

Economic Development and Culture

What We Do

We advance Toronto's prosperity, opportunity and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through more and enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources. Economic Development & Culture (EDC) delivers the following services:

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

EDC has stewardship for over 200 public art installations, and 100 heritage buildings.

Why We Do It

Economic Development & Culture is committed to making Toronto a place where business and culture thrive.

Our Experience & Success

- Attracted a total of \$1.8 billion of investments in film and television production in the City.
- Facilitated investments in new industrial/commercial office activities totaling \$515 million for the construction/renovation of 4.2 million square feet of floor space for 30 Gold Star projects.
- Achieved Council approved target in investments in arts and culture of \$25 per capita.
- Implemented an overall communications and marketing strategy for Museums and Heritage Services programmes taking into account the EDC Strategy and MHS rebranding currently underway.
- Completed construction documents for the *Spencer and Rosa Clark Arts Centre* and issued for tender.
- Completed *Final Canada 150* project (Fort York events dock).

Key Challenges

- Focus on job and culture development outside the core.
- Sponsorship attraction for all major City-run cultural events.
- Pressure to increase arts and culture support beyond \$25/capita.
- Distressed retail/industrial areas and programming design.
- Expansion of Toronto's share of international travel and leisure.
- FIFA 2026.
- Rationalization of collections, care, conservation and display of hundreds of thousands of large and significant collection of historic objects, artifacts and art.
- Generate additional revenues by leveraging Toronto's museums and heritage sites, including programming.
- Planning for *Museum of Toronto* at Old City Hall.

Priority Actions

- Complete equity plan for EDC programs and services.
- Enhance Toronto's global profile by leveraging international partnerships and encouraging export readiness.
- Recommend investment of \$1.647 million to design programs and initiatives to stimulate economic growth in distressed areas.
- Improve equity in distribution of funding through such efforts as the creation of the Indigenous Culture Program and Nuit Blanche's move to Scarborough.
- Develop a Technology Workforce Strategy with TESS, focussing on development, attraction and retention.
- Partner with Real Estate Services on the planning and design of the *Museum of Toronto* at Old City Hall pending City Council decision.
- Invest \$119 million over 10 years to restore/preserve heritage elements, including museums, historical sites, as well as outdoor public art included in the Staff Recommended 10-Year Capital Plan.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$ 82.2	\$ 81.5	\$ 82.0
Revenues	\$ 12.4	\$ 10.7	\$ 10.7
Net Expenditures	\$ 69.7	\$ 70.8	\$ 71.3
Approved Positions	305.5	307.1	309.4

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$16.2	\$158.7	\$174.9
Debt	\$ 9.5	\$93.8	103.3

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



Produce/support **335** community art events annually



31 Gold Star projects completed or facilitated advancement



Support **196** business community projects



100% of film permits are issued in 2 business days or in agreed upon time



850 Public programs, educational programs and special events held annually in museums (excludes third party rentals)

Source of Image: www.icons8.com

Key Service Deliverable

Facilitate completion of Business Growth Services Realignment and Pilot Projects including Employment District pilot, International Strategy and Food and Beverage Sector Strategy

Facilitate new industrial/commercial office investment activity through completion of over 30 Gold Star projects

Work in partnership with Toronto Employment Social Services to expand workforce development within key sectors and challenged demographic segments

Expand cultural development outside the core

Review City approach to public art to strengthen public awareness, resourcing and accessibility

Develop and begin implementation of a strategy to transform the City's museums, *Build Museums of the Future: 2040*

Enhance Toronto's global profile and promote investment, trade and job growth opportunities by leveraging international partnerships and encouraging export readiness

Who We Serve

Business Services

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

Beneficiaries

- Education Sector
- Other Levels of Government
- Residents
- Unions / Trade Commissions

Entertainment Industries Services

- Entertainment Industry Associations
- Film & Media Companies
- Restaurants & Hotel Industries
- Tourism Companies
- Visitors & Volunteers

Beneficiaries

- Businesses / Business Associations
- Residents

Arts Services

- Arts & Cultural Organizations
- Residents
- Visitors

Beneficiaries

- Event Organizers
- Exhibitors
- Shows and Events Attendees

Museums & Heritage Services

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

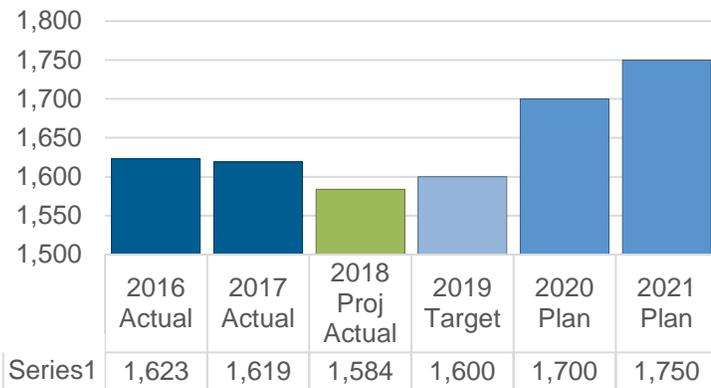
Beneficiaries

- Private Companies

How Well We Are Doing

Performance Measures

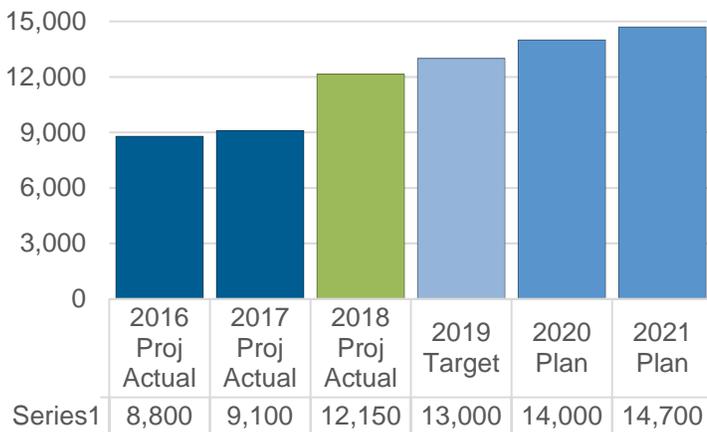
Number of Attendees at City Produced Events (000's)



Behind the Numbers

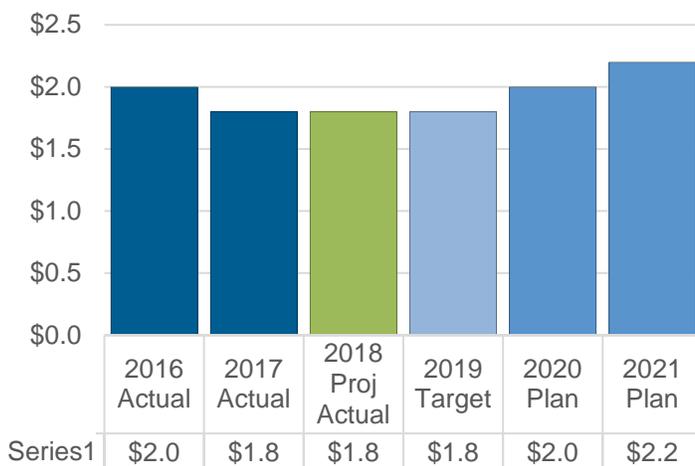
- Beginning in 2018, attendance for Summer- / Winterlicious will be excluded from this measure as these programs are no longer considered City-produced events; 2018 Projected actual attendance including Summer / Winterlicious would be 1,870,421.
- 2017 attendance numbers include Canada 150 programmed activities. 2018 numbers include one-time 2018 Vigil for Mel Lastman Square.
- Annual City-produced events include Doors Open, Canada Day, Nuit Blanche, Cavalcade of Lights and NYE, among others.

Total Jobs Created/Retained From Business Clients And Projects Supported



- Projected total number of jobs from investment projects created in 2018 is based on the over 9000 jobs created by Q3 of 2018.
- With over 150 investment activity projects creating over 75,000 jobs progressing, jobs created is expected to continue to grow from 2019 to 2023.
- Additional investment development activity proposals are anticipated due to strong demand for space in both the office and industrial markets.

Annual Production Spend in Toronto (\$B's)



- Film production continues to experience a high market demand with a studio footprint and availability similar to 2017.
- The 2019, 2020, 2021 targets are based on:
 - ✓ Production studios currently committed in some of the largest studios;
 - ✓ Studio footprint growth over the three years of over 400k square feet of new studio space within Toronto and even more in the GTA;
 - ✓ The workforce set to grow accordingly; and
 - ✓ Stability of the low Canadian dollar.
- The target values for 2019 - 2021 depend on multiple variables; they are not intended to determine the industry pattern or behaviour.

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

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

1. City Council approve the 2019 Staff Recommended Operating Budget for Economic Development & Culture of \$82.188 million gross, \$69.746 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Business Services	15,251.2	11,913.7
Entertainment Industries Services	6,987.6	4,023.9
Arts Services	45,559.4	42,251.9
Museums & Heritage Services	14,390.2	11,556.1
Total Program Budget	82,188.4	69,745.6

2. City Council approve the 2019 service levels for Economic Development & Culture as outlined in Appendix 3 of this report, and associated staff complement of 305.5 positions, comprising of 12.0 capital positions and 293.5 operating positions.

3. City Council approve the 2019 new user fees and market rate user fee changes for Economic Development & Culture identified in Appendix 6, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council approve the 2019 Staff Recommended Capital Budget for Economic Development & Culture with a total project cost of \$13.866 million, and 2019 cash flow of \$27.549 million and future year commitments of \$12.069 million comprised of the following:

a. New Cash Flow Funds for:

1. Twenty-two new / change in scope sub-projects with a 2019 total project cost of \$13.866 million that requires cash flow of \$5.026 million in 2019 and future year cash flow commitments of \$8.840 million for 2020;

2. Fifteen previously approved sub-projects with a 2019 cash flow of \$11.176 million; and future year cash flow commitments of \$1.550 million for 2020; \$0.100 million for 2021; \$1.579 million for 2022; and

b. 2018 approved cash flow for 32 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$11.347 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Economic Development & Culture totalling \$146.630 million in project estimates, comprised of \$10.060 million for 2020; \$17.230 million for 2021; \$16.972 million for 2022; \$18.838 million for 2023; \$14.200 million for 2024; \$15.624 million for 2025; \$18.706 million for 2026; \$15.100 million for 2027, and \$19.900 million for 2028.

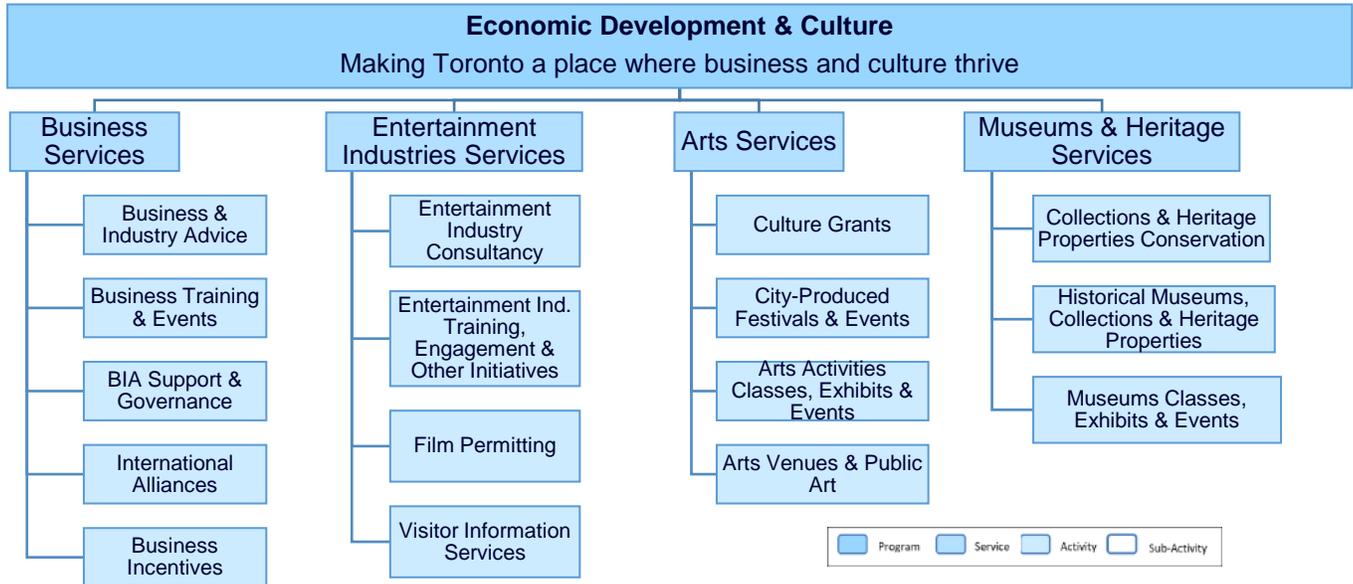
6. City Council consider the operating costs of \$0.020 million net in 2019; \$0.326 million net in 2020; \$0.138 million net in 2021; and \$0.036 million net in 2022 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.

7. All sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2019 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.



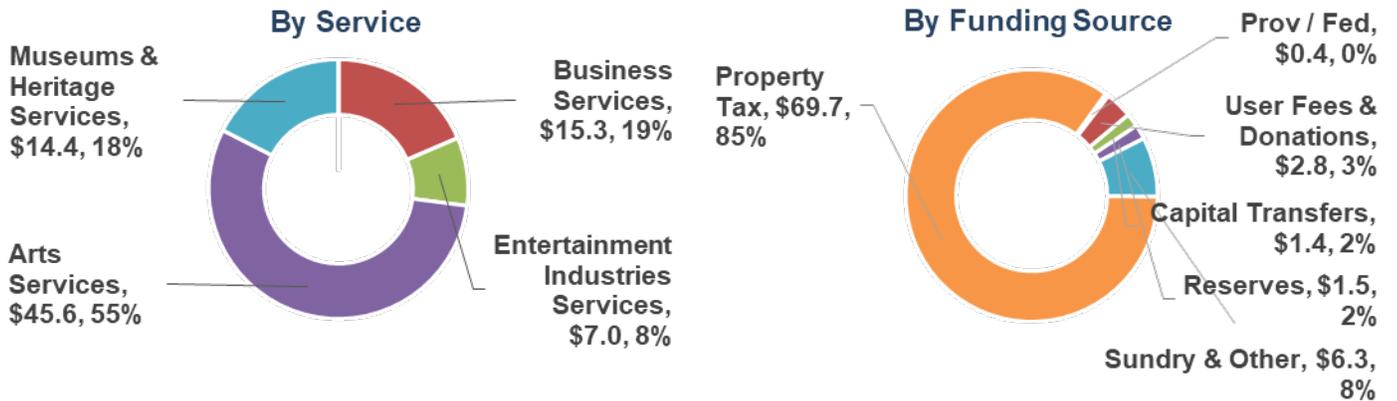
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$82.2M



- **0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.062M** Savings through detailed review of base expenditures and service efficiency due to transition to digital media.
- **\$2.648M** New/enhanced funding to provide support for the development of Indian Residential School Survivors (IRSS) Legacy Structure, Toronto Special Events Investment Program and Distressed Retail Program, reinvestment from elimination of the Vacant Rebate Program.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and other expenditures, as well as operating impact of the Guild Revitalization. Staff will report back in the 2020 Budget process on potential scenarios for increasing Cultural spending to be more reflective of Canadian big city standards.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Business Services									
Gross Expenditures	14,294.9	14,523.7	13,603.5	1,647.6	15,251.2	956.3	6.7%	173.3	(7.4)
Revenue	2,357.3	2,653.8	1,689.8	1,647.6	3,337.4	980.1	41.6%	(4.4)	(91.4)
Net Expenditures	11,937.6	11,869.9	11,913.7		11,913.7	(23.8)	(0.2%)	177.7	84.0
Entertainment Industries Services									
Gross Expenditures	6,924.4	6,853.9	6,237.6	750.0	6,987.6	63.2	0.9%	(1,069.1)	66.0
Revenue	2,888.0	2,703.5	2,213.7	750.0	2,963.7	75.7	2.6%	(1,176.4)	6.3
Net Expenditures	4,036.4	4,150.4	4,023.9		4,023.9	(12.5)	(0.3%)	107.3	59.7
Arts Services									
Gross Expenditures	45,823.5	46,006.7	45,309.4	250.0	45,559.4	(264.1)	(0.6%)	257.9	344.8
Revenue	3,467.7	2,789.9	3,057.5	250.0	3,307.5	(160.2)	(4.6%)	(328.4)	103.0
Net Expenditures	42,355.7		42,251.9		42,251.9	(103.8)	(0.2%)	586.3	241.8
Museums & Heritage Services									
Gross Expenditures	14,215.1	14,834.5	14,390.2		14,390.2	175.1	1.2%	(31.5)	80.8
Revenue	2,799.1	3,434.8	2,834.1		2,834.1	34.9	1.2%	(227.6)	20.6
Net Expenditures	11,416.0		11,556.1		11,556.1	140.2	1.2%	196.1	60.2
Total									
Gross Expenditures	81,257.8	82,218.8	79,540.7	2,647.6	82,188.4	930.6	1.1%	(669.5)	484.1
Revenue	11,512.2	11,582.0	9,795.1	2,647.6	12,442.8	930.6	8.1%	(1,736.9)	38.4
Total Net Expenditures	69,745.6	70,636.8	69,745.6		69,745.6	0.0	0.0%	1,067.4	445.7
Approved Positions	302.5	300.1	304.5	1.0	305.5	3.0	1.0%	1.6	2.3

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes
(\$0M Net)

- Salary and benefit increases due to cost of living adjustment and progression pay.
- Operating cost includes license fees of a client and grant software developed as part of the Customer Relationship Management capital project.
- Other base pressures include an increase to the Fleet reserve contribution and reinstatement of travel budget.
- Above pressures are fully offset by increase in facility rental rate and user volume at museums, implementation of administrative fee for the Imagination, Manufacturing, Innovation Technology (IMIT) program, improvement in service delivery model of the Culture Build Program as well as savings through detailed base expenditure review and service efficiency.

New/Enhanced Services
(\$2.648M Gross / \$0 Net)

- Planning, consultation and programming cost of \$0.250 million for the Indian Residential School Survivors Legacy Project, fully funded from Major Special Events Reserve Fund (MSERF)
- Reinvestment of \$1.648 million (from reduction in vacancy rebate program) to stimulate economic growth and job creation by enhancing local retail areas that are challenged by high vacancy rates
- Funding of \$0.750 million to support successful applications to the Toronto Significant Events Investment Program (TSEIP), fully funded from the MSERF

Future Year Plan

- Clark Centre for the Arts at the Guild Inn site is expected to open in 2020. Additional resources will be required to support arts and culture programming activities at the Centre, including equipment rentals and service fees for the site.
- Salaries and benefits are adjusted based on expected cost of living.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing economic development opportunities for residents in low income neighborhoods: Economic Development and Culture's 2019 Staff Recommended Operating Budget includes an investment of \$0.623 million in new and enhanced programs to facilitate economic development opportunities for distressed retail areas in low income neighborhoods. The programs include the Retail Accelerator Program, Pop-up Shops Expanded Pilot, Capacity Building Program and the development of new ward-based community economic development profiles. These investments align with the goals of the Toronto Poverty Reduction Strategy and Strong Neighbourhood Strategy.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Economic Development & Culture is \$69.746 million net or 0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes that achieve budget target as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services				Total	
	Business Services	Entertainment Industries Services	Arts Services	Museums & Heritage Services	\$	Positions
	\$	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	11,937.6	4,036.4	42,355.7	11,416.0	69,745.6	302.5
Base Expenditure Changes						
Prior Year Impacts						
Reversal of One-Time Funding and COLA Expenditures	(144.5)	(20.5)	(30.6)	(28.8)	(224.5)	
Operating Impacts of Capital						
Operating Impact of Guild Revitalization			5.0		5.0	
License Cost for Salesforce	50.0				50.0	
Economic Factors						
Inflationary Increases in Utilities			2.7	23.2	26.0	
Salaries and Benefits						
Inflationary Increases in Salaries and Benefits	141.3	75.7	171.1	256.2	644.3	
Other Base Expenditure Changes						
Zero Based Items - Consulting Fees and Studies	(150.0)				(150.0)	
Contributions to Fleet Reserve		4.7		8.8	13.5	
Reverse One-time Reduction in 2018 for BIA Locate Services	165.9				165.9	
Increase to Local Capacity Building Program	30.0				30.0	
Other Base Changes	23.8	2.4	5.4	(25.1)	6.4	
Sub-Total Base Expenditure Changes	116.4	62.3	153.6	234.3	566.6	
Base Revenue Changes						
Increase Parking Revenues at the Fort York Visitor Centre				(25.0)	(25.0)	
Reduce revenue to reflect historical actuals in Arts and Culture Director's Office, Spadina Museum and Montgomery's Inn			33.9	34.1	68.0	
Sub-Total Base Revenue Changes			33.9	9.1	(139.5)	
Service Changes						
Base Expenditure Changes						
Reduce Base Expenditures Based on Actual Experience		(52.0)			(52.0)	
Service Efficiencies						
Efficiencies due to transition to Digital Media	(10.3)	(10.3)	(10.3)	(10.3)	(41.0)	
Revenue Adjustments						
Increase in Facility Rental Rates & User Volume at Museums			0.0	(65.6)	(65.6)	
Increase Pre-Ticketed Events and Experiences at Museums				(15.0)	(15.0)	
Implement IMIT Program Administration Fee Approved by City Council in 2018	(117.5)				(117.5)	1.0
Increase Sponsorship Funding	(12.5)	(12.5)	(12.5)	(12.5)	(50.0)	
Service Adjustments						
Improve service delivery model of Culture Build Investment Program			(268.6)		(268.6)	1.0
Sub-Total Service Changes¹	(140.3)	(74.8)	(291.4)	(103.3)	(609.7)	2.0
Total Base Changes	(23.8)	(12.5)	(103.8)	140.2	0.0	2.0
New & Enhanced Services						
Enhanced Service Priorities						
Indian Residential School Survivors (IRSS) Legacy Structure (\$0.250M Gross)			0.0			
Capacity Building Program Expansion (\$0.198M Gross)	0.0					1.0
Expand Digital Mainstreet (\$0.240M Gross)	0.0					
Strategic Response Fund (\$0.200M Gross)	0.0					
Toronto Significant Events Investment Program (\$0.750M Gross)		0.0				
New Service Priorities						
Eglinton Avenue Support (\$0.485M Gross)	0.0					
Pop-Up Shops Expanded Pilot Program (\$0.200M Gross)	0.0					
Retail Accelerator Program (\$0.200M Gross)	0.0					
Ward Based Community Economic Development Profiles (\$0.125M Gross)	0.0					
Sub-Total New & Enhanced Services¹						1.0
Total 2019 Staff Recommended Operating Budget (Net)	11,913.7	4,023.9	42,251.9	11,556.1	69,745.6	305.5

Note:

- For additional information, refer to [Appendix 4](#) (page 49) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 49) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

Business Services promote and strengthen Toronto's business environment and support entrepreneurs and businesses to develop and grow.

2019 Staff Recommended Operating Budget \$15.3M



Refer to [Appendix 2](#) (page 43) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



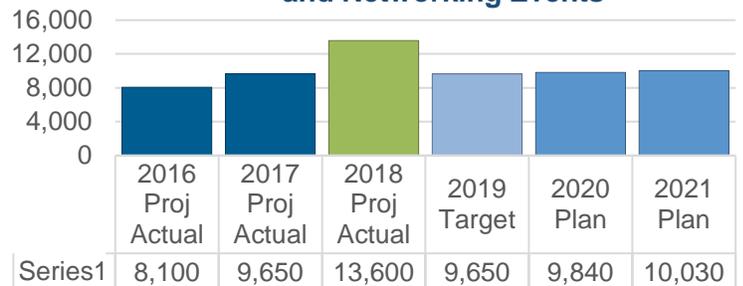
Refer to [Appendix 3](#) (page 46) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Office and Industrial Construction Projects (\$M's)



Number of Business Participants at Training and Networking Events

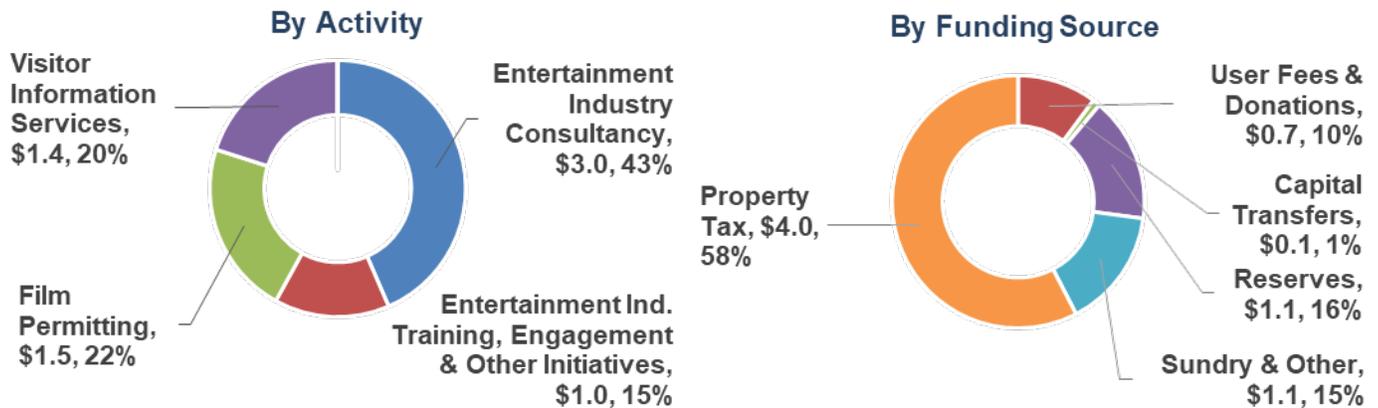


- This metric measures the amount in dollars of Office and Industrial Construction investment projects in the City that are facilitated by Business Growth Services.
- The targets are projected based on estimates of the projects presented.

- The measure tracks the number of attendees (people and organizations) that participate in different trainings and networking events organized or hosted by Business Growth services.
- Targets were set based on previous experience managing these events and also following the activities planned for this year.
- The spike in 2018 is due to large one-time events, such as Elevate.

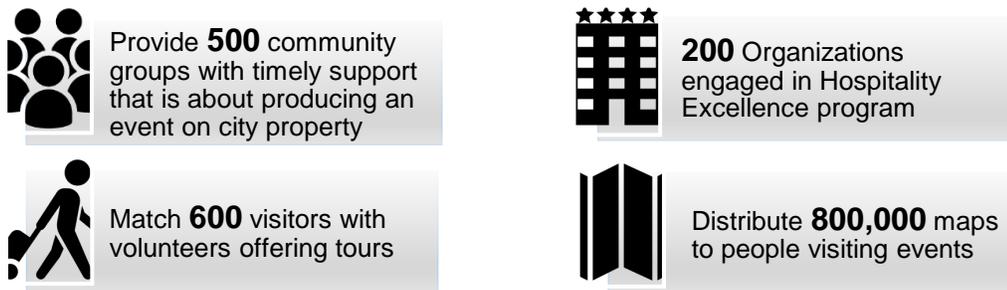
Entertainment Industries Services promote and support Toronto's entertainment industries including creative screen, events, music and tourism, to develop and grow.

2019 Staff Recommended Operating Budget \$7.0M



Refer to [Appendix 2](#) (page 43) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Refer to [Appendix 3](#) (page 46) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures



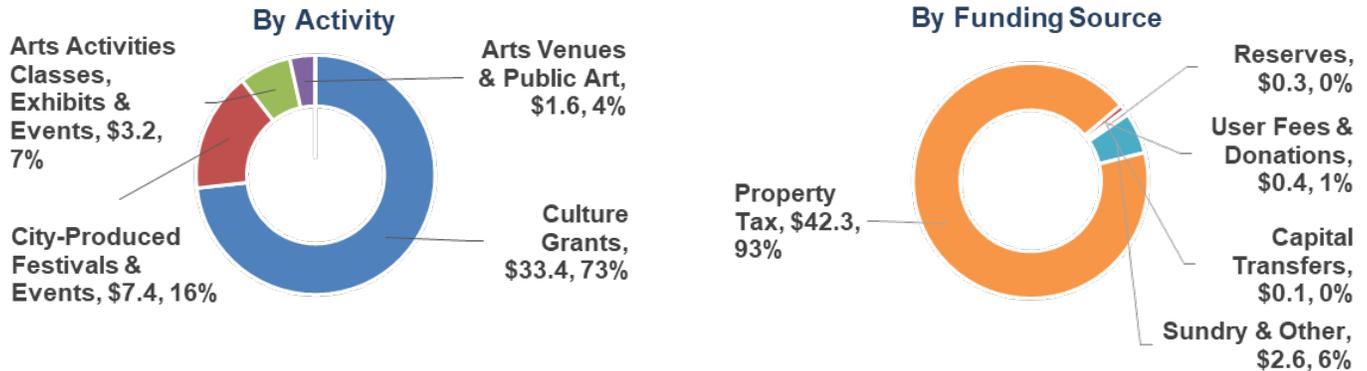
- EDC delivers event support (either by providing information, answering questions or directly helping) to any event who contacts Event Support.
- This measure indicates the number of calls/emails, questions and/or meetings to which Event Support responded.



- Visitor Information Services' provides Toronto's visitors and residents with the information they need to enjoy the city.
- This measure indicates the number of visitors who received information or consultations from EDC staff.

Arts Services promote and increase opportunities to create, engage and experience local, national and international arts in Toronto.

2019 Staff Recommended Operating Budget \$45.6M



Refer to [Appendix 2](#) (page 43) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Provide **325** community arts classes per year

Present **40** community art exhibits (City-organized) annually

Manage **20** art projects annually

Produce **5** signature events annually on time and on budget

Produce **22** programming days annually on time and on budget

Refer to [Appendix 3](#) (page 46) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Participants in Arts Programs ('000's)

Number of Attendees at Youth programs Offered by Arts Services ('000s)



- Arts Services, such as Cultural Hotspots, provide arts programming to the general public.
- A steady increase in participation is expected over the next three years.
- Decrease beginning in 2018 is due to Zion Church no longer in the Arts Services portfolio.

- The number of attendees at art classes, art camps and cultural activities for youth. The programming is delivered in partnership with different organizations.
- Projections are based on youth cultural programming, partnerships and cultural sites. An increase is anticipated in 2020 with the opening of the Clark Centre for the Arts in the fall of 2020.
- Decrease beginning in 2018 is due to Zion Church no longer in the Arts Services portfolio.

Museum & Heritage Services promote, preserve and present Toronto's history, and heritage while effectively engaging the public.

2019 Staff Recommended Operating Budget \$14.4M



Refer to [Appendix 2](#) (page 43) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

2010 Days of public programs, education programs and special events held annually

15 Third-Party Special Events held annually

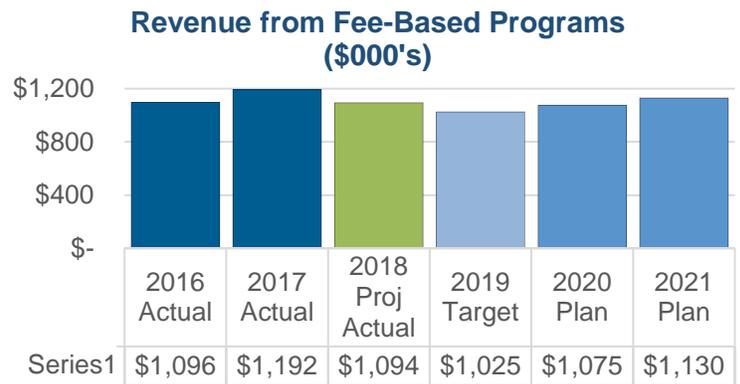
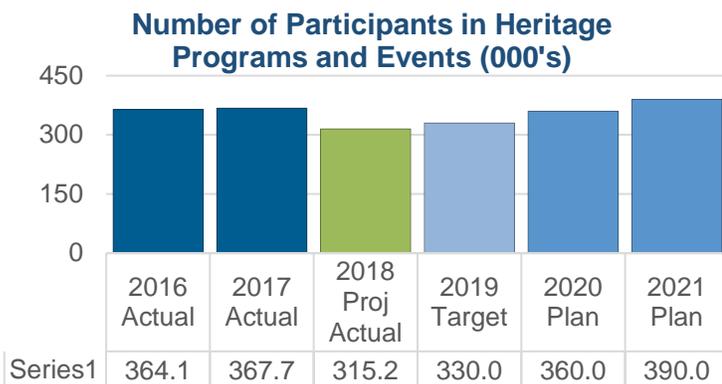
50 Exhibitions held annually (City-produced, borrowed, or produced in partnership)

Reach **65,000** participants through Access programs

Display **1,564** works from the City art collection annually

Refer to [Appendix 3](#) (page 46) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures



- EDC manages 10 Toronto historic sites and offer a broad range of programs, events and exhibits.
- Based on actual experience, the number of participants are expected to grow steadily.
- Decline in 2018 due to elimination of 2 large scale events at Fort York and Colborne Lodge.

- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- A steady increase is expected from 2019 to 2021.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Achieved Council approved target in arts and culture investment of \$25 per capita.
- Attracted a total of \$1.8 billion of investments in film and television production in the city.
- Provided support to over 2,500 businesses and ongoing communication to key clients through quarterly e-blasts, local area events and outreach.
- Facilitated new industrial/commercial office investment activity through the completion of estimated 30 Gold Star projects, resulting in projected \$515 million in investment value, the construction/renovation of 4.2 million square feet of floor space, and 6,700 jobs retained or attracted to the city, and supported ongoing preservation of Employment Lands.
- Contributed to the drafting and submission of the winning United Bid (Canada, Mexico & United States) for the rights to host the 2026 FIFA World Cup - submitted Toronto as a Host Candidate City bid as part of the United Bid.
- Designed and implemented the Creative Co-location Facilities property tax subclasses yielding almost \$1M in savings for six key creative hubs in Toronto.
- Successfully developed new and enhanced program opportunities including:
 - A new special event in partnership with Winterlicious programming at Mackenzie House;
 - New curriculum-based school program complementing recent interior re-restoration work at Todmorden Mills;
 - New on-site and classroom outreach curriculum-based school program interpreting First World War at Zion Schoolhouse.
- Implemented an overall communications and marketing strategy for Museums and Heritage Services (MHS) programmes taking into account the EDC Strategy and MHS rebranding currently underway.
- Delivered two unbudgeted significant events for North York - van attack vigil and Canada Day - on short planning horizons, but yielding great successes.
- Strengthened the public art portfolio by cataloguing works and reintroducing the Sculpture Garden.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$4.378 gross and \$3.082 net for the new and enhanced services in the 2018 Operating Budget for Economic Development & Culture. A status on their implementation and results to-date are highlighted below:

Provide Locate Services for BIAs (\$0.166 million gross & net)

- ON1Call services for BIAs are now being handled by Transportation Services as part of their existing contract.

Toronto Business Development Centre (\$0.200 million gross & net)

- A partial grant was awarded to Toronto Business Development Centre (TBDC) as some of the conditions of the grant were not met. TBDC will receive the entire grant in 2019.

Study of the Current State and Future of the City's Retail (\$0.200 million gross & net)

- Consultant has been retained and study is underway. EDC will report on results and recommendations in Q3-Q4 of 2019.

Construction Mitigation Best Practices, Options & Support (\$0.300 million gross & net)

- RFP has closed and bids are being evaluated. Consultant is expected to be retained in Q1 of 2019. EDC will report on results and recommendations in Q3-Q4 of 2019

Local Capacity Building Program - Retail Areas (\$0.262 million gross & net)

- The program is in place and being implemented.

Music Strategy Roll-Out (\$0.200 million gross & net)

- Objectives are either completed or in process:
 - i. *Protecting the health of live music infrastructure* - in process via Agent of Change protocols that began operating during 2018.
 - ii. *Branding Toronto music, including promoting music through BIA partnerships, highlighting Toronto's music history, and funding music activations at Toronto's transit gateways* - implemented via 150 artist performances at Pearson Airport via YYZ Live, Union Station via Union Summer, and local community partnerships resulting in City Hall Live performances at various sites throughout the city.
 - iii. *Commissioning the second phase of a benchmark economic impact study of the music sector in Toronto* - Phase 1 of the study is expected in Q3 2019. It will focus on the economic impact of live music in Toronto and is being led by Music Canada Live via its research partner Nordicity.
 - iv. *Sustaining and expanding Toronto's partnerships with other music cities / jurisdictions* - completed via activations and partnerships in Austin (x2) and Montreal and through hosting other cities' representatives here in Toronto.
 - v. *Enhancing professional education and development for musicians* - completed via information sessions for grassroots music community.

Toronto Significant Events Investment Program (\$1.050 million gross & \$0 net)

- Conditions for most of the events were met and funding was provided to the Aboriginal Peoples Television Network for Aboriginal Day Live 2018, Athletics Canada for the Toronto 2018 NACAC Athletic Championships, Special Olympics Ontario for the International Special Olympics Invitation Youth Games 2019, and Water's Edge Festivals and Events for the 2019 Redpath Waterfront Festival.

Major Cultural Organizations - Harbourfront Centre (\$0.250 million gross & net)

- Implemented - funding provided to Harbourfront in 2018 as part of Major Cultural Organizations program. Funding to Harbourfront Centre has been enhanced.

Public Art Operations and Maintenance (\$0.219 million gross & net)

- Increase in maintenance and operating funds for public art allowed EDC to enter into a maintenance contract for the Luminous Veil, as well as undertake more conservation and remediation projects including the high profile piece by Doug Coupland called 'Canoe Landing'.
- Funds towards communications and outreach allowed EDC to hire a photographer to photograph the collection for the eventual website that will allow the public to view the collection online.

New Year's Eve (\$0.425 million gross & \$0.225 million net)

- The New Year's Eve event on Nathan Philips Square was successfully produced with over 25,000 people attending the event.

Toronto Arts Council (TAC) (\$0.500 million gross & net)

- Increase of funding to TAC has been implemented. It is anticipated that a report will be available in 2020 on how these funds are being utilized.

Increase Grants to Specialized Collections Museums (\$0.106 million gross & net)

- The increase in grant funding was directed specifically to support the Museum of Contemporary Art Toronto that had its successful official opening in May 2018.

Indigenous Culture (\$0.300 million gross & net)

- An Indigenous cultural fund has been created, with an Indigenous advisory board. Program guidelines were written which will guide the funding program into the future. Two funding cycles were run over 2018 and 12 projects funded.

Museums Marketing Expansion (\$0.200 million gross & net)

- The enhancement of the museums' marketing budget has allowed EDC to secure services of a marketing agency to support the repositioning and rebranding of the museums as well as investment in media buys to promote attendance for the special events produced by the museums in 2018.

New User Fees for the Market Gallery (\$0 million gross & \$0.046 million net revenue)

- The new general admission fee for the Market Gallery was introduced and generated significantly less than anticipated revenue despite it being consistent with general admission fees being charged at other museums, probably due to it being a much smaller venue and the spontaneous nature of most visits.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	31,392.7	29,900.7	29,571.2	30,799.4	898.7	3.0%
Materials & Supplies	1,294.9	1,305.9	1,201.6	1,440.7	134.8	10.3%
Equipment	194.8	125.1	313.2	172.0	46.8	37.4%
Service and Rent	11,962.9	8,405.7	8,154.2	8,593.2	187.6	2.2%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	163.1	162.7	162.6	176.2	13.5	8.3%
Other Expenditures	40,010.5	40,261.8	41,604.9	39,904.5	(357.3)	(0.9%)
Inter-Divisional Charges	1,133.6	1,096.0	1,211.0	1,102.4	6.4	0.6%
Total Gross Expenditures	86,152.5	81,257.8	82,218.8	82,188.4	930.6	1.1%
Inter-Divisional Recoveries	4.3		12.7	1,647.6	1,647.6	
Provincial Subsidies	3,686.0	1,136.0	2,199.7	262.7	(873.3)	(76.9%)
Federal Subsidies	2,253.3	111.7	269.1	79.0	(32.6)	(29.2%)
Other Subsidies		37.0		37.0		
User Fees & Donations	1,540.6	1,311.8	1,677.0	1,477.9	166.1	12.7%
Licences & Permits Revenue	1,358.0	1,296.1	1,598.4	1,364.9	68.7	5.3%
Transfers From Capital	1,174.0	1,274.1	1,156.0	1,416.5	142.4	11.2%
Contribution From Reserves/Reserve Funds	4,121.9	1,810.7	1,424.5	1,523.8	(286.9)	(15.8%)
Sundry and Other Revenues	5,322.9	4,534.7	3,244.5	4,633.3	98.6	2.2%
Total Revenues	19,461.0	11,512.2	11,582.0	12,442.8	930.6	8.1%
Total Net Expenditures	66,691.6	69,745.6	70,636.8	69,745.6	0.0	0.0%
Approved Positions	298.5	302.5	300.1	305.5	3.0	1.0%

* Year-End Projection Based on Q3 2018 Variance Report

Economic Development & Culture is projecting to be overspent by \$0.891 million at year-end, primarily due to loss of funding from Tourism Toronto in 2018 due to the introduction of the Municipal Accommodation Tax (MAT) by the City. The shortfall of this funding is offset corporately by MAT revenue in non-program. This funding was to support EDC's visitor services and other tourism enhancing activities.

For additional information regarding the 2018 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, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

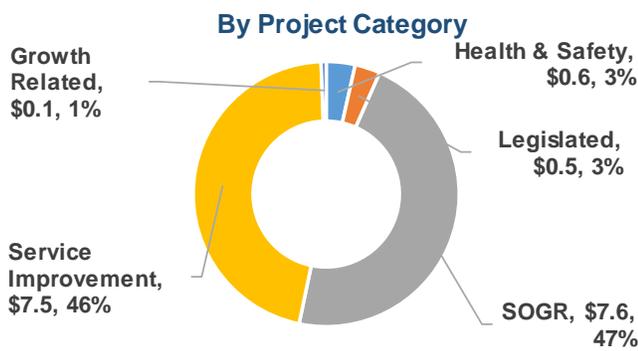
- The impact of the loss of Tourism Toronto revenue is anticipated to continue into 2019 as a result of the introduction of Municipal Accommodation Tax (MAT) which became effective April 1, 2018. This pressure will be offset corporately by the higher than anticipated revenues from the Municipal Accommodation Tax proceeds budgeted for 2019.



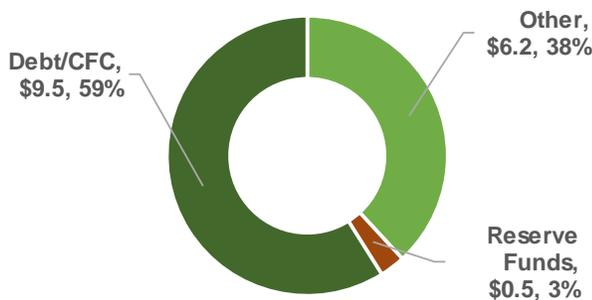
2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

10-YEAR CAPITAL PLAN HIGHLIGHTS

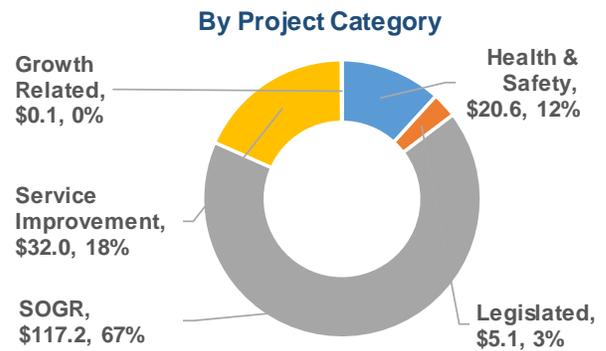
2019 Staff Recommended Capital Budget \$16.2M



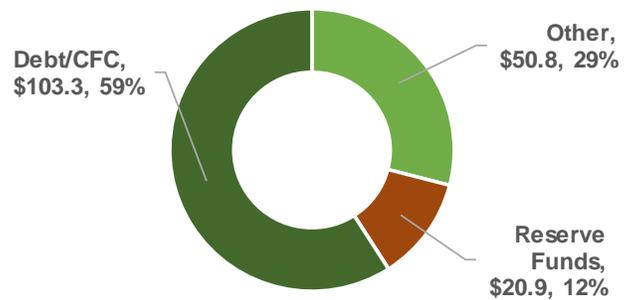
By Funding Source



2019 - 2028 Staff Recommended Capital Budget and Plan \$174.9M



By Funding Source



1
YEAR

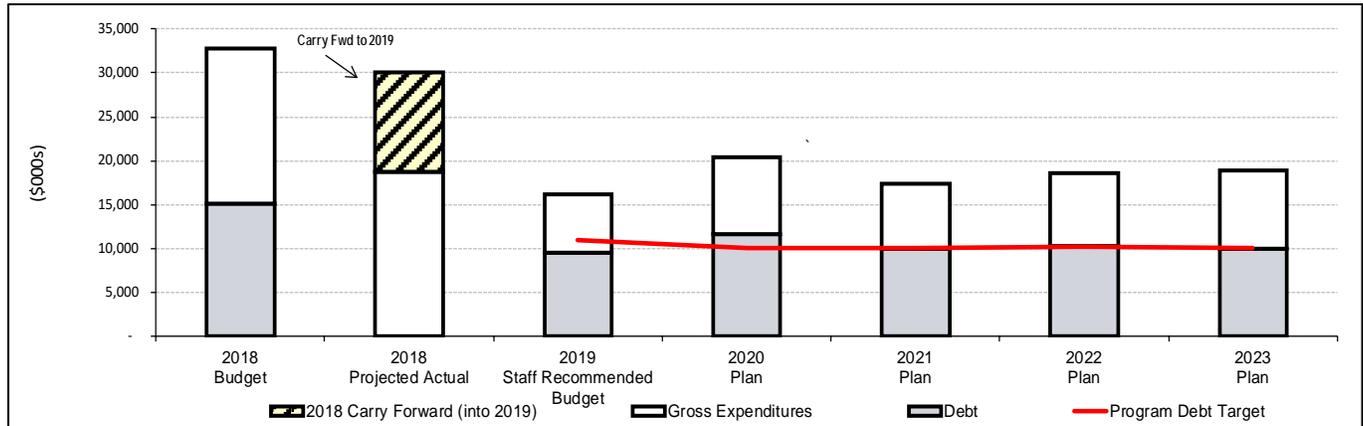
- **\$3.364M** Continue capital improvement to the future space for the *Indigenous Centre for Innovation and Entrepreneurship*.
- **\$3.434M** Complete streetscape improvements for the *BIA Equal Share Funding* project.
- **\$2.350M** Continue cultural infrastructure development including the *Guild Revitalization* project.
- **\$1.953M** Restore and preserve heritage properties as well as maintenance of outdoor public art.
- **\$1.500M** Invest in IT infrastructure to all museum and heritage sites and enhance digital service delivery solutions.

10
YEARS

- **\$117.163M** State of Good Repair projects for major maintenance at cultural properties such as the *Theatre Passe Muraille, Berkley Theatre and Assembly Hall*, streetscape improvements for the BIAs and restoration of heritage elements at museum and historical sites such as *Fort York, Montgomery's Inn and Spadina Museum*.
- **\$31.989M** Service Improvement projects to revitalize and rehabilitate the *Guild Inn, Fort York*, as well as continuing the commercial facade improvement program.
- **\$20.570M** Health and Safety projects to restore and preserve the *Casa Loma* exterior elements and structural repairs for the *Colborne Lodge Gallery*.
- **\$5.079M** Legislated projects to address outstanding AODA compliance at various sites including the *Theatre Passe Muraille and Alumnae Theatre*.

2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

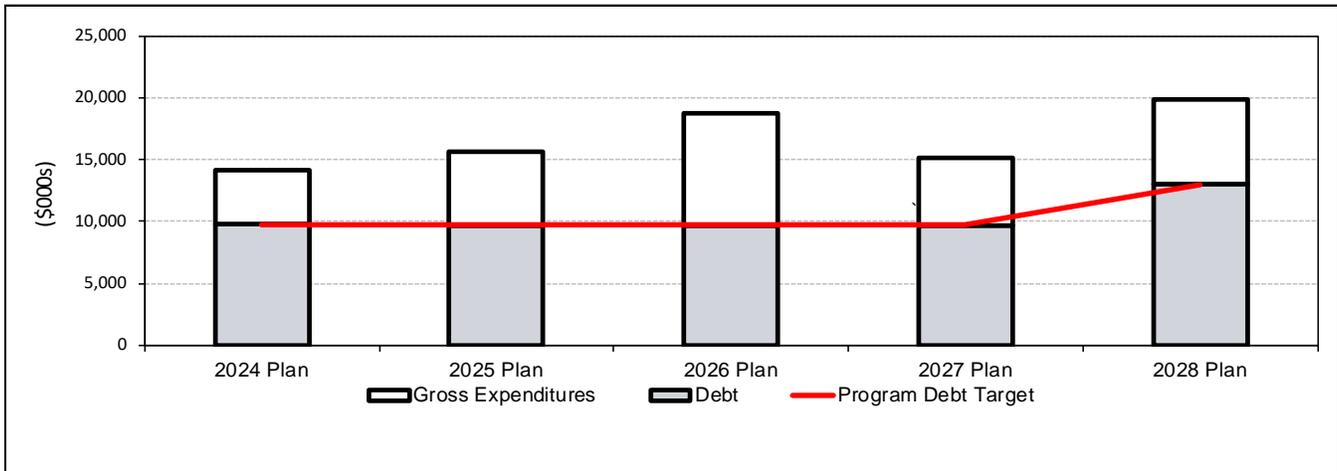
Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures by Project Category:										
Health & Safety		3,495		570	3,000	2,000	1,000	4,500	11,070	12.1%
Legislated		2,788		500	450	700	2,429	400	4,479	4.9%
SOGR		19,110		7,562	12,869	12,189	11,301	12,367	56,288	61.6%
Service Improvement		6,920		7,470	4,131	2,441	3,821	1,571	19,434	21.3%
Growth Related		487		100	-	-	-	-	100	0.1%
Total by Project Category		32,799	-	16,202	20,450	17,330	18,551	18,838	91,371	100.0%
Program Debt Target				10,900	10,100	10,000	10,200	10,000	51,200	
Financing:										
Debt		15,131		9,545	11,600	10,005	10,236	9,944	51,330	56.2%
Reserves/Reserve Funds		3,725		475	2,950	2,350	1,000	4,550	11,325	12.4%
Development Charges		-		-	-	-	-	-	-	-
Provincial/Federal		781		-	-	-	-	-	-	-
Debt Recoverable		-		-	-	-	-	-	-	-
Other Revenue		13,162		6,182	5,900	4,975	7,315	4,344	28,716	31.4%
Total Financing		32,799	-	16,202	20,450	17,330	18,551	18,838	91,371	100.0%
By Status:										
2018 Capital Budget & Approved Future Year (FY) Commitments		32,799	18,753	12,876	50	100	1,579	-	14,605	16.0%
Changes to Approved FY Commitments				(1,700)	1,500	-	-	-	(200)	-0.2%
2019 New/Change in Scope & FY Commitments				5,026	8,840	-	-	-	13,866	15.2%
2020 - 2023 Capital Plan Estimates					10,060	17,230	16,972	18,838	63,100	69.1%
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2019			11,347							
Total Gross Annual Expenditures & Plan		32,799	-	16,202	20,450	17,330	18,551	18,838	91,371	100.0%
Asset Value (\$) at year-end										
Yearly SOGR Backlog Estimate (not addressed by current plan)*				(21,178)	(1,189)	(1,831)	(655)	(2,030)	(26,883)	
Accumulated Backlog Estimate (end of year)			52,262	31,084	29,895	28,064	27,409	25,379	25,379	
Backlog: Percentage of Asset Value (%)										
Debt Service Costs				377	1,347	1,571	1,315	1,322	5,933	
Operating Impact on Program Costs				20	326	138	36	-	520	
New Positions				-	4	2	0	-	6	

*2018 Accumulated backlog estimate includes backlog at the St. Lawrence Centre for the Arts which has been transferred to the Civic Theatres Toronto portfolio as part of the 2019 budget process, as a result, the yearly SOGR backlog estimate in EDC significantly decreases in 2019.

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						
	2024	2025	2026	2027	2028	2019 - 2028	10-Year Total Percent
Gross Expenditures by Project Category:							
Health & Safety	-	1,500	4,500	1,000	2,500	20,570	11.8%
Legislated	200	100	100	-	200	5,079	2.9%
SOGR	11,279	11,253	12,135	11,679	14,529	117,163	67.0%
Service Improvement	2,721	2,771	1,971	2,421	2,671	31,989	18.3%
Growth Related	-	-	-	-	-	100	0.1%
Total by Project Category	14,200	15,624	18,706	15,100	19,900	174,901	100.0%
Program Debt Target	9,800	9,700	9,700	9,700	13,000	103,100	
Financing:							
Debt	9,800	9,712	9,728	9,700	13,000	103,270	59.0%
Reserves/Reserve Funds	-	1,500	4,550	1,000	2,500	20,875	11.9%
Development Charges	-	-	-	-	-	-	
Provincial/Federal	-	-	-	-	-	-	
Debt Recoverable	-	-	-	-	-	-	
Other Revenue	4,400	4,412	4,428	4,400	4,400	50,756	29.0%
Total Financing	14,200	15,624	18,706	15,100	19,900	174,901	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments	-	-	-	-	-	14,605	8.4%
Changes to Approved FY Commitments	-	-	-	-	-	(200)	-0.1%
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	13,866	7.9%
2024 - 2028 Capital Plan Estimates	14,200	15,624	18,706	15,100	19,900	146,630	83.8%
2-Year Carry Forward for Reapproval	-	-	-	-	-	-	
Total Gross Annual Expenditures & Plan	14,200	15,624	18,706	15,100	19,900	174,901	100.0%
Asset Value(\$) at year-end	-	-	-	-	-	-	
Yearly SOGR Backlog Estimate (not addressed by current plan)	(709)	(685)	(2,064)	(2,210)	(5,017)	(37,568)	
Accumulated Backlog Estimate (end of year)	24,670	23,985	21,921	19,711	14,694	14,694	
Backlog: Percentage of Asset Value (%)							
Debt Service Costs	1,291	1,274	1,268	1,268	1,414	12,447	
Operating Impact on Program Costs	-	-	-	-	-	520	
New Positions	-	-	-	-	-	6	

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Restoration/Preservation of Heritage Elements		570	3,000	2,000	1,000	4,500	-	1,500	4,500	1,000	2,500	20,570	20,570
Sub-Total	-	570	3,000	2,000	1,000	4,500	-	1,500	4,500	1,000	2,500	20,570	20,570
Legislated													
Collections Care		100	100	-	-	-	-	-	-	-	-	200	200
Cultural Infrastructure Development		-	50	100	1,579	-	-	-	-	-	-	1,729	1,729
Major Maintenance		400	300	600	850	100	100	100	100	-	200	2,750	2,750
Restoration/Preservation of Heritage Elements		-	-	-	-	300	100	-	-	-	-	400	400
Sub-Total	-	500	450	700	2,429	400	200	100	100	-	200	5,079	5,079
State of Good Repair													
2017 PAR St Lawrence Market Neighbourhood		1,000	-	-	-	-	-	-	-	-	-	1,000	1,000
BIA Equal Share Funding	3,081	3,434	3,881	4,791	4,853	5,069	5,181	5,205	5,237	5,181	5,181	48,013	51,094
BIA Financed Funding		-	4,798	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	24,382	24,382
BIA Planning Act Revenues		297	-	-	-	-	-	-	-	-	-	297	297
Collections Care		-	200	-	150	200	100	250	400	100	350	1,750	1,750
Economic Competitiveness Data Management System	200	700	-	-	-	-	-	-	-	-	-	700	900
Major Maintenance		192	448	1,630	1,200	750	1,650	1,350	900	900	2,000	11,978	12,170
Refurbishment and Rehabilitation	100	300	-	800	1,050	-	200	-	200	300	700	3,550	3,650
Restoration/Preservation of Heritage Elements	622	1,383	2,360	2,950	2,050	3,000	2,200	2,000	2,950	2,750	3,850	25,493	26,115
Sub-Total	4,195	7,562	12,869	12,189	11,301	12,367	11,279	11,253	12,135	11,679	14,529	117,163	121,358
Service Improvement													
Indigenous Center for Innovation & Entrepreneurship	250	3,364	-	-	-	-	-	-	-	-	-	3,364	3,614
Commercial Facade Improvement Program	201	906	521	521	521	521	521	521	521	521	521	5,595	5,796
Mural Program		50	50	50	50	50	50	50	50	50	50	500	500
Streetscape Master Plan Program		100	100	100	100	100	100	100	100	100	100	1,000	1,000
Collections Care		-	-	-	300	-	-	100	-	250	-	650	650
Cultural Infrastructure Development	1,100	2,250	2,070	200	-	-	-	-	300	600	300	5,720	6,820
Economic Competitiveness Data Management System	600	800	500	-	-	-	-	-	-	-	-	1,300	1,900
Refurbishment and Rehabilitation		-	-	100	-	-	200	-	300	200	400	1,200	1,200
Service Enhancement		-	890	1,470	2,850	900	1,850	2,000	700	700	1,300	12,660	12,660
Sub-Total	2,151	7,470	4,131	2,441	3,821	1,571	2,721	2,771	1,971	2,421	2,671	31,989	34,140
Growth Related													
Cultural Infrastructure Development		100	-	-	-	-	-	-	-	-	-	100	100
Sub-Total	-	100	-	-	-	-	-	-	-	-	-	100	100
Total Expenditures by Category (excluding carry forward from 2018)	6,346	16,202	20,450	17,330	18,551	18,838	14,200	15,624	18,706	15,100	19,900	174,901	181,247

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan strategically invest in the City's cultural resources, business infrastructure and IT enablement to create a physical and online environment where business and culture can thrive. The delivery of these capital projects will help achieve Economic Development and Culture's mission.

Health and Safety

- Health and Safety projects account for \$20.570 million or 11.8% of the total 10-Year Staff Recommended Capital Plan's expenditures. Reserve funds provide the primary funding source for these projects.
 - *The Restoration/Preservation of Heritage Elements* project (\$20.570 million) includes restoration of the Casa Loma exterior elements and continuation of the Phase 9 – The Perimeter Fence construction. Funding for the Casa Loma projects is funded from the Casa Loma Capital Maintenance Reserve Fund through revenue generated from the City's lease agreement with Liberty Entertainment Group to operate the campus.

Legislated

- Legislated projects total \$5.079 million or 2.9% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - *The John Street Public Art* project (\$1.729 million) was approved in 2018 as part of the cultural infrastructure development. This project will begin in 2020 and will be fully funded by Section 37 and 45 (Planning Act Reserve Fund) community benefits.
 - *The Alumnae Theatre AODA* (\$1.200 million) is a major maintenance project that will improve accessibility by installing an elevator to access the third floor performing space at the theatre. This project is planned for 2020 to 2022.
 - *The Legislated Mechanical & Electrical* project (\$0.950 million) is another major maintenance project that will address various legislated and safety issues at cultural facilities. This funding provides ongoing support from 2020 to 2028 to investigate and remediate electrical deficiencies as identified by Electrical Safety Authority inspections.

State of Good Repair (SOGR)

- SOGR projects account for \$117.163 million or 67.0% of the total 10-Year Staff Recommended Capital Plan's expenditures for the following:
 - *The BIA Equal Share Funding* project (\$48.013 million) provides 50% debt funding towards streetscape improvement capital projects for the Business Improvement Areas (BIA) with the balance of funding provided by the BIAs.
 - *The BIA Financed Funding* project (\$24.382 million) supports larger streetscape improvements by providing 35% debt funding up to \$0.350 million and loans to the participating BIAs, repayable over 10 years, for the BIA's share of the project cost.
 - *The Restoration/Preservation of Heritage Elements* project (\$25.493 million) will address preventative maintenance, ongoing restoration needs and preservation of heritage structures at various museums and heritage sites such as Spadina Museum, Montgomery's Inn, Dempsey Brothers Store, Fort York, Windfields Estate and Cedar Ridge Creative Centre as well as outdoor public art maintenance.
 - *The Major Maintenance* project (\$11.978 million) provides ongoing dedicated funding to support capital maintenance of cultural sites that are owned by the City including Theatre Passe Muraille, Alumnae Theatre, Assembly Hall, Berkley Theatre, Buddies in Bad Times, Neilson Park Creative Centre, Franklin Carmichael and Young People's Theatre.
 - *The Refurbishment and Rehabilitation* project (\$3.550 million) invests in the cyclical replacement, repair and refurbishment of various museums and heritage sites to ensure their short term and long term viability. This includes the interiors in Colborne Lodge, Gibson House, Scarborough Museum, Montgomery's Inn and the Zion Schoolhouse.
 - *The Collection Care* project (\$1.750 million) supports the maintenance of the historical collection of large artifacts, including outdoor items as well as the collection facilities, commencing in 2020.
 - *The Museums & Heritage Services IT Infrastructure* (\$0.700 million) invests in IT on-line infrastructure, network security, telecommunication and associated tools/systems to be able to continue, preserve and promote the City's cultural and heritage assets, improve public awareness of Toronto's heritage and attract visitors of all ages and interests to activities year-around.

Service Improvement

- Service Improvement projects amount to \$31.989 million or 18.3% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - *The Service Enhancement* project (\$12.660 million) will address improvement needs at the Cedar Ridge Studio, John St. Roundhouse Machine Shop and Mackenzie House. This project also supports the improvements at Fort York which includes the addition of a kitchen, landscape enhancement and the visitor centre façade extension which will be partially funded by public donations.
 - *The Cultural Infrastructure Development* project (\$5.720 million) will continue the revitalization of the Guild Inn. It will focus on site development and the arts centre in Building 191, as well as capital improvements at the west compound.
 - *The Commercial Façade Improvement* project (\$5.595 million) provides funding for up to 50% toward the costs of restored and improved facades, assisting in the revitalization of commercial areas to lead to increased assessment values, presentation and enhancement of other building stock and economic benefits.
 - *The Indigenous Centre for Innovation & Entrepreneurship* project (\$3.364 million) will address capital improvements to the future space of the centre. This project is fully funded by Section 37 contributions.
 - The Economic Competitiveness Data Management project (\$1.300 million) is comprised of the following sub-projects:
 - *The Customer Relationship Management (CRM) Solution* – Funding of \$0.200 million will be used to improve the CRM project that has been operational across three EDC's business units. The scope of the project has been expanded due to a legislation change that reduced a number of wards from 47 to 25, further adjustments to this projects will deliver greater benefit.
 - *The Digital Service Delivery* – This is a multi-year, multi-phase Web Revitalization Project that is set to transform the City of Toronto's external website and make it more intuitive and service-focused. Funding of \$0.500 million will assess and redevelop seventeen high-profile City programs that are heavily featured online to meet current, future and emerging needs.
 - *The EDC Electronic Service Delivery Phase 2* - Funding of \$0.500 million will be directed to expand EDC on-line service delivery for businesses, visitors and users of the City's cultural assets, ensuring that they have an efficient and seamless experience when trying to find information or accessing City services. The project will also further enhance film permitting processes.
 - *The Museum Sites POS Systems* – Funding of \$0.100 million will be used to implement a new point of sale system for all Museum sites to simplify and consolidate all business transactions, cost analysis, inventory tracking and reporting.
 - *The Refurbishment and Rehabilitation* project (\$1.200 million) supports refurbishment needs at various museums including the interior of Mackenzie House.

Growth Related

- Growth Related projects account for \$0.100 million or 0.1% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - *The Museum of Toronto Planning Study* project (\$0.100million) will allow EDC to work with museum consultants to consider governance models, respond to a high level of community interest, and develop the concept for the Museum of Toronto, once decision has been made for the restoration of Old City Hall as a public building.

State of Good Repair (SOGR) Funding & Backlog

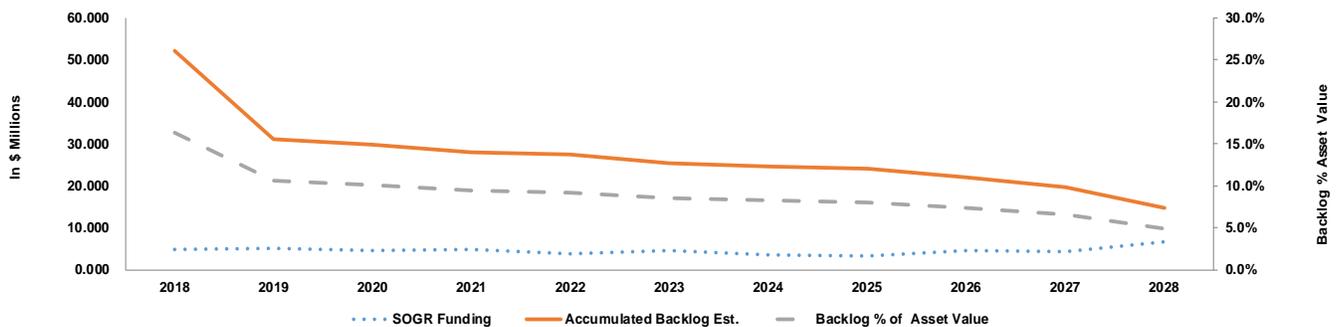
The 10-Year Staff Recommended Capital Plan will fund \$117.163 million of SOGR projects for Economic Development and Culture over the 10-year period, providing an average of \$11.716 million annually. This funding will continue ongoing state of good repair projects for properties in EDC current portfolio as well as capital works required for the BIAs. Based on this plan, the accumulated backlog will decrease from \$31.084 million in 2019 to an anticipated \$14.694 million by 2028.

Economic Development and Culture is responsible for over 200 public art installations, and 100 heritage buildings, many of which are over 100 years old, making it difficult to estimate their replacement value. Maintenance of these assets requires a specialized understanding of the high conservation and restoration standards set out in nationally and internationally accepted charters such as the "Standards and Guidelines for the Conservation of Historic Places in Canada".

New capital needs will be identified as new Building Condition Audits are completed which increases the cost and backlog in the inventory. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period.

Economic Development and Culture is in the process of negotiating an agreement for the Casa Loma north campus (hunting lodge, stables, and auxiliary buildings). An updated building condition assessment will be necessary to estimate the SOGR backlog for those assets.

Chart 3: Total SOGR Funding & Backlog



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	4.749	5.126	4.510	4.950	3.700	4.500	3.450	3.350	4.500	4.400	6.650
Accumulated Backlog Est.	52.262	31.084	29.895	28.064	27.409	25.379	24.670	23.985	21.921	19.711	14.694
Backlog % of Asset Value	16.4%	10.6%	10.0%	9.4%	9.2%	8.5%	8.3%	8.0%	7.3%	6.6%	4.9%
Total Asset Value	318.671	292.905	298.155	298.155	298.155	298.155	298.155	300.105	300.105	300.105	300.105

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

SOGR funding to address backlog at the St. Lawrence Centre for the Arts was approved in Economic Development and Culture's 2018 – 2027 Capital Budget and Plan. Consolidation of the three City-owned theatres took place as part of the 2019 Budget process and funding of \$31.946 million has been transferred to the Civic Theatres Toronto's Staff Recommended 2019 – 2028 Capital Budget and Plan along with the asset value of the St. Lawrence Centre for the Arts. This change is reflected in the significant decline in EDC's accumulated backlog from 2018.

The "Unmet Capital Needs" identified by Economic Development and Culture include various additional SOGR projects to help reduce the backlog that totals \$1.600 million. These projects could not be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Staff Recommended Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2022 Plan		2023 Plan		2019 - 2023		2019 - 2028	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Cultural Infrastructure Development</i>	5	-	326	3.6	138	2.4	36	0.4	-	-	505	6.3	505	6.3
<i>Economic Competitiveness Data Mgmt Syst</i>	15	-	-	-	-	-	-	-	-	-	15	-	15	-
Sub-Total: Previously Approved	20	-	326	3.6	138	2.4	36	0.4	-	-	520	6.3	520	6.3
Total (Net)	20	-	326	3.6	138	2.4	36	0.4	-	-	520	6.3	520	6.3

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$0.520 million net over the 2019 - 2028 period, primarily due to the completion of the capital projects below:

The *Cultural Infrastructure Development* project will result in net operating costs of \$0.005 million in 2019, \$0.326 million in 2020, \$0.138 million in 2021 and \$0.036 million in 2022, arising from completing the Guild Revitalization. Additional staff are required to administer the arts and culture programming, and maintenance of the site. This impact will be partially offset by increase in user fee revenue.

The *Economic Competitiveness Data Management System* project will require \$0.015 million in 2019 to support two IT initiatives to install new museum POS systems and improve the IT infrastructure.

The 2019 operating costs arising from the completion of these projects, as mentioned above, have been included in the 2019 Staff Recommended Operating Budget for Economic Development and Culture and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Economic Development and Culture accomplished the following capital projects and activities.

- Completed construction documents for the Spencer and Rosa Clark Arts Centre and issued for tender, tender award approved at final Bid Award Panel of 2018.
- Completed the final Canada 150 project, Fort York events dock.
- Roof replacement at St. Lawrence Centre for the Arts was completed, the additional scope of work requested by Civic Theatres Toronto will be completed in early 2019.
- Completed Montgomery's Inn accessibility, front of house improvements and interior restoration sufficient for occupancy and public programming. Contractor challenges have delayed substantial completion.
- Made significant progress on the Casa Loma north perimeter wall.
- Completed Windfield Estates water main replacement.
- Completed new pedestrian lights, with banners and hanging planter baskets in the Bloor by the Park BIA, including infrastructure and hardware for free public WiFi.
- Completed Queen Street West BIA streetscaping, which includes custom tree guards, new tree planting, tree lighting, and infrastructure for future Wi-Fi. Sidewalks were widened at two intersections and new parkettes were installed with performance space, lighting, seating and landscaping.
- Managed various Equal Share (50/50) BIA streetscape improvement projects worth over \$6.5 million.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved the new capital projects totalling \$2.914 million cash flow funding and \$2.414 million debt included in the 2018 Capital Budget for Economic Development & Culture. The implementation status is detailed below:

St. Lawrence Centre for the Arts - AODA and SOGR (\$1.164 million)

- As part of the further development of Civic Theatres Toronto (CTT), a plan for consolidated capital project management is being developed. This planning is underway, with input from Economic Development and Culture, Financial Planning, the City Manager's Office, and Facilities Management. In the meantime, CTT will commence an SOGR project at the St Lawrence Centre to update rigging, electrical and lighting theatre systems, to be implemented in 2019

St. Lawrence Centre for the Arts Roof (\$1.250 million)

- This project was completed in 2018, with the exception of some additional scope of work, added at the request of CTT, which will be installed in early 2019.

Goulding Estate AODA (\$0.200 million)

- The AODA project at Goulding Estate is proceeding as planned. Design has been developed through extensive consultation with the tenant and the project has been tendered and awarded for construction to start in Q1 2019. Spending to date is around \$40k for architectural services.

Museums & Heritage Services IT Infrastructure (\$0.200 million)

- This project has begun and is on track as per schedule. Full funding is expected to be spent by year-end

Museum Sites POS Systems (\$0.100 million)

- This project is currently in the requirements gathering process, funding will be carried forward into 2019

2018 Financial Performance**Table 6: Budget vs. Actual by Project Category**

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	2.306	0.340	14.7%	3.495	2.382	68.2%	0.570	1.543
Legislated	0.941	0.158	16.8%	2.788	0.743	26.7%	0.500	2.443
SOGR	20.098	8.272	41.2%	19.110	11.968	62.6%	7.562	12.175
Service Improvement	6.434	4.315	67.1%	6.920	3.412	49.3%	7.470	10.536
Growth Related	0.875	0.358	40.9%	0.487	0.249	51.1%	0.100	0.851
Total	30.654	13.443	43.9%	32.800	18.754	57.2%	16.202	27.549

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the projected year-end spending rate for 2018 is 57.2%. Several projects are underspent and unspent funding will be carried forward into 2019 from 2018. These projects include *2018 BIA Equal Share Funding* (\$2.000 million), *Guild Revitalization* (\$1.648 million), *Guild Sitework* (\$1.007 million), *Public Art Development 11 Wellesley* (\$1.297 million) and *Casa Loma Exterior Restoration* of (\$0.973 million).

- The 2018 Equal Share Funding project has been delayed by issues encountered during procurement, cash flow funding for future year projects have been realigned based on historical trend, refer to Other Issues Impacting the 2019 Budget for more details.
- Projects at the Guild are delayed as a result of coordination of other parallel projects with Guild Inn Estates and other City divisions.
- The Casa Loma Exterior Restoration project has been delayed due to site preparation. The Public Art Development at 11 Wellesley cannot be installed until the park is completed, expected to be installed by 2020.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Economic Development and Culture, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$11.346 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding for the BIA Equal Share Funding project, one of the major contributors to EDC's low spending rate. EDC has realigned cash flow estimates in 2019 based on the revised project timeline and activities in its 2019 - 2028 Staff Recommended Capital Budget and Plan. For more details, see "Other Issues Impacting the 2019" Budget".

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ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

- Guided by two foundational strategies – *Creative Capital Gains* (2011) and *Collaborating for Competitiveness* (2013) which include plans to continue to help advance City Council's goals of economic vitality, quality of place and opportunities for cultural participation.
- The new Economic Development and Culture Divisional Strategy (2018 - 2022) reinforces the link between culture and economic development, and nurtures the relationships between art, heritage and industry that have shaped Toronto historically. The Divisional Strategy includes strategic goals and actions focused on four key areas: inclusion and equity, talent and innovation, space and access, and operational excellence. EDC is committed to achieving these strategic objectives and will continue to implement the strategy throughout 2019. Some of these initiatives include:
 - Complete equity audit for EDC programs and services;
 - Grant funding increase to Specialized Collections Museums to support the opening of the Museum of Contemporary Art Toronto in May 2018;
 - Develop a new funding program to increase the visibility of Indigenous culture, support access to indigenous cultural spaces and building capacity of the Indigenous artists, curators, craftsperson's and cultural organizations; and
 - Study is underway to review the current state and future of Toronto's retail main streets, including recommendations on policies and programs to support such streets and their residents and small independent retail businesses, especially when under duress due to changing market conditions and/or long-term construction.
- Included in the EDC's 2019 Staff Recommended Operating Budget of \$82.188 million gross and \$69.746 million net is \$2.648 million gross and \$0 net for nine new and enhanced service priorities. Two of the enhanced priorities are funded from the Major Special Events Reserve Fund (MSERF) including programming support for the development of Indian Residential School Survivors Legacy project and continuation of the Toronto Significant Events Investment Program. EDC will implement seven new and enhanced services to assist local distressed retail areas and local businesses with funding provided from the reduction in vacancy rebate program (for more details, see "Other Issues Impacting the 2019 Budget").

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for Economic Development and Culture was \$32.799 million primarily dedicated to the restoration of heritage elements at the Casa Loma and Fort York, continuation of the BIA Streetscape, Commercial Façade Improvement and Mural projects, replacement of the St. Lawrence Centre Roof, implementation of IT initiatives and commencement of cultural development projects at the Guild.
- During 2018, EDC experienced delays in its restoration of the Casa Loma exterior, revitalization at the Guild and completion of BIA projects. As a result, the spend rate was projected to be 57.2% of the 2018 Capital Budget. The unspent cash flow funding has been carried forward into 2019 to continue the capital work.
- This Staff Recommended 10-Year Capital Plan reflects a decrease of \$26.021 million or 14.4% in capital funding when compared to the 2018 - 2027 Approved Capital Plan. Key changes are summarized as follows:
 - Additional funding was approved in EDC's 2018 – 2027 Approved Capital Plan to address critical SOGR backlog and AODA compliance for the St. Lawrence Centre for the Arts. Consolidation of the CTT's capital budget took place as part of the 2019 Budget process, as a result, funding of \$31.946 million has been transferred to the Civic Theatres Toronto Staff Recommended 10-Year Capital Plan.
 - The *Indigenous Centre for Innovation and Entrepreneurship* project was approved in-year by City Council in 2018 with a project cost of \$3.614 million and cash flow of \$0.250 million in 2018 and \$3.364 million in 2019. Funding of \$3.363 million has been added to EDC's 2019 Staff Recommended Capital Budget. This project is fully funded by Section 37 for capital improvements to the future space of the Indigenous Centre for Innovation and Entrepreneurship.

- *Dempsey Brothers' Store* is a new project that is added to EDC's 2019 - 2028 Staff Recommended Capital Budget and Plan. Debt funding of \$1.400 million will be used to address the SOGR backlog based on a building condition audit completed in 2017. This will address immediate priorities including masonry restoration and foundation repairs for the building.
- A thorough review of cash flow funding estimates to align with capital project activities and timing has resulted in additional debt funding capacity of \$0.450 million made available by deferring cash flow funding for the BIA Equal Share program to future years.
- Following a City-wide review of unmet capital priorities, two unmet high priority State of Good Repair and Service Improvement capital projects, totalling \$0.650 million gross, funded by debt, have been added to the Staff Recommended 10-Year Capital Plan.
 - The 2018 conservation project for the Howard Tomb in High Park revealed an unexpected level of structural and material deterioration. The iron railings were originally part of St. Paul's Cathedral in London, designed by Christopher Wren, and as such are highly valued. The cause of some of the damage is natural ground water drainage. Funding of \$0.450 million will be used to address SOGR work for the *Outdoor Public Art – Howard Monument Conservation* project as the original project did not anticipate structural and drainage issues.
 - Improvements and adjustments are required for the Customer Relationship Management project due to the legislation change reducing the number of wards from 47 to 25. All economic data previously collected was based on the 47 ward model. Funding of \$0.200 million has been added to the Staff Recommended 10 – Year Capital Plan for the *Customer Relationship Management Solution* project to provide resources to review and re-map data from various sources to the new comprehensive system.
- Despite added capital investments as noted above, Economic Development and Culture still requires \$1.600 million in capital funding that could not be accommodated during the 2019 Budget process. These unmet capital needs along with new and enhanced service priorities that are not included in the 2019 Operating Budget for EDC are discussed in detail in the following sections.

In summary, Economic Development and Culture faces many service challenges and budget pressures in 2019. Both the Staff Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan will focus on advancing Council's priorities and continue to support the Division's mission and strategy.

Additional Service Demands

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Economic Development and Culture, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for EDC. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding in the budget process in future years.

Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
NOT INCLUDED													
<i>Building Condition Audits</i>	0.700	-	0.700	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070
<i>Guild Public Art & Monument Conservation</i>	0.900	-	0.900	0.100	0.300	0.200	0.100	0.200	-	-	-	-	-
Total Unmet Needs (Not Included)	1.600	-	1.600	0.170	0.370	0.270	0.170	0.270	0.070	0.070	0.070	0.070	0.070

- *Building Condition Audits* project requires \$0.700 million to complete building condition audits (BCA) for 42 Heritage Properties in the EDC portfolio. Several properties are without any audit report, and many existing BCAs are out of date. The industry standard is to update every five years.
- *Guild Public Art & Monument Conservation* project at the Guild requires \$0.900 million to support repairs including the Greek Amphitheatre, sculptures, architectural elements and assemblies that have fallen into an unsatisfactory state of repair, some of which is partly attributable to vandalism.

OTHER ISSUES IMPACTING THE 2019 BUDGET

Reinvestment of Vacancy Rebate Program Savings

- On February 15, 2017, City Council adopted a motion that the Vacant Commercial & Industrial Unit Tax Rebate Program be discontinued effective July 1, 2018. Any expenditure savings from the elimination of the vacancy rebate program need to be reinvested in poverty reduction programs, economic development for distressed retail areas and tax relief in 2018 and future years.
- At its meeting of May 24, 2017, City Council requested the General Manager, Economic Development and Culture to report back to the Economic Development Committee prior to the release of the 2018 Budget on proposals that would see a portion of the reduction in rebate expenditures reinvested in programs or initiatives designed to stimulate economic growth and job creation by enhancing local retail areas that are challenged by high vacancy rates.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.10>"><http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.10>

- During the 2018 Budget process, the elimination of the City's vacant commercial and industrial tax rebate program resulted in a total savings of \$5.5 million, of which \$0.762 million gross and net was reinvested and added to the 2018 Operating Budget for EDC to fund the following new and enhanced service priorities:
 - Study of the Current State and Future of the City's Retail (\$0.200 million)
 - Study of the Construction Mitigation Best Practices, Options & Support (\$0.300 million)
 - Local Capacity Building Program – Retail Areas (\$0.262 million)
- In the 2019 Budget process, funding of \$1.647 million is included in the 2019 Staff Recommended Operating Budget for EDC to enhance three existing initiatives which include Capacity Building Program Expansion, Digital Mainstreet, Strategic Response Fund and establishing new initiatives which include the following new and enhanced service priorities:
 - Retail Accelerator Program (\$0.200 million)
 - Pop-Up Shops Expanded Pilot Program (\$0.200 million)
 - Eglinton Avenue Support (\$0.485 million)
 - Ward Based Community Economic Development Profiles (\$0.125 million)
 - Capacity Building Program Expansion (\$0.198 million)
 - Expand Digital Mainstreet (\$0.240 million)
 - Strategic Response Fund (\$0.200 million)
- For details of these new and enhanced service priorities, please refer to Appendix 5 of the Budget Notes.
- These programs are intended to provide immediate support pending on the outcome of two studies, *Study of the Current State and Future of the City's Retail* and *Study of the Construction Mitigation Best Practices, Options & Support*, as noted above. These studies are underway and EDC will report on results and recommendations in 2019.

BIA Project Cash Flow Phasing

- In 2017, cash flow funding was realigned to include 60% of the project cost in year 1 and 40% in year 2. This was further revised in the 2018 Budget process to 50% in each of year 1 and year 2.
- EDC is projecting a year-end spending rate of 24.2% in the 2018 Q3 Capital Variance Report for the 2018 BIA Equal Share Funding program due to co-ordination with other projects and procurement issues.
- As part of the 2019 Budget process, the cash flow has been further realigned to reflect historical spending trend. Cash flow for 2020 BIA Equal Share Funding projects and onward are 30% in year 1 and 70% in year 2, making available \$0.450 million debt funding. Although cash flow has been deferred, the overall project cost for the BIA Equal Share Funding remains the same to ensure streetscape improvement work can be committed and awarded.
- The spending rates will be monitored annually to evaluate the effectiveness of the new Streetscape Master Plan Program and the cash flow adjustments.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Investment in Culture Funding

- In 2018, the City of Toronto achieved its target of investing \$25 per capita in culture including the arts, film and entertainment industries, and museums and heritage after City Council approved a \$2.0 million increase to arts funding. This target was first established as part of the *Culture Plan for the Creative City* in 2003 when the City of Toronto was investing \$14 per capital based on a population of 2.4 million people.
- During the 2018 Budget process, City Council also directed the General Manager, Economic Development and Culture to report back in time for the 2019 Budget process on a multi-year plan based on the results of research and analysis benchmarking the City of Toronto's investment in culture relative to other comparable jurisdictions and on assessing the likely impacts of future increases of \$2 million per year to culture funding beginning in 2019.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2>

- As part of the 2019 Budget process, the General Manager, Economic Development and Culture will be submitting a report to the Budget Committee to provide City Council with an update on the analysis of jurisdiction research with respect to cultural investment and a multi-year plan regarding further investments for culture funding.

Consolidation of the Civic Theatres Toronto Capital Budget

- City Council directed General Manager of Economic Development and Culture, President and Chief Executive Officer of Civic Theatres Toronto, General Manager of Facilities Management, and Executive Director of Financial Planning to report back through 2019 Budget process on a plan to consolidate capital budgets for the three Civic Theatres into a single portfolio.
- As part of the 2019 Budget process, the capital budgets for the three City-owned theatres (St. Lawrence Centre for the Arts, Sony Centre for the Performing Arts and Toronto Centre for the Arts) have been consolidated into a single capital budget for Civic Theatres Toronto (CTT).
- Projects that were budgeted in EDC's 2018 – 2027 Approved Capital Budget to address accessibility and AODA compliance as well as the outstanding SOGR backlog at St. Lawrence Centre for the Arts totalling \$31.946 million has been transferred to the Civic Theatres Toronto Staff Recommend 2019 - 2028 Capital Plan.
- For more details, please refer to the Civic Theatres Toronto's 2019 Budget Notes.

ISSUES IMPACTING FUTURE YEARS

Toronto Significant Events Investment Program (TSEIP)

- City Council approved the City of Toronto Bidding and Hosting Strategy for Significant Special Events on June 7, 2016, which laid out a framework, objectives and criteria for supporting special events. This Strategy, also saw the creation of the Toronto Significant Events Investment Program (TSEIP) funded by the Major Special Events Reserve Fund (MSERF), to support strategic and significant special events and their associated non-recurring expenses.
- Historically, funding for TSEIP has been dependent upon corporate allocation of year-end operating surpluses to the MSERF. Since 2016, TSEIP has become an ongoing program to support successful applicants. Each year, the City of Toronto receives many applications for support from organizers of significant special events for this recurring grant program.
- Funding of \$0.750 million is included in the 2019 Staff Recommended Operating Budget, funded from MSERF, to support this program in 2019. To reduce the reliance on the MSERF, a permanent and sustainable funding source must be identified such that EDC can plan strategically at the requests for financial support from significant event organizations and to ensure funding is available.
- A report about the future of the TSEIP will be brought forward to Budget Committee as part of the 2019 Budget process for consideration.

Governance & Policy Framework for the David Pecaut Square and Nathan Phillips Square – Status Update

- On October 8, 2013, City Council considered a report, “Governance and Policy Framework for Toronto’s Public Squares” (EX34.6) recommending a Governance and Policy framework for Public Squares to improve their management and operation including harmonizing the rules and regulations pertaining to their use.
- Ongoing discussions are underway between EDC and Facilities, Real Estate, Environment & Energy (FREEE) to establish responsibility for coordinated oversight and accountability for the management, maintenance and operating of the two squares.
- It is anticipated that City staff will bring forward a report in 2019.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

St. Lawrence Centre Roof

Project Overview and Deliverables

- The *St. Lawrence Centre Roof* Project follows a specialized roof audit which identified the urgent need to replace the roof. The existing roof has never been replaced since the building was constructed and the temporary remediation and repair work is no longer viable to sustain the structure of the roof going forward.
- Roof replacement and clerestory windows were identified as the immediate priority. The project has been accelerated after repeated water infiltration resulted in serious interior damage, including the growth of mould.
- This project was initially planned and budgeted for 2015 and was subsequently deferred as there was a possibility of a full redevelopment of the site, which did not come to fruition.
- A building condition audit was completed in 2016 that identified additional urgent SOGR work, in addition to fully replacing the roof. Construction began in October 2017 to complete Phase 1 of the replacement.
- Funding of \$1.250 million was approved in the 2018 Capital Budget to complete Phase 2 of the roof replacement.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
St. Lawrence Centre Roof	2015	2,528	614	1,914	1,968	0	0	2,583	On Track	Jul-18	Dec-18	Ⓞ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓜ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- Phase 1 of the roof replacement was not fully completed before the project was expanded to phase 2 through a Purchase Order Amendment (thereby realising significant savings for the City), however the first phase project was substantially complete by March 31, 2018.
- The second phase of the St. Lawrence Centre roof project was completed in 2018, with the exception of some final, temperature-sensitive deficiencies and an additional scope of work (added at the request of CTT) for a fall-arrest system to be installed on the roof of the St Lawrence Centre for CTT staff to use, should they be required to access the roof for maintenance or other purposes. This will be installed in early 2019.

2019 Plan

- Completion of additional scope, final invoicing, and payment of holdback.

Key Project Challenges

- Working with the rehearsal and performance schedule of the theatre.

Casa Loma Phase 9

Project Overview and Deliverables

- The City has entered into an operating agreement with Liberty Entertainment Group to run the castle as a heritage site and rental attraction. The recent building condition assessment identified the debt funding required to address the SOGR backlog and maintain the site.
- In response to tenant Liberty Entertainment Group's operational priorities, the scope of work was significantly changed from the original plan, which requires additional resources and time to complete.
- Spending in 2017 was significantly below budget, however, construction is underway and the contractor has made up time in 2018. EDC amended the PO to add similar scope of work at the north campus to take advantage of operational efficiencies and cost savings. Overall, the project remains on time and on budget, with the phase of work on the perimeter fence scheduled for completion in April 2019.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Casa Loma Phase 9	2016	3,298	324	2,974	2,000	973		3,297	On Track	Oct-17	Dec-20	ⓐ	ⓐ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	ⓐ On/Ahead of Schedule
Between 50% and 70%	Ⓨ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- The original scope of work to restore and rebuild the north perimeter wall at the castle is completed except for temperature-sensitive, decorative repointing. Demolition for the added scope of work at the north campus is complete. Structural design will continue over the winter and construction on the north campus perimeter wall will commence in Q2 2019.

2019 Plan

- The Staff Recommended 2019 – 2028 Capital Plan requests ongoing budget for the other features on the campus still requiring restoration, including Phase 9b—The Perimeter Wall at the west side of the castle property, and the west Garden Wall, currently forming the terrace for the Liberty Entertainment Group's Blueblood Steakhouse.
- Funding for Casa Loma is now exclusively through earned operating revenues, subject to change in future years.

Key Project Challenges

- There are no project management challenges to the completion of the perimeter wall project except for ongoing concerns expressed by neighbours regarding traffic, noise and unsightliness of construction. The next phase of work, restoring the west perimeter wall of the castle, will require deft planning with Transportation Services and Right of Way Management in order to avoid closing a lane of traffic for construction.

The Guild Cultural Revitalization

Project Overview and Deliverables

- The Guild Revitalization project involves an agreement with a third-party organization to restore and operate the Bickford Residence as a focus of an expanded banquet facility and community centre. Investments will be made to the cultural infrastructure elements of the site, reviving the historic Guild of all Arts and positioning the Guild Inn as a central place in the community.
- EDC Capital Assets has begun working on site development and the design of the arts centre in Building 191.
- The Guild Inn opened to public with a Grand Opening on June 14, 2017 attended by the Mayor. The first wedding was held on April 28, 2017.
- The Cultural precinct project has been generally delayed as a result of the extended focus on the development application and approvals for the banquet hall.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Guild Cultural Revitalization	2015	5,848	0	2,098	450	3,898	1,500	5,848	On Track	Sep-18	Dec-20	Ⓞ	Ⓞ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓞ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓡ Significant Delay > 6 months

Project Status

- The project award to the low bidder was approved at Bid Award Panel meeting December 19, 2018. It is expected that the contractor will have a PO early in Q1 2019. Submission to Planning for final review for Site Plan Approval will generate the pre and post approval conditions included with legal documents that will form the contract.

2019 Plan

- The planned completion date is June 30, 2020 so construction will proceed through 2019. It is expected that the Art Centre will be operational by December 2020 with furnishing and equipment, security and telecommunications in place.
- The Sculptor's Cabin restoration, commenced in 2018 and will be completed in Q2 2019. Landscaping and accessibility improvements will be coordinated with Parks, Forestry and Recreation Capital and Operations units.

Key Project Challenges

- The disposition of surplus stone and architectural fragments continues as a parallel project. This work involves community participation, which can present a challenge.
- Guild Park and Gardens is an active community park and hospitality nexus. Ongoing communication and coordination with PFR Operations, Guild Inn Estate, community representatives and the local Councillor's office will be necessary to manage an active construction site within the park.

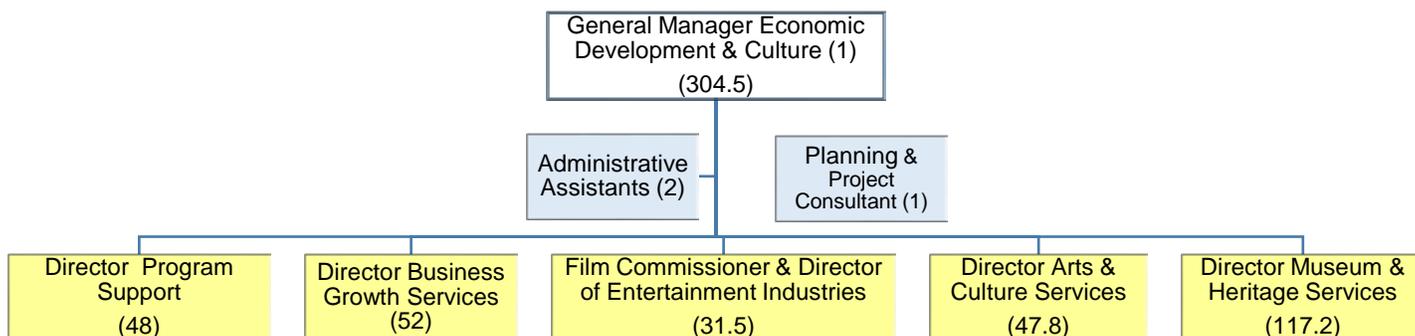
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APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the General Manager Economic Development & Culture and staff for a total of 305.5 positions, comprising 12.0 capital positions and 293.5 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	6.0	34.5	68.0	129.5	238.0
	Temporary				55.5	55.5
	Total Operating	6.0	34.5	68.0	185.0	293.5
Capital	Permanent		0.5		9.5	10.0
	Temporary			2.0	-	2.0
	Total Capital	-	0.5	2.0	9.5	12.0
Grand Total		6.0	35.0	70.0	194.5	305.5

Appendix 2

2019 Operating Budget by Service

Business Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Business & Industry Advice								
Gross Expenditures	3,521.8	3,520.4	200.0	3,720.4	198.5	5.6%	39.7	37.0
Revenue	785.8	785.8	200.0	985.8	200.0	25.5%	0.0	0.0
Net Expenditures	2,736.1	2,734.6	0.0	2,734.6	(1.5)	(0.1%)	39.7	37.0
Business Training & Events								
Gross Expenditures	2,892.1	2,048.4	0.0	2,048.4	(843.7)	(29.2%)	(31.7)	28.6
Revenue	1,011.2	182.1	0.0	182.1	(829.1)	(82.0%)	(58.9)	6.3
Net Expenditures	1,880.8	1,866.2	0.0	1,866.2	(14.6)	(0.8%)	27.2	22.3
BIA Support & Governance								
Gross Expenditures	2,995.1	2,798.9	1,447.6	4,246.5	1,251.4	41.8%	82.6	(114.1)
Revenue	510.3	510.3	1,447.6	1,957.9	1,447.6	283.7%	0.0	(125.0)
Net Expenditures	2,484.8	2,288.6	0.0	2,288.6	(196.2)	(7.9%)	82.6	10.9
International Alliances								
Gross Expenditures	2,028.5	2,344.0	0.0	2,344.0	315.5	15.6%	50.6	13.2
Revenue	50.0	211.6	0.0	211.6	161.6	323.2%	54.4	27.4
Net Expenditures	1,978.5	2,132.5	0.0	2,132.5	153.9	7.8%	(3.9)	(14.2)
Business Incentives								
Gross Expenditures	2,857.3	2,891.9	0.0	2,891.9	34.5	1.2%	32.1	27.9
Revenue	0.0	0.0	0.0	0.0	0.0	-	0.0	0.0
Net Expenditures	2,857.3	2,891.9	0.0	2,891.9	34.5	1.2%	32.1	27.9
Total								
Gross Expenditures	14,294.9	13,603.5	1,647.6	15,251.2	956.3	6.7%	173.3	(7.4)
Revenue	2,357.3	1,689.8	1,647.6	3,337.4	980.1	41.6%	(4.4)	(91.4)
Total Net Expenditures	11,937.6	11,913.7	0.0	11,913.7	(23.8)	(0.2%)	177.7	84.0
Approved Positions	63.3	64.3	1.0	65.3	2.0	3.2%	(0.5)	0.0

Entertainment Industries Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Entertainment Industry Consultancy								
Gross Expenditures	3,007.6	2,288.4	750.0	3,038.4	30.8	1.0%	(1,079.6)	28.5
Revenue	1,509.8	791.3	750.0	1,541.3	31.5	2.1%	(1,117.5)	0.0
Net Expenditures	1,497.8	1,497.1	0.0	1,497.1	(0.7)	(0.0%)	37.9	28.5
Entertainment Ind. Training, Engagement & Other Initiatives								
Gross Expenditures	966.5	1,018.1	0.0	1,018.1	51.6	5.3%	(44.9)	12.2
Revenue	137.9	182.1	0.0	182.1	44.2	32.1%	(58.9)	6.3
Net Expenditures	828.6	835.9	0.0	835.9	7.4	0.9%	14.0	5.9
Film Permitting								
Gross Expenditures	1,572.8	1,529.1	0.0	1,529.1	(43.7)	(2.8%)	30.7	11.8
Revenue	711.7	711.7	0.0	711.7	0.0		0.0	0.0
Net Expenditures	861.1	817.4	0.0	817.4	(43.7)	(5.1%)	30.7	11.8
Visitor Information Services								
Gross Expenditures	1,377.5	1,402.1	0.0	1,402.1	24.6	1.8%	24.7	13.5
Revenue	528.6	528.6	0.0	528.6	0.0		0.0	0.0
Net Expenditures	848.9	873.5	0.0	873.5	24.6	2.9%	24.7	13.5
Total								
Gross Expenditures	6,924.4	6,237.6	750.0	6,987.6	63.2	0.9%	(1,069.1)	66.0
Revenue	2,888.0	2,213.7	750.0	2,963.7	75.7	2.6%	(1,176.4)	6.3
Total Net Expenditures	4,036.4	4,023.9	0.0	4,023.9	(12.5)	(0.3%)	107.3	59.7
Approved Positions	42.9	42.9	0.0	42.9	(0.0)	(0.0%)	(0.5)	0.0

Arts Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Culture Grants								
Gross Expenditures	33,823.7	33,361.9	0.0	33,361.9	(461.8)	(1.4%)	54.0	10.1
Revenue	200.0	0.0	0.0	0.0	(200.0)	(100.0%)	0.0	0.0
Net Expenditures	33,623.7	33,361.9	0.0	33,361.9	(261.8)	(0.8%)	54.0	10.1
City-Produced Festivals & Events								
Gross Expenditures	7,280.1	7,266.7	125.0	7,391.7	111.6	1.5%	(94.3)	68.4
Revenue	2,639.7	2,542.0	125.0	2,667.0	27.3	1.0%	(208.4)	6.3
Net Expenditures	4,640.4	4,724.8	0.0	4,724.8	84.4	1.8%	114.1	62.2
Arts Activities Classes, Exhibits & Events								
Gross Expenditures	3,172.6	3,086.6	125.0	3,211.6	39.0	1.2%	294.9	252.3
Revenue	628.0	489.3	125.0	614.3	(13.8)	(2.2%)	(93.8)	96.7
Net Expenditures	2,544.6	2,597.3	0.0	2,597.3	52.7	2.1%	388.7	155.6
Arts Venues & Public Art								
Gross Expenditures	1,547.0	1,594.2	0.0	1,594.2	47.2	3.0%	3.2	14.0
Revenue	0.0	26.3	0.0	26.3	26.3	-	(26.3)	0.0
Net Expenditures	1,547.0	1,567.9	0.0	1,567.9	20.9	1.4%	29.4	14.0
Total								
Gross Expenditures	45,823.5	45,309.4	250.0	45,559.4	(264.1)	(0.6%)	257.9	344.8
Revenue	3,467.7	3,057.5	250.0	3,307.5	(160.2)	(4.6%)	(328.4)	103.0
Total Net Expenditures	42,355.7	42,251.9	0.0	42,251.9	(103.8)	(0.2%)	586.3	241.8
Approved Positions	67.7	68.7	0.0	68.7	1.0	1.5%	3.1	2.3

Museum & Heritage Services

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Collections & Heritage Properties Conservation								
Gross Expenditures	5,321.4	5,492.3	0.0	5,492.3	171.0	3.2%	49.2	26.6
Revenue	836.2	822.0	0.0	822.0	(14.2)	(1.7%)	0.0	0.0
Net Expenditures	4,485.2	4,670.4	0.0	4,670.4	185.2	4.1%	49.2	26.6
Historical Museums, Collections & Heritage Properties								
Gross Expenditures	5,924.3	5,917.2	0.0	5,917.2	(7.1)	(0.1%)	(44.5)	45.9
Revenue	911.8	914.5	0.0	914.5	2.7	0.3%	(151.3)	7.9
Net Expenditures	5,012.5	5,002.7	0.0	5,002.7	(9.8)	(0.2%)	106.8	38.0
Museums Classes, Exhibits & Events								
Gross Expenditures	2,969.5	2,980.7	0.0	2,980.7	11.2	0.4%	(36.2)	8.2
Revenue	1,051.2	1,097.6	0.0	1,097.6	46.4	4.4%	(76.3)	12.7
Net Expenditures	1,918.3	1,883.0	0.0	1,883.0	(35.3)	(1.8%)	40.1	(4.4)
Total								
Gross Expenditures	14,215.1	14,390.2	0.0	14,390.2	175.1	1.2%	(31.5)	80.8
Revenue	2,799.1	2,834.1	0.0	2,834.1	34.9	1.2%	(227.6)	20.6
Total Net Expenditures	11,416.0	11,556.1	0.0	11,556.1	140.2	1.2%	196.1	60.2
Approved Positions	128.6	128.6	0.0	128.6	0.0	0.0%	(0.5)	0.0

Appendix 3

2019 Service Levels

Business Services

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Business & Industry Advice	Business Advice	% total response time to customers within 1 business day	Approved Actual	100% 100%	100% N/A	N/A 100%	100%
	Referrals/ Connections	# of companies provided with consultations and/or assistance	Approved Actual	300 300	297 300	300 392	400
	Facilitation & Expediting	# of facilitated advancement and completion of Gold Star projects	Approved Actual	31 30	31 30	31 30	31
Business Training & Events	Training	# of produced and delivered business information and training sessions	Approved Actual	110 75	75 120	75 85	75
BIA Support & Governance	BIA Governance and Oversight	% of audited financial statements, annual budgets submitted, annual general meetings	Approved Actual	99% 99%	99% 99%	99% 99%	99%
	Advisory Services	% of achieved completion rate for capital projects	Approved Actual	75% 75%	75% 75%	75% 70%	75%
International Alliances	City to City Alliances	# of undertaken partnership/friendship City Economic Development projects	Approved Actual	5 5	5 8	5 7	5
	Export Assistance and Facilitation	# of clients provided with export assistance/facilitation	Approved Actual	100 100	100 100	100 100	100
Business & Industry Advice & International Alliances	Business & Industry Advice and International Alliances	# of business community projects supported	Approved Actual	177 177	199 199	New in 2019 183	201
Business & Industry Advice	Business & Industry Advice	# of business clients engaged and supported	Approved Actual	51,900 51,900	52,660 52,660	New in 2019 52,292	52,342

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels with two new levels added:

- Business Services is in the process of implementing its service review's recommendations to develop indicators that are more relevant to the service. Two new levels are added in 2019 as part of this review including "number of business community projects supported" and "number of business clients engaged and supported".

Entertainment Industries Services

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Entertainment and Industry Advice	Advice	% total response time to client requests within 15 business days	Approved Actual	90% 90%	90% 90%	90% 90%	100%
	Special Event Facilitation & Expediting	# of community groups provided with timely support that wanted to produce an event on	Approved Actual	420 800	450 800	450 700	500
Training, Engagement & Other Initiatives	Training	# of organizations engaged in Hospitality Excellence program	Approved Actual	500 500	500 500	500 250	200
Film Permitting	Film Permitting	% of film permits issued in 2 business days or in agreed upon time	Approved Actual	100% 99%	100% 100%	100% 100%	100%
Visitor Information Services	Consultations with Visitors/Public (interactive)	# of people serviced with accurate information and advice	Approved Actual	60,000 60,000	60,000 60,000	60,000 70,000	75,000
	Maps and Information Products (Print, kiosk, web)	# of maps distributed after raising sufficient sponsorship funds	Approved Actual	800,000 800,000	800,000 800,000	800,000 700,000	800,000
	Neighbourhood Tour Coordination (TAP into TO!)	# of visitors matched with volunteers offering tours	Approved Actual	775 650	700 700	700 500	600

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels.

- The "number of organizations engaged in Hospitality Excellence program" was lower than anticipated due to a vacant position in 2018, the projection reflects the face to face training that was only available in Q1 2018. 2019 Target remains conservative as the program will be rebuilt with better content and messaging.
- The "number of people serviced with accurate information and advice" has been adjusted to reflect the increased needs of consultations in 2018.
- The "number of visitors matched with volunteers offering tours" has been adjusted to 600 in 2019. The position that leads this program has been vacant since April 2018, hence resulting in a lower than anticipated actual in 2018.

Arts Services

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Arts Activities, Classes, Exhibits & Events	Community Arts Programs	# of classes provided per year	Approved Actual	425 425	425 425	425 325	325
	Community Art Events	# of events produced/supported annually	Approved Actual	425 430	435 435	435 335	335
	Community Art Exhibits (City-organized)	# of exhibits presented annually	Approved Actual	45 57	50 50	50 40	40
Art Venues & Public Art	Public Art Selection, Location and Maintenance	# of arts projects managed annually	Approved Actual	15 15	20 20	20 20	20
City-produced Festivals & Events	Design and Delivery of Events	# of signature events produced annually on time and on budget	Approved Actual	8 9	8 8	8 9	5
		# of programming days produced annually on time and on budget	Approved Actual	74 73	62 54	62 55	22
Cultural Grants	Grant Review and Processing	# of months to Complete review process and secure Council approval for grants	Approved Actual	4 4	4 4	4 3.5	4

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels.

- The overall reduction in Arts Activities, Classes, Exhibits & Events is due to the transfer of the Zion Church from the Arts Services portfolio to the Below Market Rent Program 2018. It is anticipated the level will increase in 2020 with the opening of the Clark Centre for the Arts in fall 2020.
- The "number of signature events produced annually on time and on budget" and "number of programming days produced annually on time and on budget" has been adjusted in 2019 to exclude tracking of the Summerlicious and Winterlicious events.

Museum & Heritage Services

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Historical Museums, Collections and Heritage Properties	Cultural Facilities Maintenance and Development	# of properties maintained and managed to keep cultural facilities in a state of good repair	Approved	40	40	40	42
			Actual	40	42	42	
Collections & Heritage Properties Conservation	Acquisition and conservation of art and artefact collections	% of the City art collection that is made publicly available, while conserving artifacts and works of art	Approved	75%	75%	75%	55%
			Actual	75%	75%	53%	
	Adaptive Reuse of Heritage Sites	% of projects completed on time	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
Museums, Classes, Exhibits and Events	Museum & Heritage Programs	# of managed heritage facilities that develop and deliver programming	Approved	12	12	12	12
			Actual	12	12	12	
	Program design and delivery	# of public programs, education programs and special events held annually (excludes third-party rentals)	Approved			New in 2019	850
			Actual				
			Approved			New in 2019	2010
			Actual				
		# of Third-Party Special Events held annually	Approved			New in 2019	15
			Actual				
		# of participants at Third-Party Special Events	Approved			New in 2019	50,000
			Actual				
	Design and development of exhibitions	# of exhibitions held annually (City-produced, borrowed, or produced in partnership)	Approved			New in 2019	50
			Actual				
	Support for Community Access	# participants reached through Access programs (e.g. MAP, student bursary programs, etc.)	Approved			New in 2019	65,000
			Actual				
Partnership Development	# of partnerships maintained or created annually	Approved			New in 2019	125	
		Actual					
Business Development	# rentals held annually	Approved			New in 2019	192	
		Actual					
	# of rental Hours	Approved			New in 2019	2,500	
		Actual					
Collections & Heritage Properties Conservation	Adaptive Reuse of Heritage Sites	% of capital budget spent	Approved			New in 2019	51%
			Actual				
Historical Museums, Collections and Heritage Properties	Conservation	# of works from the City art collection displayed annually	Approved			New in 2019	1,564
			Actual				

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels with introduction of 11 new levels.

- The "percentage of the City art collection that is made publicly available, while conserving artifacts and works of art" has been reduced as the collection grew in 2018 due to a large transfer from Museum of Contemporary Art which are yet to be processed.
- New Service Levels are added in 2019 including "number of third-party special events held annually", "number of participants at third-party special events" in relation to the large-scale special events that are open to public in Fort York Historic Site, and "number of participants reached through Access program" to track support for community access to the 9 access programs (Museums Access Pass, Cultural Access Pass, TD Education Program, Pay What you Can Admission, Doors Open Toronto, Personal Support workers, Military in Uniform, Summer @ The Lodge, Poly Cultural centre) across all sites.

Appendix 4

Summary of 2019 Service Changes

Description (\$000s)	Service Changes										Total Service Changes			Incremental Change			
	Economic Competitiveness		Business Services		Entertainment Industries Services		Arts Services		Museums & Heritage Services		\$	\$	#	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Base Changes:																	
Base Expenditure Changes																	
Line By Line Review					(52.0)	(52.0)					(52.0)	(52.0)					
Sub-Total					(52.0)	(52.0)					(52.0)	(52.0)					
Service Efficiencies																	
Efficiencies due to move to Digital Media			(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(41.0)	(41.0)					
Sub-Total			(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(10.3)	(41.0)	(41.0)					
Revenue Adjustments																	
Increase Facility Rental Rates & User Volume at Museums								0.0		(65.6)		(65.6)		(7.6)		(9.8)	
Increase Pre-Ticketed Events and Experiences at Museums										(15.0)		(15.0)		(4.3)		(4.5)	
Implement IMIT Program Administration Fee			44.1	(117.5)							44.1	(117.5)	1.0	(21.5)		(25.0)	
Increase Sponsorship Funding				(12.5)		(12.5)		(12.5)		(12.5)		(50.0)		(25.0)		(25.0)	
Sub-Total			44.1	(130.0)		(12.5)		(12.5)		(93.1)	44.1	(248.1)	1.0	(58.4)		(64.4)	
Service Adjustments																	
Improving service delivery model of Culture Build Investment Program							(268.6)	(268.6)			(268.6)	(268.6)	1.0	47.3		3.3	
Sub-Total							(268.6)	(268.6)			(268.6)	(268.6)	1.0	47.3		3.3	
Total 2019 Service Changes			33.8	(140.3)	(62.3)	(74.8)	(278.9)	(291.4)	(10.3)	(103.3)	(317.5)	(609.7)	2.0	(11.1)		(61.1)	

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2019 Staff Recommended Base Budget Before Service Changes:		79,806.2	9,502.9	70,303.3	302.50	1,040.7	503.1	

17472
51 No Impact

Efficiencies due to move to Digital Media

Description:

Reduce marketing expenses by \$41,000 in advertising and print media by concentrating on digital media instead of the traditional more expensive print media. EDC will assess savings growth opportunities for future years based on experience in 2019.

Service Level Impact:

The reduction of \$41,000 in advertising represents approximately 10% of the current marketing budget. The shift to digital advertising from print promotion will allow EDC to reduce this budget without an impact to service levels, with potential of informing a larger, more targeted audience.

Equity Statement:

The reduction of print advertising and increase in digital media has no equity impact. Although the use of digital media will increase access to City services for youth, persons with disabilities, and persons with low literacy levels, it may impact persons with low-income and seniors who do not have access to computers and mobile devices or who do not seek out information through digital media. The potential negative impact could be reduced awareness of and participation in Economic Development and Culture (EDC) programs and services. This is not a significant barrier as EDC will continue to distribute information about its programs in print format to libraries, community centres, civic centres and public venues operated by EDC. EDC will also promote 311 as a source of information along with toronto.ca

Service: Arts Services

Total Staff Recommended Changes:	(10.3)	0.0	(10.3)	0.00	0.0	0.0
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Service: Business Services

Total Staff Recommended Changes:	(10.3)	0.0	(10.3)	0.00	0.0	0.0
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Service: Entertainment Industries Services

Total Staff Recommended Changes:	(10.3)	0.0	(10.3)	0.00	0.0	0.0
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Service: Museums & Heritage Services

Total Staff Recommended Changes:	(10.3)	0.0	(10.3)	0.00	0.0	0.0
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Staff Recommended Service Changes:

	(41.0)	0.0	(41.0)	0.00	0.0	0.0
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2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
17270		Increase Facility Rental Rates & User Volume at Museums						
52	Negative	Description:						

Increase in facility rental rates and volumes by 10% across all museums based on opportunities in the market. Spaces at The Toronto History Museums are available to rent for a variety of public and private events for example, weddings, receptions, corporate and community meetings. In addition to events, film productions and photography shoots are scheduled regularly at the sites. Since the redevelopment of the Garrison Common in 2012, Fort York has been able to accommodate large scale outdoor events, such as Field Trip and Taste of Toronto, which now make up about two thirds of the total Museum Heritage Services' rental revenue. Fort York, Colborne Lodge, Gibson House, Mackenzie House, Montgomery's Inn, Scarborough Museum, Spadina Museum, Todmorden Mills and Zion Schoolhouse request a 10% increase in certain rates. A 10% increase in volumes is also projected for certain rates, however, Montgomery's Inn will decrease in volume due to ongoing capital works. Fort York will also take steps to increase the number of outdoor events held on-site in 2019. It is expected that an additional two to three large events held at Fort York could generate an additional \$50,000 net in revenue. Slight increases will also be applied to current outdoor events held at Fort York, but any increases will be undertaken within the range of rates approved for 2018. All costs are charged back to the event.

Service Level Impact:

Rental programs provide an opportunity to increase the public's use and enjoyment of the heritage sites while assisting with reaching revenue and attendance performance targets. Several of the museum spaces can be rented for events exposing the museums to a wider segment of the public. Many rental events bring in people who have never visited the museums before. The use of City of Toronto museum sites for weddings and other celebrations creates a positive association with the places and encourages repeat visitation. Third party events also provide an opportunity to increase the public's use and enjoyment of the heritage sites while assisting with reaching revenue and attendance performance targets. The success of this proposal will be measured by the number of third party events hosted at Toronto's History Museums and the increased revenue associated with these events and rental rate increases across all museums.

Equity Statement:

The Increase Facility Rental Rates & User Volume at Museums budget proposal's overall equity impact is low negative. Low income residents' access to city spaces will be negatively impacted. The proposed increase in facility rentals may deter bookings from persons with low incomes and organizations representing equity seeking groups with limited budgets. However, the negative impact might be mitigated by the range of spaces offered at the Museums, including lower rental rates for non-profit organizations

Service: Arts Services

Total Staff Recommended Changes:	0.0	(0.0)	0.0	0.00	0.0	0.0
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Service: Museums & Heritage Services

Total Staff Recommended Changes:	0.0	65.6	(65.6)	0.00	(7.6)	(9.8)
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2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended Service Changes:	0.0	65.6	(65.6)	0.00	(7.6)	(9.8)

17024	Increase Pre-Ticketed Events and Experiences at Museums
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52	No Impact
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Description:

Increase net revenues by \$15,000 by producing more pre-ticketed events and experiences in an efficient manner. EDC will host two outdoor, large-scale special events – one at Spadina Museum which will be geared to a seasonal family audience and a second one at Todmorden Mills. Both events will net approximately \$5,000 each in 2019. Smaller-scale pre-ticketed premium experiences will be developed across all sites in a multi-week series format, cumulatively netting \$5,000 across all museums. Museums has a team of experienced programmers at each of the museums who are expected to deliver new museum programs annually. In 2018, MHS began a review process with plans to eliminate programs that yield little community impact and revenue. The team will be re-aligned and staff time allocated toward the newly proposed experiences. In 2019, MHS will launch the new events and experiences with current resources. As the events grow in success, sponsorships and activations will be secured. Staffing will be scaled to growth first with increases in part-time staffing. If growth exceeds projections, permanent-staffing expenses will be scaled up accordingly. New revenues will be earned from pre-event ticket sales, sponsorship and activations, as well as sales of support components during the event (e.g. alcohol, food, premium experiences). Upfront costs include staffing, signage, supplies and capital investment for multiple locations (e.g. seating, tents/shelter, tables).

Service Level Impact:

Approximately 200 public programs are currently offered across all the museums annually. Less impactful programs will be removed from the roster and will be replaced with new premium pre-ticketed experiences for smaller groups. The service standard will remain the same; however, attendance and net revenue will increase. These will be developed across all sites in a multi-week series format. The Museums section currently hosts five large-scale special events at various sites annually with attendance targets in the 500-2500 range, depending on the location. Only one of these events is pre-ticketed and all others are free of charge. EDC aims to triple the number of large-scale pre-ticketed events to three annually, representing a nearly 30% increase in large scale events overall.

Equity Statement:

The development of large-scale ticketed events and programs at the City museums is unlikely to have an equity impact. Although pre-ticketed events may have limited attendance from persons with low income, regular programming at the City museums will not be affected, including free admission days.

Service: Museums & Heritage Services

Total Staff Recommended Changes:	0.0	15.0	(15.0)	0.00	(4.3)	(4.5)
Staff Recommended Service Changes:	0.0	15.0	(15.0)	0.00	(4.3)	(4.5)

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change													
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions															
17339		Implement IMIT Program Administration Fee																			
52	No Impact	Description:																			
<p>Implement a Program Administration Fee at thirty cents per square metre based on the eligible Gross Floor Area of each approved development to be deducted from the grant awarded each year for all existing and new IMIT projects, beginning in 2019. The recommendation to implement this fee was adopted by City Council in 2018 (PG31.5, EX30.6). EDC would retain approximately 2/3 of the revenues, with the remaining 1/3 shared among the other divisions (Corporate Finance, Legal Services, City Planning and TESS). An increase to EDC's complement of 1 FTE is required to coordinate the program and verify/manage the revenues.</p> <p>Service Level Impact:</p> <p>Currently there is no Program Administrative Fee. The IMIT program is managed by staff within the Business Retention & Expansion team of Economic Development & Culture and staff in other divisions. The significant amount of time required to administer the program from review of applications to calculating incentives has created significant workload pressures for existing staff. The fee would fund a new position to provide relief for some of the workload pressures and significant staff time devoted to the rigours of program administration and free up existing staff to support other strategic activities.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Business Services</p> <table style="width: 100%; margin-top: 10px;"> <tr> <td style="width: 40%;">Total Staff Recommended Changes:</td> <td style="text-align: right;">44.1</td> <td style="text-align: right;">161.6</td> <td style="text-align: right;">(117.5)</td> <td style="text-align: right;">1.00</td> <td style="text-align: right;">(21.5)</td> <td style="text-align: right;">(25.0)</td> </tr> <tr style="border-top: 1px solid black;"> <td>Staff Recommended Service Changes:</td> <td style="text-align: right;">44.1</td> <td style="text-align: right;">161.6</td> <td style="text-align: right;">(117.5)</td> <td style="text-align: right;">1.00</td> <td style="text-align: right;">(21.5)</td> <td style="text-align: right;">(25.0)</td> </tr> </table>								Total Staff Recommended Changes:	44.1	161.6	(117.5)	1.00	(21.5)	(25.0)	Staff Recommended Service Changes:	44.1	161.6	(117.5)	1.00	(21.5)	(25.0)
Total Staff Recommended Changes:	44.1	161.6	(117.5)	1.00	(21.5)	(25.0)															
Staff Recommended Service Changes:	44.1	161.6	(117.5)	1.00	(21.5)	(25.0)															

17473		Increase Sponsorship Funding					
52	No Impact	Description:					
<p>Increase sponsorship revenues by \$50,000 (a 2% increase) as more focused efforts will be made to find sponsors for existing initiatives and events.</p> <p>Service Level Impact:</p> <p>If the revenue target of \$50k is not met, there will be a corresponding reduction in service based on divisional priorities.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p>							

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Arts Services						
		Total Staff Recommended Changes:	0.0	12.5	(12.5)	0.00	(6.3)	(6.3)
		Service: Business Services						
		Total Staff Recommended Changes:	0.0	12.5	(12.5)	0.00	(6.3)	(6.3)
		Service: Entertainment Industries Services						
		Total Staff Recommended Changes:	0.0	12.5	(12.5)	0.00	(6.3)	(6.3)
		Service: Museums & Heritage Services						
		Total Staff Recommended Changes:	0.0	12.5	(12.5)	0.00	(6.3)	(6.3)
		Staff Recommended Service Changes:	0.0	50.0	(50.0)	0.00	(25.0)	(25.0)

17396	Improve Culture Build Investment Program
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59	Negative
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Description:

The Culture Build Investment Program provides grants with a single intake each year and generally the projects do not require ongoing monitoring. The grant funding offered by the Culture Build program was used to fund state of good repair projects in non-City owned cultural facilities. The program has been under-subscribed in recent years due to availability of other funding programs for similar projects. To effectively respond to and address the issue of affordable space, the service delivery model of the the Culture Build Investment Program will be changed by replacing the existing grant with a new position. This position will be added to seek affordable space for the cultural community, working and negotiating with vendors, suppliers and other Orders of Government to make available affordable space, and advise on the development of cultural infrastructure and sources of funding. Reduction of \$330,000 in grants for culture build offset by funding for 1 permanent planner position to begin in June 2019, and results in savings of \$268,607.

Service Level Impact:

Currently, \$330,000 in direct grants are made available to non-profit arts and heritage groups. Approximately 5 – 10 projects are funded each year. City staff advise on cultural infrastructure development and funding. The advice provided will continue to organizations embarking on capital projects. Under this improved service delivery model, grants will no longer be provided and staff will work with the cultural community and partners to address issues of and create greater access to affordable space.

2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

	Form ID	Community and Social Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact	Program - Economic Development & Culture	Gross Expenditure	Revenue	Net	Approved Positions		
Equity Statement:								
<p>The proposal to eliminate the Culture Build program and replace it with a new position to more effectively address the issue of affordable space will likely have an overall low negative impact on equity. The elimination of a grants program for state of good repair capital projects will have some negative impact on cultural organizations that are ethno-specific (Korean, Estonian, and Japanese) and venues that want to upgrade their accessibility for persons with disabilities. However, the amounts requested from the program have been minimal and the City is not considered a key funding source for significant AODA capital projects. The creation of a City staff position to assist clients in accessing affordable space for their programs (for example, through community spaces in TCHC buildings or underused field houses in parks) will likely have better overall impact on all organizations, including those representing equity seeking groups, than the grants provided through the Culture Build program..</p>								
Service: Arts Services								
Total Staff Recommended Changes:			(268.6)	0.0	(268.6)	1.00	47.3	3.3
Staff Recommended Service Changes:			(268.6)	0.0	(268.6)	1.00	47.3	3.3
Summary:								
Staff Recommended Service Changes:			(265.5)	292.2	(557.7)	2.00	(11.1)	(61.1)
Staff Recommended Base Budget:			79,540.7	9,795.1	69,745.6	304.50	1,029.6	442.0

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities										Total			Incremental Change			
	Economic Competitiveness Services		Business Services		Entertainment Industries Services		Arts Services		Museums & Heritage Services		\$	\$	Position #	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net				Net	Pos.	Net	Pos.
Enhanced Service Priorities																	
Council Directed:																	
Indian Residential School Survivors (IRSS) Legacy Structure							250.0				250.0						
Sub-Total Council Directed							250.0				250.0						
Referred to Budget Process:																	
Capacity Building Program Expansion			197.6								197.6		1.0	37.8	(0.0)	3.6	(1.0)
Expand Digital Mainstreet			240.0								240.0						
Strategic Response Fund			200.0								200.0						
Sub-Total Referred to Budget Process			637.6								637.6		1.0	37.8	(0.0)	3.6	(1.0)
Staff Initiated:																	
Toronto Significant Events Investment Program					750.0						750.0						
Sub-Total Staff Initiated					750.0						750.0						
Total Enhanced Services			637.6		750.0		250.0				1,637.6		1.0	37.8	(0.0)	3.6	(1.0)
New Service Priorities																	
Referred to Budget Process:																	
Retail Accelerator Program			200.0								200.0						
Pop-Up Shops Expanded Pilot Program			200.0								200.0						
Eglinton Avenue Support			485.0								485.0						
Ward Based Community Economic Development Profiles			125.0								125.0						
Sub-Total Referred to Budget Process			1,010.0								1,010.0						
Total New Service Priorities			1,010.0								1,010.0						
Total 2019 New / Enhanced Services			1,647.6		750.0		250.0				2,647.6		1.0	37.8	(0.0)	3.6	(1.0)

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
18186		Indian Residential School Survivors (IRSS) Legacy Structure						
72	Positive	Description:						
<p>Recommended funding will support the planning, consultation and programming for the Indian Residential School Survivors Legacy Project on Nathan Phillips Square. \$250,000 will be funded from the Major Special Events Reserve Fund for 2019.</p> <p>Service Level Impact: Create new programming for the development of the new structure.</p> <p>Equity Statement: The Indian Residential School Survivors (IRSS) Legacy Structure budget proposal's overall equity impact is low positive. Indigenous people's sense of identify and belonging will be positively impacted. The project is a significant component of the City's plans to respond to the Truth and Reconciliation Commission of Canada Call to Action and will help advance relations between Indigenous and non-Indigenous residents of the City.</p> <p>Service: Arts Services</p>								
Total Staff Recommended Changes:			250.0	250.0	0.0	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:			250.0	250.0	0.0	0.00	0.0	0.0

18188		Toronto Significant Events Investment Program					
72	Positive	Description:					
<p>This funding will provide continue support to the Toronto Significant Events Investment Program (TSEIP) program in the amount of \$0.750 million fully funded from the Major Special Events Reserve Fund (MSERF) in 2019. The Economic Development and Culture Division's Event Support Unit continues to receive requests for financial support from multiple significant event organizations on an annual basis. Approvals of these applications are dependent on the availability of funds in MSERF. Significant Event Organizations need to apply for funding which will be reviewed for eligibility and completeness then evaluated by a Peer Review Panel against the Strategic Hosting & Bidding Principals and Funding Priorities adopted by City Council. Successful applicants who are selected to receive funding are subject to a signed agreement that includes performance expectations and reporting requirements that meet with City of Toronto strategic priorities. Economic Development and Culture (EDC) will report back to Economic Development and Community Committee in 2019 on the outcomes of the significant special events that received funding in 2018 from the Toronto Significant Events Investment Program. This practice will take place each year moving forward when funding is awarded.</p> <p>Service Level Impact: Funding to provide ongoing support to significant events in 2019.</p>							

Category:

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

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Equity Statement:

The Toronto Significant Events Investment Program (TSEIP) – Phase In will likely have a low positive impact on all equity seeking groups. Access to city spaces as well as opportunities for civic engagement and for building a sense of belonging will be positively impacted. The TSEIP program prioritizes funding to organizations that produce events that benefit equity seeking groups and that take place in underserved communities.

Service: Entertainment Industries Services

Total Staff Recommended Changes:	750.0	750.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	750.0	750.0	0.0	0.00	0.0	0.0
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18564	Capacity Building Program Expansion
72	Positive

Description:

The Capacity Building program allows staff to focus on two distressed retail areas over a 4 year period. Funding of \$292,000 will allow EDC to focus on two (2) additional areas on an annual basis, bringing the total number of areas to 4 per year. The focus will be on those areas that coincide with the City's Strong Neighbourhood initiative. New funding for a Senior Economic Development Officer position will be directed to deliver the program in the 3 areas currently underway and 2 additional areas.

Service Level Impact:

Current funding allows the BIA Office to engage two (2) distressed retail areas per year. Additional funding will allow the program to be extended to 2 more additional areas.

Equity Statement:

The Capacity Building Program budget proposal's overall equity impact is low positive. Low income residents' access to economic development opportunities will be positively impacted. The proposal includes providing organizational capacity to distressed retail areas in Neighborhood Improvement Areas (NIAs) so that local businesses can develop strategies to address challenges and build upon opportunities.

Service: Business Services

Total Staff Recommended Changes:	197.6	197.6	0.0	1.00	37.8	3.6
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Staff Recommended New/Enhanced Services:	197.6	197.6	0.0	1.00	37.8	3.6
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Category:

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

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change														
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																
18565		Expand Digital Mainstreet																				
72	No Impact	Description:																				
<p>Digital Main Street (DMS) currently exists as a TABIA/City partnership with corporate sponsors. Sponsorship pays for a person to run and market the program. Additional funding of \$0.240 million will support for the continuation/expansion of the program in partnership with TABIA and will allow the City to choose the areas to deploy the Digital Service Squad (DSS). Areas will include Eglinton Avenue East and potentially other non-BIA areas. As such, DMS will deploy the Digital Service Squad (DSS) along the portions of Eglinton Avenue not previously canvassed to assist all businesses with digital transformation through the adoption of digital tools and technologies. The DSS will work with main street businesses along the corridor one-on-one in their stores (if they choose) and assist them with the adoption of technologies to grow their business.</p> <p>Service Level Impact:</p> <p>The DMS squads are paid by BIAs who engage them on their own. The enhanced program will be City funded and targeted to small businesses impacted by the Eglinton Crosstown LRT and other areas facing economic challenges. This money will allow the City to deploy 6 squads in distressed retail areas where there are no BIAs and potentially another deployment of DSS round in Eglinton BIAs impacted by Crosstown construction.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Business Services</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Total Staff Recommended Changes:</td> <td style="text-align: right; width: 12.5%;">240.0</td> <td style="text-align: right; width: 12.5%;">240.0</td> <td style="text-align: right; width: 12.5%;">0.0</td> <td style="text-align: right; width: 12.5%;">0.00</td> <td style="text-align: right; width: 12.5%;">0.0</td> <td style="text-align: right; width: 12.5%;">0.0</td> </tr> <tr> <td>Staff Recommended New/Enhanced Services:</td> <td style="text-align: right;">240.0</td> <td style="text-align: right;">240.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table>									Total Staff Recommended Changes:	240.0	240.0	0.0	0.00	0.0	0.0	Staff Recommended New/Enhanced Services:	240.0	240.0	0.0	0.00	0.0	0.0
Total Staff Recommended Changes:	240.0	240.0	0.0	0.00	0.0	0.0																
Staff Recommended New/Enhanced Services:	240.0	240.0	0.0	0.00	0.0	0.0																

18567		Strategic Response Fund						
72	No Impact	Description:						
<p>EDC is often requested to assist in addressing the economic impacts associated with other City Initiatives or unforeseen events. The Strategic Response Fund will ensure supports are available when these unforeseen events or situations occur. The types of support will vary depending on the type of intervention required. Past responses have included; Food is King Program in response to King Street Transit Priority Pilot, Support for Taste of Danforth and Danforth Strong following Danforth Shootings and Economic Scans and Digital Main Street Program for areas impacted by Crosstown LRT.</p> <p>Service Level Impact:</p> <p>This is a new program that will provide direct supports to businesses impacted by important City initiatives and/or unforeseen events.</p>								

Category:

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: Business Services

Total Staff Recommended Changes:	200.0	200.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	200.0	200.0	0.0	0.00	0.0	0.0
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18563	Retail Accelerator Program
74	Positive Description:

This is a new program that will develop and deliver two streams of training focused on helping strengthen retail businesses and the retail sector across the City of Toronto. The programming will align with the work of Digital Main Street and focus on other areas of operating and growing a retail business, such as operations, merchandising, space planning, supply chain management, retail research, and customer retention and experience. Delivery of the program will follow two models: 1. a series of half and full day training sessions that will be offered in a la carte fashion and 2. a retail accelerator model that will provide a six to eight week training program.

Service Level Impact:

This is a new program that will provide specific training courses targeted to the retail sector and targeted to Neighbourhood Improvement Areas. It is anticipated that there will be 12 Retail Accelerator programs and 48 retail training programs.

Equity Statement:

The Retail Accelerator Program's overall equity impact is low positive and it will benefit all equity seeking groups residing in Neighborhood Improvement Areas (NIAs). The proposed program will provide access to economic development opportunities in the form of specific training to individuals looking to start or expand a retail operation, particularly in NIAs.

Service: Business Services

Total Staff Recommended Changes:	200.0	200.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	200.0	200.0	0.0	0.00	0.0	0.0
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18566	Pop-Up Shops Expanded Pilot Program
74	Positive Description:

Category:

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

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Funding will be provided for the City to retain and work with TABIA, an organization experienced in implementing pop-up shop programs, to deliver a pop-up shop pilot program in three retail areas that are experiencing high vacancy rates. Activities include, but are not limited to; Collecting owner information for vacant units, identifying potential tenants to occupy space and facilitating occupancy of space between new entrepreneurs and building owners.

Service Level Impact:

This is a new program for 3 areas that are experiencing high vacancy rates.

Equity Statement:

The Pop-up Shop Program proposal's overall equity impact is low positive and it will benefit residents in Neighborhood Improvement Areas. The proposal will have a positive impact on access to economic development opportunities and access to training and employment. The Pop-up shop program will focus on Neighbourhood Improvement Areas and other distressed retail areas improving the economic vitality, attracting entrepreneurs / retail stores and creating jobs in the community.

Service: Business Services

Total Staff Recommended Changes:	200.0	200.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	200.0	200.0	0.0	0.00	0.0	0.0
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18569	Ward Based Community Economic Development Profiles
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74	Positive
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Description:

Community economic development profiles for the New Wards are required. Funding will be used to conduct profiles and economic scans of each of the new wards. These profiles will produce data and provide important information about each ward to help stimulate jobs and investment within those communities and will support outreach and communications activities to connect people to ED&C services across the city. The profiles will be a balance of statistical and economic data and supported by high quality photographic and graphic imagery, and include a snapshot of key economic data about each respective community and the City at large with a focus on employment areas and NIAs. This project is expected to be completed by 2020.

Service Level Impact:

Economic Development & Culture has produced employment district profiles for each employment district in the City of Toronto; the last update was several years ago. The new profiles would be ward based and align with The Toronto Strong Neighbourhoods Strategy 2020 (TSNS 2020), the City of Toronto's action plan for ensuring that each of our 140 neighbourhoods can succeed and thrive. There will be 25 profiles.

Category:

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

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

Equity Statement:

The development of Ward based Community Economic Development Profiles' overall equity impact is low positive and it will benefit residents living in NIAs. The proposal will have a positive impact on access to economic development opportunities. The initiative aims to understand the strengths, weaknesses opportunities and threats within each of the profile areas, and identify additional actions and tactics the City can undertake to promote and support communities in need, growing companies and new business and investment opportunities across the city, with a focus on NIAs.

Service: Business Services

Total Staff Recommended Changes:	125.0	125.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	125.0	125.0	0.0	0.00	0.0	0.0
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18568	Eglinton Avenue Support
74	No Impact Description:

In 2018, EDC provided assistance to local businesses by implementing the Digital Mainstreets initiative and conducting economic scans of the Business Improvement Areas along Eglinton Avenue West. The Eglinton Avenue Support program includes a series of immediate supports which may include one or more of the following: Building upon the economic scans by developing strategies to address the issues and opportunities identified in the scans; Providing immediate financial relief by the City assuming a portion (30%) of the BIA levies thereby reducing the financial burden on individual businesses but still allowing the BIAs to carry on with their activities; and Other measures deemed appropriate in consultation with local businesses. Funding for this initiative in 2020 and beyond is dependent on the results of the policy studies in 2019.

Service Level Impact:

This is a new program which will cut Eglinton BIA's levy by 30%.

Equity Statement:

The proposal is unlikely to have an equity impact.

Service: Business Services

Total Staff Recommended Changes:	485.0	485.0	0.0	0.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	485.0	485.0	0.0	0.00	0.0	0.0
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Category:

**2019 Operating Budget - Staff Recommended New and Enhanced Services
Summary by Service (\$000's)**

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Summary:								
Staff Recommended New / Enhanced Services:			2,647.6	2,647.6	0.0	1.00	37.8	3.6

Category:

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

74 - New Services
75 - New Revenues

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
					Approved Rate	Inflationary Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
EC090	Exterior wedding photo All Museum sites	Museum Services	Market Based	Per Hour	\$150.00		\$15.00	\$165.00	\$165.00	\$165.00
EC091	Interior Wedding Photography - All Museum Sites	Museum Services	Market Based	Per Hour	\$250.00		\$25.00	\$275.00	\$275.00	\$275.00
EC096	Wedding Rehearsals All Museums	Museum Services	Market Based	Per Hour	\$150.00		\$15.00	\$165.00	\$165.00	\$165.00
EC097	Room C Rentals Rates All Sites / based on location, room lo	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$45.00		\$4.50	\$49.50	\$49.50	\$49.50
EC099	Premier Room Rental Rates All Museum Sites / based on museum	Museum Services	Market Based	Per Hour - Minimum 3 hours	\$275.00		\$27.50	\$302.50	\$302.50	\$302.50
EC100	Exterior, lawn and grounds rental all Sites/ based on locati	Museum Services	Market Based	Per Hour - Minimum 3 hours	\$155.00		\$15.50	\$170.50	\$170.50	\$170.50
EC107	Room B Rentals Rates All Sites/ based on location, room loca	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$75.00		\$7.50	\$82.50	\$82.50	\$82.50
EC108	Room A Rentals Rates All Sites/ based on location, room loc	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$150.00		\$15.00	\$165.00	\$165.00	\$165.00
EC111	Todmorden Mills Art Gallery Exhibit Area Only (Walls)	Museum Services	Market Based	Bi Weekly	\$900.00		\$50.00	\$950.00	\$950.00	\$950.00
EC118	Kitchen	Museum Services	Market Based	Per Booking, 3 Hours Minimum	\$50.00		\$5.00	\$55.00	\$55.00	\$55.00

Table 6b

New User Fees

Rate Description	Service	Fee Category	Fee Basis	2019 Budget Rate	2020 Plan Rate	2021 Plan Rate
Program Administration Fee for the Imagination, Manufacturing, Innovation and Technology Property Tax Incentive Program (fee will be deducted from the grant awarded for all existing and new projects)	Business Services	Full Cost Recovery	Per square meter (based on eligible Gross Floor Area)	\$0.30	\$0.30	\$0.30

Appendix 7

2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost	
Total Expenditures by Category														
Health & Safety														
Restoration/Preservation of Heritage Elements		1,543	3,000	2,000	1,000	4,500	-	1,500	4,500	1,000	2,500	21,543	21,543	
Sub-Total		1,543	3,000	2,000	1,000	4,500		1,500	4,500	1,000	2,500	21,543	21,543	
Legislated														
Collections Care		100	100	-	-	-	-	-	-	-	-	200	200	
Cultural Infrastructure Development		1,297	50	100	1,579	-	-	-	-	-	-	3,026	3,026	
Major Maintenance		729	300	600	850	100	100	100	100	-	200	3,079	3,079	
Restoration/Preservation of Heritage Elements		317	-	-	-	300	100	-	-	-	-	717	717	
Sub-Total		2,443	450	700	2,429	400	200	100	100		200	7,022	7,022	
State of Good Repair														
2017 PAR St Lawrence Market Neighbourhood		1,000	-	-	-	-	-	-	-	-	-	1,000	1,000	
2018 BIA Equal Share Funding	1,081	4,000	-	-	-	-	-	-	-	-	-	4,000	5,081	
2019 BIA Equal Share Funding		1,434	2,310	-	-	-	-	-	-	-	-	3,744	3,744	
2020-2028 BIA Equal Share Funding		-	1,571	4,791	4,853	5,069	5,181	5,205	5,237	5,181	5,181	42,269	42,269	
2020-2028 BIA Financed Funding		-	4,798	2,448	2,448	2,448	2,448	2,448	2,448	2,448	2,448	24,382	24,382	
BIA Planning Act Revenues		297	-	-	-	-	-	-	-	-	-	297	297	
Collections Care		89	200	-	150	200	100	250	400	100	350	1,839	1,839	
Economic Competitiveness Data Mgmt System	200	700	-	-	-	-	-	-	-	-	-	700	900	
Major Maintenance		2,139	1,630	1,200	750	1,650	1,150	1,350	900	900	2,000	13,669	13,669	
Refurbishment and Rehabilitation		400	-	800	1,050	-	200	-	200	300	700	3,650	3,650	
Restoration/Preservation of Heritage Elements		2,117	2,360	2,950	2,050	3,000	2,200	2,950	2,750	3,850	3,850	26,227	26,227	
Sub-Total	1,281	12,175	12,869	12,189	11,301	12,367	11,279	11,253	12,135	11,679	14,529	121,776	123,057	
Service Improvement														
Indigenous Ctr for Innovation & Entrepreneurship	250	3,364	-	-	-	-	-	-	-	-	-	3,364	3,614	
2018 Commercial Facade Improvement Program	201	300	-	-	-	-	-	-	-	-	-	300	501	
2019-2028 Commercial Facade Improvement Program		606	521	521	521	521	521	521	521	521	521	5,295	5,295	
2019-2028 Mural Program		50	50	50	50	50	50	50	50	50	50	500	500	
2019-2028 Streetscape Master Plan Program		100	100	100	100	100	100	100	100	100	100	1,000	1,000	
Collections Care		-	-	-	300	-	-	100	-	250	-	650	650	
Cultural Infrastructure Development		4,916	2,070	200	-	-	-	-	300	600	300	8,386	8,386	
Economic Competitiveness Data Mgmt System		1,200	500	-	-	-	-	-	-	-	-	1,700	1,700	
Refurbishment and Rehabilitation		-	-	100	-	-	200	-	300	200	400	1,200	1,200	
Service Enhancement		-	890	1,470	2,850	900	1,850	2,000	700	700	1,300	12,660	12,660	
Sub-Total	451	10,536	4,131	2,441	3,821	1,571	2,721	2,771	1,971	2,421	2,671	35,055	35,506	
Growth Related														
Cultural Infrastructure Development		851	-	-	-	-	-	-	-	-	-	851	851	
Sub-Total		851										851	851	
Total Expenditures by Category (including carry forward from 2018)														
		1,732	27,549	20,450	17,330	18,551	18,838	14,200	15,624	18,706	15,100	19,900	186,248	187,980

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Economic Development and Culture

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ECT908404 2017 PAR St Lawrence Market Neighbourhood</u>																									
0	1	2017 PAR St Lawrence Market Neighbourhood	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	0	0	1,000	
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	0	1,000	0	0	0	1,000	
<u>ECT908648 Indigenous Ctr for Innovation & Entrepreneurshir</u>																									
0	1	Indigenous Ctr for Innovation and Entrepreneurship	13	S2	04	3,364	0	0	0	0	3,364	0	3,364	0	0	0	0	0	0	3,364	0	0	0	3,364	
Sub-total						3,364	0	0	0	0	3,364	0	3,364	0	0	0	0	0	0	3,364	0	0	0	3,364	
<u>ACH000012 Restoration/Preservation of Heritage Elements</u>																									
0	211	Goulding Estate AODA	20	S2	02	175	0	0	0	0	175	0	175	0	0	0	0	0	0	0	0	175	0	175	
0	212	Lambton House AODA	13	S6	02	0	0	0	0	300	300	100	400	0	0	0	0	0	0	0	0	400	0	400	
0	214	Goulding Massey Estate - Accessibility	20	S2	02	142	0	0	0	0	142	0	142	0	0	0	0	0	0	0	0	142	0	142	
0	221	Outdoor Public Art--Howard Monument Conservation	13	S4	03	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	0	450	0	450	
0	222	Outdoor Public Art - Al Waxman	11	S4	03	51	0	0	0	0	51	0	51	0	0	0	0	0	0	26	0	25	0	51	
1	111	Casa Loma Extrior Restore -FY	12	S6	01	0	0	2,000	1,000	4,500	7,500	9,500	17,000	0	0	0	0	17,000	0	0	0	0	0	17,000	
1	201	Casa Loma Exterior Restoration	12	S2	01	973	0	0	0	0	973	0	973	0	0	0	0	973	0	0	0	0	0	973	
1	216	Casa Loma Exterior - Phase 9b	12	S4	01	350	2,750	0	0	0	3,100	0	3,100	0	0	0	0	3,100	0	0	0	0	0	3,100	
2	103	Mackenzie House Restoration - FY	13	S6	03	0	0	0	0	200	200	200	400	0	0	0	0	0	0	0	0	400	0	400	
2	112	Preventive Maintenance - FY	CW	S6	03	0	250	250	250	250	1,000	1,350	2,350	0	0	0	0	0	0	0	0	2,350	0	2,350	
2	114	Outdoor Public Art Maintenance-FY	CW	S6	03	0	250	200	300	350	1,100	1,200	2,300	0	0	0	0	0	0	0	0	2,300	0	2,300	
2	116	Windfields Estate Restoration - FY	15	S6	03	0	110	300	150	200	760	950	1,710	0	0	0	0	0	0	0	0	1,710	0	1,710	
2	186	Outdoor Public Art - Elevated Wetlands-2018	14	S2	03	318	0	0	0	0	318	0	318	0	0	0	0	0	0	114	0	204	0	318	
2	189	Zion Church - FY	17	S6	03	0	0	0	0	0	0	350	350	0	0	0	0	0	0	0	0	350	0	350	
2	202	Preventive Maintenance	CW	S2	03	165	0	0	0	0	165	0	165	0	0	0	0	0	0	165	0	0	0	165	
2	213	Outdoor Public Art - Sundial Folly - Add Funding	10	S2	03	86	0	0	0	0	86	0	86	0	0	0	0	0	0	86	0	0	0	86	
2	217	Preventive Maintenance 2019	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
2	218	Outdoor Public Art Maintenance Casimir Gzowsk	CW	S4	03	50	0	0	0	0	50	0	50	0	0	0	0	0	0	0	0	50	0	50	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Economic Development and Culture

Sub- Project No. Project Name Priority/SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>ACH000012 Restoration/Preservation of Heritage Elements</u>																									
3	220	Dempsey Bros Store-FY	18	S6	03	0	200	400	300	0	900	500	1,400	0	0	0	0	0	0	0	0	0	1,400	0	1,400
Sub-total						3,977	5,360	4,950	3,050	7,800	25,137	23,350	48,487	0	0	0	300	21,073	0	760	0	26,354	0	48,487	
<u>ECT907743 Economic Competitiveness Data Mgmt System</u>																									
0	29	Customer Relationship Mgmt Solution - Addn't Fund	CW	S4	04	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200
1	24	Museum Sites POS Systems	CW	S2	04	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
1	25	Museums & Heritage Services IT Infrastructure	CW	S2	03	700	0	0	0	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700	
2	16	EDC Electronic Service Delivery Phase 2-FY	CW	S6	04	0	500	0	0	0	500	0	500	0	0	0	0	0	0	0	0	500	0	500	
2	27	Digital Service Delivery	CW	S2	04	900	0	0	0	0	900	0	900	0	0	0	0	0	400	0	500	0	900		
Sub-total						1,900	500	0	0	0	2,400	0	2,400	0	0	0	0	0	400	0	2,000	0	2,400		
<u>ECT907936 2020-2028 BIA Equal Share Funding</u>																									
1	1	2020-2028 BIA Equal Share Funding	CW	S6	03	0	1,571	4,791	4,853	5,069	16,284	25,985	42,269	0	0	0	0	0	0	0	0	19,420	22,849	0	42,269
Sub-total						0	1,571	4,791	4,853	5,069	16,284	25,985	42,269	0	0	0	0	0	0	0	19,420	22,849	0	42,269	
<u>ECT908066 2020-2028 BIA Financed Funding</u>																									
0	2	2019 FF Toronto Entertainment District	10	S4	03	0	2,350	0	0	0	2,350	0	2,350	0	0	0	0	0	0	0	0	2,000	350	0	2,350
1	1	2020-2028 BIA Financed Funding	CW	S6	03	0	2,448	2,448	2,448	2,448	9,792	12,240	22,032	0	0	0	0	0	0	0	0	18,000	4,032	0	22,032
Sub-total						0	4,798	2,448	2,448	2,448	12,142	12,240	24,382	0	0	0	0	0	0	0	20,000	4,382	0	24,382	
<u>ECT908470 2018 BIA Equal Share Funding</u>																									
1	1	2018 BIA Equal Share Funding	CW	S2	03	4,000	0	0	0	0	4,000	0	4,000	0	0	0	0	0	1,000	2,000	1,000	0	4,000		
Sub-total						4,000	0	0	0	0	4,000	0	4,000	0	0	0	0	0	1,000	2,000	1,000	0	4,000		
<u>ECT908587 2019 BIA Equal Share Funding</u>																									
1	1	2019 BIA Equal Share Funding	CW	S4	03	1,434	2,310	0	0	0	3,744	0	3,744	0	0	0	0	0	0	0	1,650	2,094	0	3,744	
Sub-total						1,434	2,310	0	0	0	3,744	0	3,744	0	0	0	0	0	0	1,650	2,094	0	3,744		
<u>ACH000016 Major Maintenance</u>																									
0	113	St. Lawrence Centre AODA	13	S2	02	300	0	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300	
0	114	Theatre Passe Muraille AODA	10	S6	02	0	0	200	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
0	115	Alumnae Theatre AODA	13	S6	02	0	200	300	700	0	1,200	0	1,200	0	0	0	0	0	0	0	0	1,200	0	1,200	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Economic Development and Culture

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserves (Ind. "XQ" Ref.)						142	0	300	0	0	442	0	442	0	0	0	0	0	0	442				
Reserve Funds (Ind."XR" Ref.)						1,681	2,950	2,050	1,000	4,550	12,231	9,550	21,781	0	21,781	0	0	0	0	21,781				
Other1 (Internal)						9,870	50	100	1,579	0	11,599	0	11,599	0	0	0	11,599	0	0	11,599				
Other2 (External)						2,495	5,850	4,875	5,736	4,344	23,300	22,040	45,340	0	0	0	0	45,340	0	0	45,340			
Debt						13,360	11,600	10,005	10,236	9,944	55,145	51,940	107,085	0	0	0	0	107,085	0	107,085				
Total Program Financing						27,549	20,450	17,330	18,551	18,838	102,718	83,530	186,248	0	0	0	442	21,781	0	11,599	45,340	107,085	0	186,248

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2020 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Indigenous Ctr for Innovation & Entrepreneurship</i>	3,364	-	-	-	-	-	-	-	-	-	3,364
<i>2017 PAR St Lawrence Market Neighbourhood</i>	1,000	-	-	-	-	-	-	-	-	-	1,000
<i>2018 BIA Equal Share Funding</i>	4,000	-	-	-	-	-	-	-	-	-	4,000
<i>2018 Commercial Facade Improvement Program</i>	300	-	-	-	-	-	-	-	-	-	300
<i>Collections Care</i>	89	-	-	-	-	-	-	-	-	-	89
<i>Cultural Infrastructure Development</i>	6,964	1,550	100	1,579	-	-	-	-	-	-	10,193
<i>Economic Competitiveness Data Mgmt System</i>	1,700	-	-	-	-	-	-	-	-	-	1,700
<i>Major Maintenance</i>	2,268	-	-	-	-	-	-	-	-	-	2,268
<i>Refurbishment and Rehabilitation</i>	300	-	-	-	-	-	-	-	-	-	300
<i>Restoration/Preservation of Heritage Elements</i>	2,538	-	-	-	-	-	-	-	-	-	2,538
Subtotal	22,523	1,550	100	1,579	-	-	-	-	-	-	25,752
New w/Future Year											
<i>2019 BIA Equal Share Funding</i>	1,434	2,310	-	-	-	-	-	-	-	-	3,744
<i>2019-2028 Commercial Facade Improvement Program</i>	606	300	-	-	-	-	-	-	-	-	906
<i>2019-2028 Mural Program</i>	50	-	-	-	-	-	-	-	-	-	50
<i>2019-2028 Streetscape Master Plan Program</i>	100	-	-	-	-	-	-	-	-	-	100
<i>2020-2028 BIA Financed Funding</i>	-	2,350	-	-	-	-	-	-	-	-	2,350
<i>BIA Planning Act Revenues</i>	297	-	-	-	-	-	-	-	-	-	297
<i>Collections Care</i>	100	100	-	-	-	-	-	-	-	-	200
<i>Cultural Infrastructure Development</i>	100	-	-	-	-	-	-	-	-	-	100
<i>Economic Competitiveness Data Mgmt System</i>	200	-	-	-	-	-	-	-	-	-	200
<i>Major Maintenance</i>	600	680	-	-	-	-	-	-	-	-	1,280
<i>Refurbishment and Rehabilitation</i>	100	-	-	-	-	-	-	-	-	-	100
<i>Restoration/Preservation of Heritage Elements</i>	1,439	3,100	-	-	-	-	-	-	-	-	4,539
Subtotal	5,026	8,840	-	-	-	-	-	-	-	-	13,866
Total Expenditure (including carry forward from 2018)	27,549	10,390	100	1,579	-	-	-	-	-	-	39,618
Financing:											
<i>Debt/CFC</i>	13,360	4,435	-	-	-	-	-	-	-	-	17,795
<i>Other</i>	12,365	3,205	100	1,579	-	-	-	-	-	-	17,249
<i>Reserves/Res Funds</i>	1,823	2,750	-	-	-	-	-	-	-	-	4,573
Total Financing	27,549	10,390	100	1,579	-	-	-	-	-	-	39,618

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments

Economic Development and Culture

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By										
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>ECT908404 2017 PAR St Lawrence Market Neighbourhood</u>																							
0	1	2017 PAR St Lawrence Market Neighbourhood	CW	S2	03	1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	1,000	0	0	0	1,000
Sub-total						1,000	0	0	0	0	1,000	0	1,000	0	0	0	0	0	1,000	0	0	0	1,000
<u>ECT908648 Indigenous Ctr for Innovation & Entrepreneurshir</u>																							
0	1	Indigenous Ctr for Innovation and Entrepreneurship	13	S2	04	3,364	0	0	0	0	3,364	0	3,364	0	0	0	0	0	3,364	0	0	0	3,364
Sub-total						3,364	0	0	0	0	3,364	0	3,364	0	0	0	0	0	3,364	0	0	0	3,364
<u>ACH000012 Restoration/Preservation of Heritage Elements</u>																							
0	211	Goulding Estate AODA	20	S2	02	175	0	0	0	0	175	0	175	0	0	0	0	0	0	0	175	0	175
0	214	Goulding Massey Estate - Accessibility	20	S2	02	142	0	0	0	0	142	0	142	0	0	0	0	0	0	0	142	0	142
0	221	Outdoor Public Art--Howard Monument Conservation	13	S4	03	450	0	0	0	0	450	0	450	0	0	0	0	0	0	0	450	0	450
0	222	Outdoor Public Art - Al Waxman	11	S4	03	51	0	0	0	0	51	0	51	0	0	0	0	0	26	0	25	0	51
1	201	Casa Loma Exterior Restoration	12	S2	01	973	0	0	0	0	973	0	973	0	0	0	973	0	0	0	0	0	973
1	216	Casa Loma Exterior - Phase 9b	12	S4	01	350	2,750	0	0	0	3,100	0	3,100	0	0	0	0	3,100	0	0	0	0	3,100
2	186	Outdoor Public Art - Elevated Wetlands-2018	14	S2	03	318	0	0	0	0	318	0	318	0	0	0	0	0	114	0	204	0	318
2	202	Preventive Maintenance	CW	S2	03	165	0	0	0	0	165	0	165	0	0	0	0	0	165	0	0	0	165
2	213	Outdoor Public Art - Sundial Folly - Add Funding	10	S2	03	86	0	0	0	0	86	0	86	0	0	0	0	0	86	0	0	0	86
2	217	Preventive Maintenance 2019	CW	S4	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	200	0	200
2	218	Outdoor Public Art Maintenance Casimir Gzowsk	CW	S4	03	50	0	0	0	0	50	0	50	0	0	0	0	0	0	0	50	0	50
3	175	Outdoor Public Art - Howard Monument-2018	04	S2	03	35	0	0	0	0	35	0	35	0	0	0	0	0	35	0	0	0	35
3	205	Fort York Restoration-2018	10	S2	03	250	0	0	0	0	250	0	250	0	0	0	0	0	50	0	200	0	250
3	206	Spadina Restoration-2018	12	S2	03	218	0	0	0	0	218	0	218	0	0	0	0	0	108	0	110	0	218
3	207	Gibson House Restoration-2018	18	S2	03	121	0	0	0	0	121	0	121	0	0	0	0	0	121	0	0	0	121
3	208	John Bales House-2018	18	S2	03	40	0	0	0	0	40	0	40	0	0	0	0	0	40	0	0	0	40
3	209	John McKenzie House-2018	18	S2	03	15	0	0	0	0	15	0	15	0	0	0	0	0	15	0	0	0	15
3	215	Colborne Lodge Gallery - 2019/2020	13	S4	01	220	250	0	0	0	470	0	470	0	0	0	0	0	0	0	470	0	470

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments

Economic Development and Culture

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																								
Reserves (Ind. "XQ" Ref.)						142	0	0	0	0	142	0	142	0	0	0	0	0	0	142				
Reserve Funds (Ind."XR" Ref.)						1,681	2,750	0	0	0	4,431	0	4,431	0	0	0	0	0	0	4,431				
Other1 (Internal)						9,870	50	100	1,579	0	11,599	0	11,599	0	0	0	11,599	0	0	11,599				
Other2 (External)						2,495	3,155	0	0	0	5,650	0	5,650	0	0	0	0	5,650	0	5,650				
Debt						13,360	4,435	0	0	0	17,795	0	17,795	0	0	0	0	17,795	0	17,795				
Total Program Financing						27,549	10,390	100	1,579	0	39,618	0	39,618	0	0	0	142	4,431	0	11,599	5,650	17,795	0	39,618

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 9

2019 Capital Budget with Financing Detail



CITY OF TORONTO
Appendix 9: 2019 Capital Budget with Financing Detail
Economic Development and Culture
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing											
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable		
1	<u>ECT908470</u>	<u>2018 BIA Equal Share Funding</u>														
1	1 2018 BIA Equal Share Funding	01/01/2018	12/31/2019	4,000	0	0	0	0	0	0	1,000	2,000	1,000	0		
	Project Sub-total:			4,000	0	0	0	0	0	0	1,000	2,000	1,000	0		
1	<u>ECT908587</u>	<u>2019 BIA Equal Share Funding</u>														
1	1 2019 BIA Equal Share Funding	01/01/2019	06/30/2021	1,434	0	0	0	0	0	0	0	495	939	0		
	Project Sub-total:			1,434	0	0	0	0	0	0	0	495	939	0		
2	<u>ACH000016</u>	<u>Major Maintenance</u>														
0	113 St. Lawrence Centre AODA	01/01/2018	12/31/2025	300	0	0	0	0	0	0	0	0	300	0		
0	118 Theatre Passe Muraille - AODA	01/01/2019	06/30/2020	400	0	0	0	0	0	0	0	0	400	0		
2	101 Theatre Passe Muraille -2017	01/01/2017	12/31/2017	343	0	0	0	0	50	0	293	0	0	0		
2	108 Berkeley Theatre - Retaining Wall - 2018	01/01/2018	12/31/2018	40	0	0	0	0	0	0	40	0	0	0		
2	109 Assembly Hall - Mechanical-2018	01/01/2018	12/31/2019	340	0	0	0	0	0	0	92	0	248	0		
3	105 St. Lawrence Centre - FY	01/01/2018	12/31/2022	864	0	0	0	0	0	0	864	0	0	0		
3	106 Legislated Mechanical & Electrical-2018	01/01/2018	12/31/2018	29	0	0	0	0	0	0	0	0	29	0		
3	111 Theatre Passe Muraille-2018	01/01/2018	12/31/2018	180	0	0	0	0	0	0	180	0	0	0		
3	119 Theatre Passe Muraille-2019/2020	01/01/2019	06/30/2020	100	0	0	0	0	100	0	0	0	0	0		
3	120 Neilson Park Roof-2019/2020	01/01/2019	06/30/2021	100	0	0	0	0	0	0	0	0	100	0		
4	66 John St. Roundhouse Museu 2010-CF	01/01/2011	12/31/2016	172	0	0	0	0	172	0	0	0	0	0		
	Project Sub-total:			2,868	0	0	0	0	322	0	1,469	0	1,077	0		
2	<u>ECT908432</u>	<u>BIA Planning Act Revenues</u>														
0	6 PAR Bayview Leaside	01/01/2019	12/31/2019	52	0	0	0	0	0	0	52	0	0	0		
0	7 PAR St. Lawrence Market	01/01/2019	12/31/2020	200	0	0	0	0	0	0	200	0	0	0		
2	4 PAR Baby Point Gates	06/26/2018	06/26/2018	45	0	0	0	0	0	0	45	0	0	0		
	Project Sub-total:			297	0	0	0	0	0	0	297	0	0	0		
2	<u>ECT908472</u>	<u>2018 Commercial Facade Improvement Program</u>														
2	1 2018 Commercial Facade Improvement Program	06/08/2017	06/08/2017	300	0	0	0	0	0	0	0	0	300	0		
	Project Sub-total:			300	0	0	0	0	0	0	0	0	300	0		
2	<u>ECT908475</u>	<u>2019-2028 Streetscape Master Plan Program</u>														
0	2 2019 Streetscape Master Plan Program	05/31/2018	05/31/2018	100	0	0	0	0	0	0	0	0	100	0		
	Project Sub-total:			100	0	0	0	0	0	0	0	0	100	0		
2	<u>EDV906518</u>	<u>2019-2028 Mural Program</u>														
2	2 2019 Mural Program	01/01/2019	01/31/2019	50	0	0	0	0	0	0	0	0	50	0		
	Project Sub-total:			50	0	0	0	0	0	0	0	0	50	0		



CITY OF TORONTO
Appendix 9: 2019 Capital Budget with Financing Detail
Economic Development and Culture
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
2	<u>EDV906519</u>	<u>2019-2028 Commercial Facade Improvement Program</u>													
2	2019 Commercial Facade Improvement Program	01/01/2019	06/30/2021	606	0	0	0	0	0	0	0	0	0	606	0
Project Sub-total:				606	0	0	0	0	0	0	0	0	0	606	0
3	<u>ACH000015</u>	<u>Collections Care</u>													
3	30 Large Artifact Care - 2018	01/01/2018	06/06/2017	89	0	0	0	0	0	0	89	0	0	0	0
3	33 Collections Facilities - Mechanical	01/01/2019	06/30/2021	100	0	0	0	0	25	0	0	0	0	75	0
Project Sub-total:				189	0	0	0	0	25	0	89	0	0	75	0
5	<u>ACH000010</u>	<u>Cultural Infrastructure Development</u>													
0	93 Public Art - TTC Leslie Barns	09/01/2016	12/31/2018	514	0	0	0	0	0	0	0	0	0	514	0
1	52 The Guild Revitalize Project 2018-2020	01/01/2018	12/31/2020	3,300	0	0	0	0	0	0	0	0	0	3,300	0
1	95 Guild Sitework	01/01/2018	12/31/2018	1,007	0	0	0	0	0	0	0	0	0	1,007	0
1	98 The Guild Revitalize Project 2018-2020	02/13/2018	02/13/2018	598	0	0	0	0	0	0	0	0	0	598	0
1	100 Museum of Toronto Planning Study	01/01/2019	12/31/2019	100	0	0	0	0	0	0	0	0	0	100	0
2	73 The Guild Revitalization-2014 PA	01/01/2014	12/31/2016	11	0	0	0	0	11	0	0	0	0	0	0
2	92 Public Art Development 11 Wellesley-2017&18	01/01/2017	12/31/2017	1,297	0	0	0	0	0	0	1,297	0	0	0	0
5	84 Cloverhill Park-2015	01/01/2015	12/31/2016	70	0	0	0	0	0	0	70	0	0	0	0
10	77 Public Art Development Dundas-Islington	01/01/2014	12/31/2015	167	0	0	0	142	0	0	25	0	0	0	0
Project Sub-total:				7,064	0	0	0	142	11	0	1,392	0	5,519	0	
6	<u>ACH000013</u>	<u>Refurbishment and Rehabilitation</u>													
3	48 Colborne Lodge Interiors - 2018	01/01/2018	12/31/2019	150	0	0	0	0	0	0	50	0	100	0	
3	49 Gibson House Interiors - 2018	01/01/2018	12/31/2019	150	0	0	0	0	0	0	50	0	100	0	
3	50 Zion Schoolhouse Interior-2019	01/01/2019	12/31/2019	100	0	0	0	0	0	0	0	0	100	0	
Project Sub-total:				400	0	0	0	0	0	0	100	0	300	0	
Program Total:				27,549	0	0	0	142	1,681	0	9,870	2,495	13,360	0	

Status Code Description
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost/Cashflow)
 S4 S4 New - Stand-Alone Project (Current Year Only)
 S5 S5 New (On-going or Phased Projects)

Category Code Description
 01 Health and Safety C01
 02 Legislated C02
 03 State of Good Repair C03
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			146.7	181.0	215.2
Vehicle Reserve- Edct	XQ1200				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			34.3	34.3	34.3
Total Reserve / Reserve Fund Draws / Contributions		146.7	181.0	215.2	249.5
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		146.7	181.0	215.2	249.5

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31,921.8	32,063.7	32,205.6
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			141.9	141.9	141.9
Total Reserve / Reserve Fund Draws / Contributions		-	32,063.7	32,205.6	32,347.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,921.8	32,063.7	32,205.6	32,347.6

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			3,082.2	1,584.7	1,584.7
Major Special Event Reserve Fund	XR1218				
<i>Withdrawals (-)</i>			(1,497.5)	-	-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		-	1,584.7	1,584.7	1,584.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		3,082.2	1,584.7	1,584.7	1,584.7

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			167,940.5	167,914.3	167,914.3
Section 37 Reserve Fund	XR3026				
<i>Withdrawals (-)</i>			(26.3)	-	-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		-	167,914.3	167,914.3	167,914.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		167,940.5	167,914.3	167,914.3	167,914.3
* Based on 9-month 2018 Reserve Fund Variance Report					

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR1501 Casa Loma Capital Maintenance	Beginning Balance		72	1,722	972	972	1,972	(528)	1,472	1,972	(528)	472	
	Withdrawals (-)												
	Casa Loma Exterior Restoration		(350)	(2,750)	(2,000)	(1,000)	(4,500)	-	(1,500)	(4,500)	(1,000)	(2,500)	(20,100)
	Total Withdrawals		(350)	(2,750)	(2,000)	(1,000)	(4,500)	-	(1,500)	(4,500)	(1,000)	(2,500)	(20,100)
	Contributions (+)		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Total Contributions		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	
Balance at Year-End		72	1,722	972	972	1,972	(528)	1,472	1,972	(528)	472	(28)	(100)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR3213 Ryerson Capital Maintenance	Beginning Balance		233	133	133	133	133	83	83	83	33	33	
	Withdrawals (-)												
	Theatre Passe Muraille		(100)				(50)			(50)			(200)
	Total Withdrawals		(100)	-	-	-	(50)	-	-	(50)	-	-	(200)
	Contributions (+)												
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		233	133	133	133	133	83	83	83	33	33	33	(200)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR1019 Heritage Reserve Fund	Beginning Balance		25	0	0	(50)	(50)	(50)	(50)	(50)	(50)	(50)	
	Withdrawals (-)												
	Collections Facilities-Mechanical		(25)										(25)
	Young People's Theatre				(50)								(50)
	Total Withdrawals		(25)	-	(50)	-	-	-	-	-	-	-	(75)
Contributions (+)													
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		25	0	0	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(50)	(75)

* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XQ4209 Museum Donation - Spadina	Beginning Balance		319	319	319	19	19	19	19	19	19	19	
	Withdrawals (-)												
	Spadina Restoration				(300)								(300)
	Total Withdrawals		-	-	(300)	-	-	-	-	-	-	-	(300)
	Contributions (+)												
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Other Program/Agency Net Withdrawals and Contributions													-
Balance at Year-End		319	319	319	19	19	19	19	19	19	19	19	(300)

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR1214 Land Acquisition- Parks, Forestry & Rec	Beginning Balance		1,051	1,051	851	851	851	851	851	851	851	851	
	Withdrawals (-)												
	John St Roundhouse												
	Machine Shop			(200)									(200)
	Total Withdrawals		-	(200)	-	-	-	-	-	-	-	-	-
	Contributions (+)												
	Total Contributions		-	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and													
Balance at Year-End			1,051	1,051	851	(200)							

* Based on 9-month 2018 Reserve Fund Variance Report