month 2017 Reserve Fund Variance Report