



Heritage Toronto

What We Do

We celebrate and commemorate the City's rich heritage and the diverse stories of its people, places and events. Working with the private sector, community organizations, and volunteers across the City, we deliver walking and bus tours, install heritage plaques, produce the annual Heritage Toronto Awards and deliver an increasing number of digital programs. Heritage Toronto provides two main services:

- Heritage Promotion & Education
- Heritage Fundraising & Partnership Development

Why We Do It

Heritage Toronto's mandate is to enhance the understanding and appreciation of Toronto's past and present among residents and visitors through education, commemoration and celebration of the city's diverse people, places and events.

Our Experience & Success	Key Challenges	Priority Actions
<ul style="list-style-type: none"> • Launched the Emerging Historians program providing mentorship and paid employment to 28 young people. • Leveraged 2018 City funding to secure additional one-time revenues from private donations for the State of Heritage Report and Website Revitalization. • Presented two bus tours to serve a demographic with mobility issues who toured modern architecture across 10 wards. • Completed Phase 1 of the <i>Virtual Museum Project</i> to create online exhibition of Toronto's Yonge Street music heritage • Launched new digital partnerships with a social media program to geo-tag Heritage Toronto plaques on the mobile app. 	<ul style="list-style-type: none"> • The full-time Manager of Philanthropy position has been vacant for the 2nd year in a row and the funding has been used to pay for small writing contracts to increase donations in the absence of philanthropy position. • The absence of a Plaques presenting sponsor has increased budget pressures and new one-time revenues have been utilized to mitigate these pressures. • The website revitalization project has been underway but further work is required to improve the website and it's integrations with the services Heritage Toronto offers. 	<ul style="list-style-type: none"> • Securing sustainable philanthropic funding including presenting sponsorships of the plaques and Heritage Toronto Awards program. • Included in the 2019 Staff Recommended Operating Budget is \$0.007 million in funding to continue the website revitalization project and improve the website and it's integrations.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$1.1	\$1.1	\$1.0
Revenues	\$0.7	\$0.7	\$0.6
Net Expenditures	\$0.4	\$0.4	\$0.4
Approved Positions	8.5	8.5	8.5

Our Key Service Levels



Most Active Plaque Program in North America with **56** historical plaques installed and **11** repaired



81 walking tours



7,623 Subscriptions to bi-weekly e-Newsletter



112 Community Partners, including **58** for State of Heritage Report



25% growth in membership revenue



157 volunteers presented programming

Source of Image: www.icons8.com

Key Service Deliverables

Deliver **81** public walking tours including seven new commissioned tours led by Emerging Historians

Celebrate **53** Heritage Toronto Award nominations at sold-out event

Increase in subscribers to **7,623** to bi-weekly heritage newsletter

Distribute **35,000** Heritage Toronto Tours brochures across the GTA

Host **500+** public participants during the consultation phase of the State of Heritage Report to be delivered to City Council February 2019

Launch Toronto's first Historical Plaques District including 5,000 self-guided tour pamphlets with digital walking tour to launch late spring 2019

Who We Serve

Heritage Promotion & Education

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

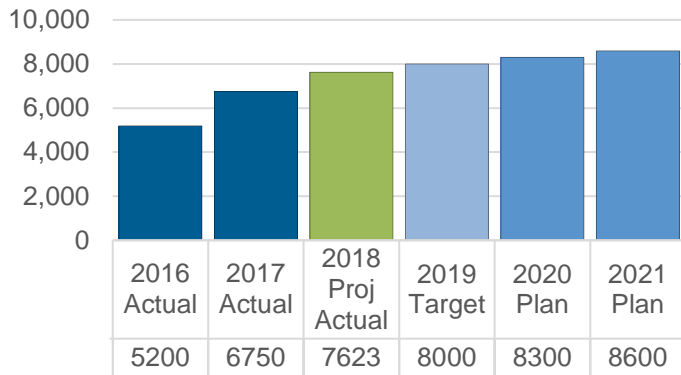
Heritage Fundraising & Partnership Development

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

How Well We Are Doing

Performance Measures

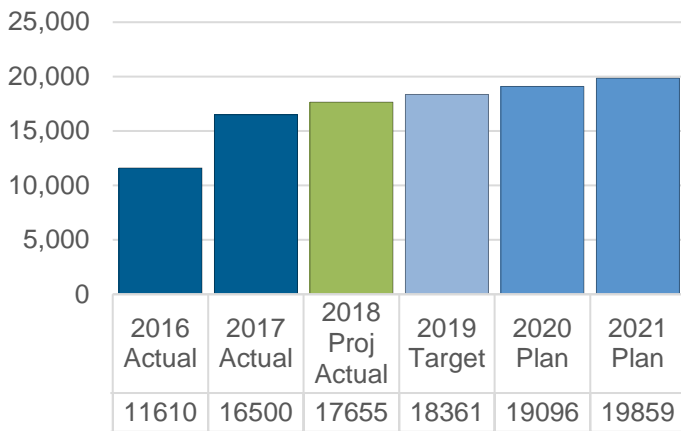
E-Newsletter Subscribers



Behind the Numbers

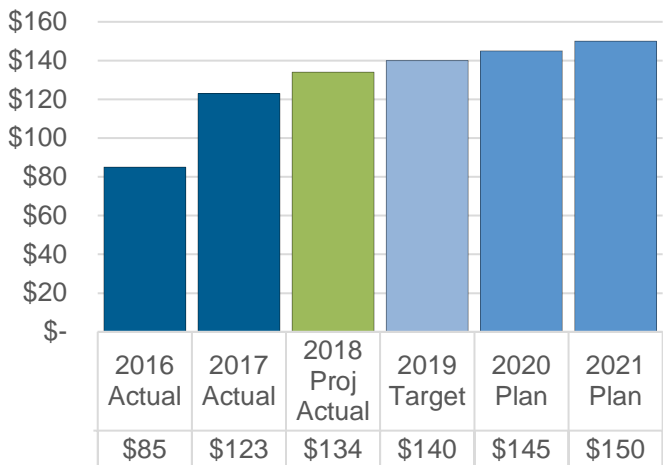
- E-newsletter subscriptions have been growing at a steady rate over the past few years. The addition of the digital programming and revitalized website is also expected to continue the subscriber growth.

Membership Growth



- After a downturn in memberships in 2016, Heritage Toronto has been increasing memberships through increased social media efforts and e-newsletters. Heritage Toronto is projecting to maintain steady growth in 2019 and onwards.

Heritage Awards Revenue (\$000s)



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

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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 Heritage Toronto of \$1.112 million gross, \$0.401 million net for the following services:

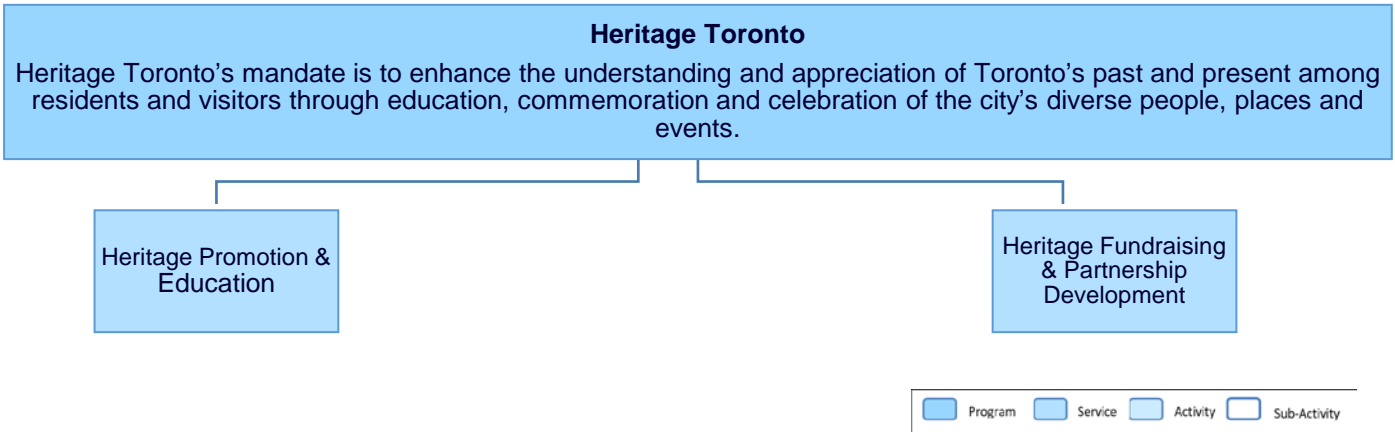
Service:	Gross (\$000s)	Net (\$000s)
Heritage Promotion & Education	881.6	523.1
Heritage Fundraising & Partnership Development	230.5	(121.9)
Total Program Budget	1,112.0	401.2

2. City Council approve the 2019 service levels for Heritage Toronto as outlined in Appendix 3 of this report, and associated staff complement of 8.5 operating positions.



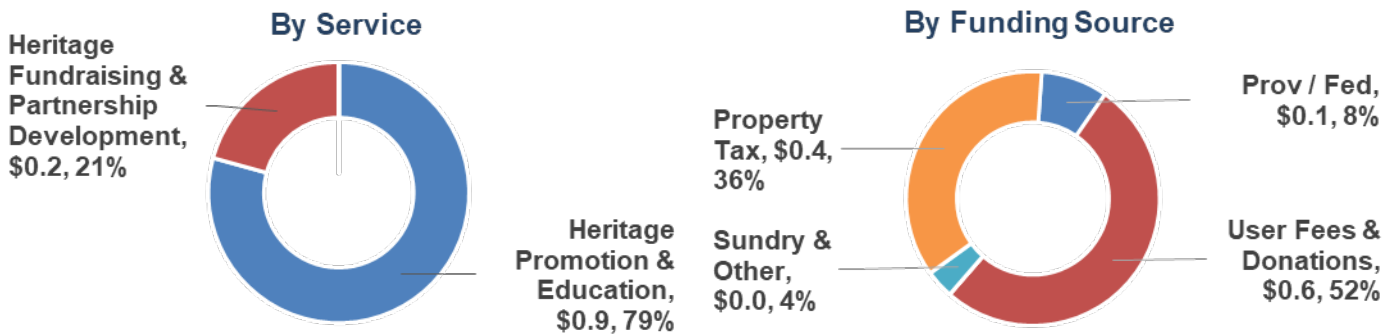
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$1.1M



- **5.1%** Budget decrease over the 2018 Approved Net Operating Budget due to increased in donations as well as one-time federal grant while maintaining existing service levels.
- **2020/2021** Decreases attributable to the reversals of non-recurring revenue and its associated expenditures.

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	\$	\$	\$	\$	\$	\$	%	\$	\$
Heritage Promotion & Education									
Gross Expenditures	725.2	725.2	881.6		881.6	156.4	21.6%	(36.2)	(53.4)
Revenue	334.2	334.2	358.5		358.5	24.3	7.3%	(32.2)	(74.5)
Net Expenditures	391.0	391.0	523.1		523.1	132.1	33.8%	(4.0)	21.1
Heritage Fundraising & Partnership Development									
Gross Expenditures	369.1	369.1	230.5		230.5	(138.6)	(37.6%)	(24.6)	2.6
Revenue	337.1	337.1	352.3		352.3	15.2	4.5%	(29.1)	5.4
Net Expenditures	31.9	31.9	(121.9)		(121.9)	(153.8)	(481.7%)	4.5	(2.8)
Total									
Gross Expenditures	1,094.3	1,094.3	1,112.0		1,112.0	17.8	1.6%	(60.8)	(50.9)
Revenue	671.3	671.3	710.8		710.8	39.5	5.9%	(61.3)	(69.1)
Total Net Expenditures	422.9	422.9	401.2		401.2	(21.7)	(5.1%)	0.5	18.2
Approved Positions	7.5	7.5	8.5	0.0	8.5	0.9	12.7%	0.0	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$0.022M Net)

- Salary & benefit increases from arbitration award.
- Annualized cost of the Manager of Philanthropy position approved during the 2018 Budget process.
- Converting a temporary position to a permanent position to handle the repair and replacement of heritage plaques.
- Additional improvements to the website redevelopment have also increased expenses in 2019.
- Above pressures fully offset by increased revenues from donations as well as one-time federal grant revenue for Online Exhibition of Canada which is offsetting the lack of a core plaque sponsor.

Future Year Plan

- Decreases to reflect the reversal of one-time federal grant and associated expenditures.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Heritage Toronto's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Heritage Toronto is \$0.022 million net or 5.1% below the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels.

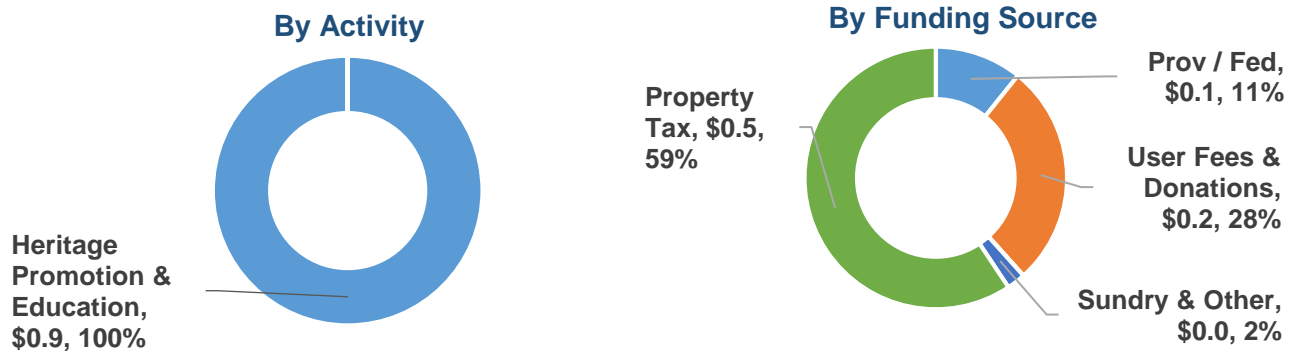
Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services		Total	
	Heritage Promotion & Education	Heritage Fundraising & Partnership Development		
	\$	\$		
2018 Council Approved Operating Budget (Net)	391.0	31.9	422.9	7.5
Base Expenditure Changes				
Prior Year Impacts				
Annualization of Manager of Philanthropy position in 2018		10.0	10.0	0.1
Salaries and Benefits				
Inflationary Increases in Salaries and Benefits	111.0	(89.3)	21.8	
Convert temporary position to a permanent position for the replacement and repair of heritage plaques	64.5		64.5	0.9
Other Base Expenditure Changes				
Volunteer Training	6.7		6.7	
Website Redevelopment		7.6	7.6	
Reallocation of Expenses	66.8	(66.8)		
Sub-Total Base Expenditure Changes	249.1	(138.5)	110.6	0.9
Base Revenue Changes				
Increased Donations	(85.3)	(13.5)	(98.8)	
Federal Grant Revenue	(31.6)	(1.8)	(33.5)	
Sub-Total Base Revenue Changes	(117.0)	(15.3)	(132.3)	
Total 2019 Staff Recommended Operating Budget (Net)	523.1	(121.9)	401.2	8.5

Heritage Promotion & Heritage Fundraising & Partnership Development

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

2019 Staff Recommended Operating Budget \$0.9M



Refer to Appendix 2 (page 19) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

Most Active Plaque Program in North America with **56** historical plaques installed and **11** repaired

81 walking tours

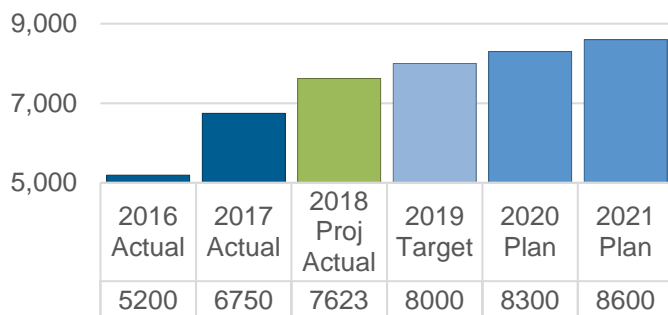
7,623 Subscriptions to bi-weekly e-Newsletter

157 volunteers presented programming

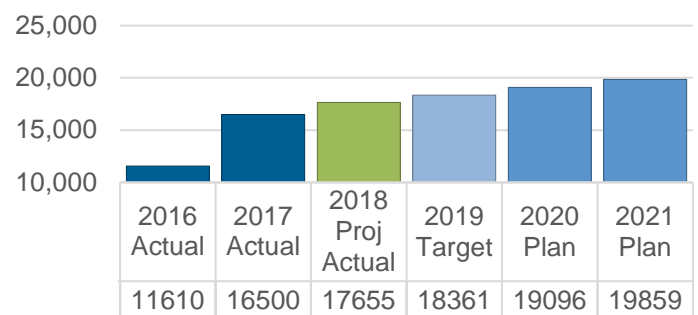
Refer to [Appendix 3](#) (page 2019) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

E-Newsletter Subscribers



Membership Growth



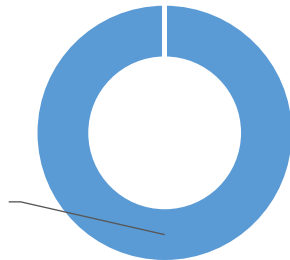
- E-newsletter subscriptions have been growing at a steady rate over the past few years. The addition of the digital programming and revitalized website is also expected to continue the subscriber growth.
- After a downturn in memberships in 2016, Heritage Toronto has been increasing memberships through increased social media efforts and e-newsletters. Heritage Toronto is projecting to maintain steady growth in 2019 and onwards.

Heritage Fundraising and Partnership Development Promotion & Education

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

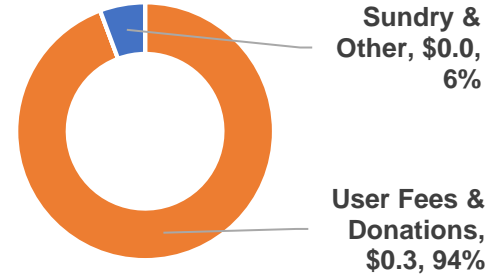
2019 Staff Recommended Operating Budget \$0.2M

By Activity



Heritage Fundraising & Partnership Development, \$0.2, 100%

By Funding Source



Sundry & Other, \$0.0, 6%

User Fees & Donations, \$0.3, 94%

Refer to Appendix 2 (page 19) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



67% increase in private donations



54 Community Partners

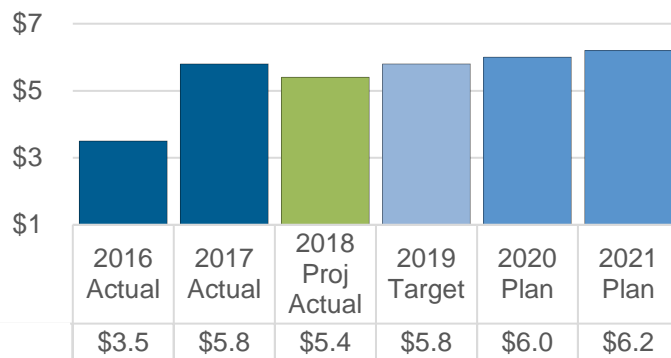


25% growth in membership revenue

Refer to [Appendix 3](#) (page 21) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Walking Tour Average Donations Per Person



- Self-generated fundraising activities through memberships, individual donations, ticket sales and corporate sponsorship are increasingly important to allow Heritage Toronto to meet its key service objectives and reduce its reliance on City funding.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Completed Phase I of the Virtual Museum Project to create an online exhibition of Toronto's Yonge Street music heritage (launch 2020).
- Launched Toronto's first Historical Plaques District including 5,000 self-guided tour pamphlets with digital walking tour to launch late spring 2019.
- Launched the Emerging Historians program providing mentorship and paid employment to 28 young people.
- Delivered 81 public walking tours (64 in 2017) including seven new commissioned tours led by Emerging Historians.
- Distributed 35,000 Heritage Toronto Tours brochures across the GTA.
- Presented two bus tours to serve a demographic with mobility issues who toured modern architecture across 10 wards.
- Provided cost effective services to both the City Planning and the Parks, Forestry and Recreation departments.
- Launched new digital partnerships with Heritage Toronto plaques now geo-tagged and available on mobile app.
- Celebrated 53 Heritage Toronto Award nominations at sold-out event raising \$134,000 to support programming.
- Public membership grew 25% to record high levels.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$0.067 million gross and \$0.040 million net for new and enhanced services in the 2018 Operating Budget for Heritage Toronto. A status on their implementation and results to-date are highlighted below:

Manager of Philanthropy (\$0.023 million gross and net)

- The Manager of Philanthropy position has remained vacant as of December 31st, 2018 as Heritage Toronto has not found a suitable full-time candidate for the compensation allocated to the role. The role was meant to drive Heritage Toronto development initiatives and establish a stewardship program.
- Heritage Toronto has been filling this vacancy with short-term contracts in an effort to utilize the funds to increase sponsorship and donations. It is a key priority for Heritage Toronto to fill this role with a permanent position as Heritage Toronto is currently struggling to find a replacement plaque sponsor.

Heritage Report Card (\$0.020 million gross and \$0.010 million net)

- This new Heritage Report Card initiative was implemented to create a citizen-engaged State of Heritage Report to analyze and make recommendations on our municipal heritage.
- Previously the report was issued every four years but annualizing the report will ensure information is kept up-to-date and that Heritage Toronto is held accountable to the report's recommendations.
- The project has been a success so far as the first public consultation Town Hall meeting held on July 31st was a sold out event with over 500 public participants.

Website Redevelopment (\$0.024 million gross and \$0.065 million net)

- Funding was provided to redevelop the Heritage Toronto website (heritagetoronto.org) and increase operational efficiencies, community engagement and earned revenue by creating an effective online presence that helps the public to better interact with Heritage Toronto.
- Heritage Toronto was able to complete a large majority of this project but additional funding is required in the 2019 Operating Budget to further improve the website and its integrations with Heritage Toronto's new digital programming. One of the key successes for this project was the first phase of the Online Exhibition project being completed.

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	524.8	612.0	612.0	728.4	116.3	19.0%
Materials & Supplies	57.4	68.3	68.3	60.0	(8.3)	(12.1%)
Equipment						
Service and Rent	270.7	412.6	412.6	322.3	(90.3)	(21.9%)
Contribution To Capital						
Contribution To Reserves/Reserve Funds	1.4	1.4	1.4	1.4		
Other Expenditures						
Inter-Divisional Charges						
Total Gross Expenditures	854.3	1,094.3	1,094.3	1,112.0	17.8	1.6%
Inter-Divisional Recoveries						
Provincial Subsidies						
Federal Subsidies	20.0	20.0	20.0	94.9	74.9	374.5%
Other Subsidies						
User Fees & Donations	426.9	384.5	384.5	575.7	191.2	49.7%
Licences & Permits Revenue						
Transfers From Capital						
Contribution From Reserves/Reserve Funds		147.8	147.8		(147.8)	(100.0%)
Sundry and Other Revenues	109.0	119.0	119.0	40.3	(78.8)	(66.2%)
Total Revenues	555.9	671.3	671.3	710.8	39.5	5.9%
Total Net Expenditures	298.4	422.9	422.9	401.2	(21.7)	(5.1%)
Approved Positions	7.0	7.5	7.5	8.5	0.9	12.7%

* Year-End Projection Based on Q3 2018 Variance Report

Heritage Toronto is projecting to be on target at year-end. 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

- Based on the 2018 year-end variance, Heritage Toronto projects no financial impact from the 2018 Operating Variance on the 2019 Staff Recommended Operating Budget.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

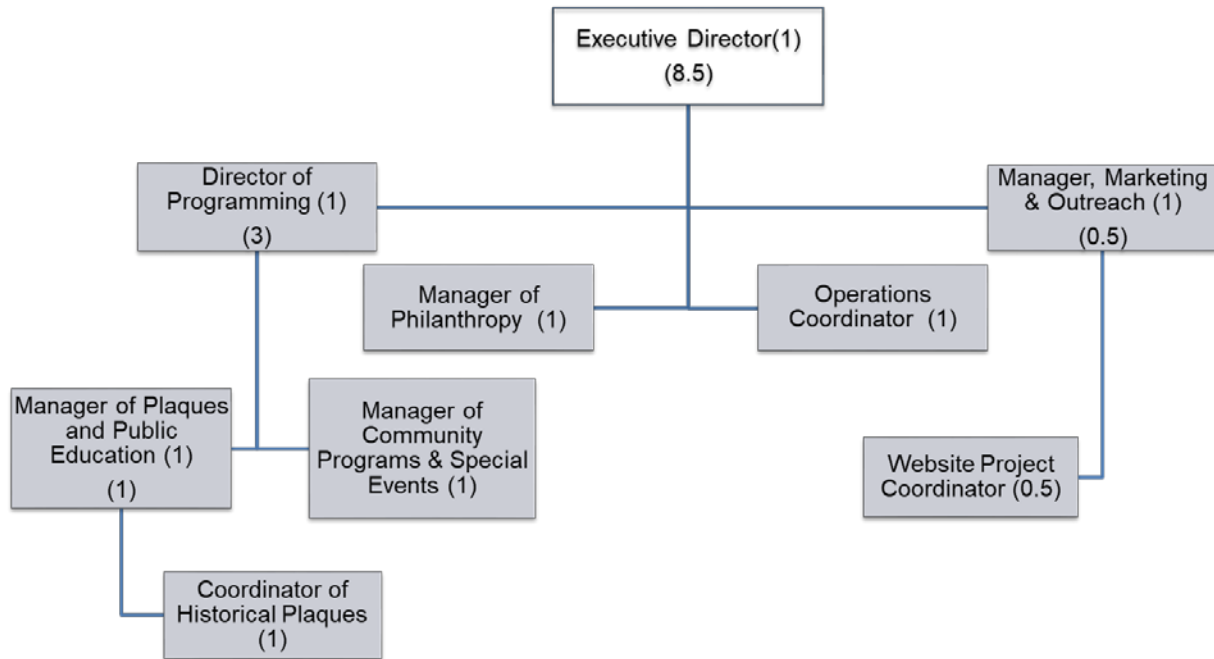
- During the 2018 Budget process, City Council approved additional funding of \$0.060 million net in the base to bring Heritage Toronto's compensation levels from 2007 levels to 2015 levels as Heritage Toronto had experienced high staff turnover and staff retention issues. This funding has allowed Heritage Toronto to retain their staff from 2017 which has improved their service delivery and has enabled the agency to refocus and stabilize the organization after a 3 year period of leadership turnover.
- City Council also approved \$0.025 million net to begin the state of good repair and maintenance of 173 Toronto Historical Board plaques. Heritage Toronto was able to repair or replace 11 plaques in 2018, one additional plaque than projected in the 2018 Operating Budget. Heritage Toronto continues to be on pace to replace 161 plaques of the 173 by 2039.
- In addition, the 2018 Operating Budget for Heritage included funding of \$0.067 million gross and \$0.040 million net for new and enhanced services. The funding approved for these new and enhanced services went to a citizen engaged State of Heritage Report, the Manager of Philanthropy position to support philanthropy growth, and a redevelopment of the Heritage Toronto website.
 - The State of Heritage Report (\$0.010 million) in the past was only issued every four years but Heritage Toronto annualized the report to ensure information was kept up-to-date and that Heritage Toronto would be held accountable to the report's recommendations. This report only required one-time funding in the 2018 Council Approved Operating Budget.
 - The Manager of Philanthropy position (\$0.023 million) was to repurpose an existing administrative position to a Manager of Philanthropy position. This position was meant to drive Heritage Toronto development initiatives and establish a stewardship program through 2018 - 2020. Currently the position remains vacant and short term contracts have been issued in an effort to utilize the funds to increase sponsorship and donations. This position is included in the 2019 Staff Recommended Operating Budget and is a priority action for Heritage Toronto to fill.
 - The redevelopment of the Heritage Toronto website (\$0.007 million) project was to increase operational efficiencies, and community engagement, given the importance of an online presence in this day and age. The project will continue in 2019 and additional funding of \$0.008 million has been included in the Staff Recommended 2019 Operating Budget to further improve the website and it's integrations with Heritage Toronto's new digital programming.
- The 2019 Staff Recommended Operating Budget of \$1.112 million gross and \$0.401 million net for Heritage Toronto represents an increase of \$0.018 million gross and \$0.022 million net revenues from the 2018 Operating Budget. This budget is achieved through the reversal of one-time funding in 2018 for new and enhanced initiatives and projected increases in revenues from donations and grants for 2019.
- Included in the 2019 Staff Recommended Operating Budget for Heritage Toronto is an increase of \$0.022 million to fund the cost of living adjustments and another \$0.065 million to converting a temporary plaques management position to a full-time position. These increases will allow Heritage Toronto to maintain the current staff level and also improve plaque service delivery.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the Executive Director and staff for a total of 8.5 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	1.0	4.0	3.0		8.0
	Temporary			0.5		0.5
	Total Operating	1.0	4.0	3.5		8.5
Capital	Permanent					
	Temporary					
	Total Capital					
Grand Total		1.0	4.0	3.5		8.5

Appendix 2

2019 Operating Budget by Activity

Heritage Promotion & Education

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	725.2	881.6	0.0	881.6	156.4	21.6%	(36.2)	(53.4)
Revenue	334.2	358.5	0.0	358.5	24.3	7.3%	(32.2)	(74.5)
Total Net Expenditures	391.0	523.1	0.0	523.1	132.1	33.8%	(4.0)	21.1
Approved Positions	4.3	6.5	0.0	6.5	2.2	51.8%	0.0	0.0

Heritage Fundraising & Partnership Development

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Total								
Gross Expenditures	369.1	230.5	0.0	230.5	(138.6)	(37.6%)	(24.6)	2.6
Revenue	337.1	352.3	0.0	352.3	15.2	4.5%	(29.1)	5.4
Total Net Expenditures	31.9	(121.9)	0.0	(121.9)	(153.8)	(481.7%)	4.5	(2.8)
Approved Positions	3.3	2.0	0.0	2.0	(1.3)	(38.5%)	0.0	0.0

Appendix 3

2019 Service Levels

Heritage Promotion & Education

Activity	Service Level Description	Status	2016	2017	2018	2019
Historical Plaques	Number of historical plaques installed	Approved	40	50	45	56
		Actual	44	45	56	
	Number of Century House plaques installed	Approved	n/a	100	85	75
		Actual	113	80		
	Number of heritage plaques maintained and repaired	Approved	n/a	n/a	10	9
		Actual	n/a	n/a	11	
Heritage Awards	Attendee approval rating	Approved	n/a	n/a	94%	94%
		Actual	81%	92%	93%	
	Host Emerging Historians	Approved	n/a	n/a	30	30
		Actual	n/a	24	28	
Heritage Lectures /	Post Memento, number of educational programs	Approved	4	3	4	4
		Actual	4	3	5	
Heritage Tours	Number of Volunteers	Approved	n/a	n/a	n/a	166
		Actual	184	148	157	
	Number of public walking/bus tours program	Approved	n/a	60	60	60
		Actual	61	64	61	
	Public participation in walking/bus tours	Approved	5000	5000	2650	3300
		Actual	2528	2572	3139	
Average donation per person	Approved	n/a	\$3.50	\$6.50	\$5.80	
	Actual	\$3.49	\$5.78	\$5.40		
Liaisons and Consultations	% of representation of all Heritage organizations to contribute to the performance report	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Publications	Subscription to bi-weekly e-Newsletter	Approved	n/a	5000	7760	8000
		Actual	5200	6750	7623	

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for number of historical plaques installed, number of Century House plaques installed, number of Heritage Plaques maintained and repaired, number of public walking/bus tours, average donation per person, and total bi-weekly e-newsletter subscriptions.

New Service Level introduced in 2019 is the numbers of volunteers for Heritage Toronto programming as a majority of Heritage Toronto's programming requires volunteers from the community.

- The number of historical plaques installed has been adjusted from 48 plaques in 2018 to 56 plaques based on the previous year's performance.
- The number of Century House plaques installed has been adjusted from 85 plaques in 2018 to 75 plaques in 2019.
- The number of Heritage plaques maintained and repairs has been adjusted from 10 plaques in 2018 to 9 plaques in 2019.
- The public's participation in walking/bus tours has been adjusted from 2650 person in 2018 to 3300 in 2019.
- The average donation per person has been adjusted from \$5.4 in 2018 to \$5.8 based on the previous year's performance.
- The number of subscriptions to the bi-weekly e-Newsletter has been adjusted from 7,623 in 2018 to 8,000 in 2019.

Heritage Fundraising & Partnership Development

Activity	Service Level Description	Status	2016	2017	2018	2019
Grants	% of total operations funding in grants from federal/provincial governments and private foundations	Approved	15% Fed. /25% Prov.	7%	9%	14%
		Actual	n/a	7%	9.30%	
Charitable Donations	% increase from private donations	Approved	10%	10%	15%	10%
		Actual	7%	11%	67%	
Corporate Sponsorship	% of increase from sponsorship revenues	Approved	5%	5%	17%	5%
		Actual	5%	5%	-6%	
Partnerships	Number of community partnerships	Approved	50	50	46	58
		Actual	47	49	54	
Membership	% increase in membership revenues	Approved	n/a	5%	20%	4%
		Actual	-16%	42%	25%	

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for % of total operations funding in grants from federal/provincial government and private foundations, % increase from private donations, % increase from sponsorship revenues, number of community partnerships, and % increase in membership revenues.

- The percentage of total operations funding in grants from federal/provincial governments and private foundations has been adjusted from 9% in 2018 to 14% in 2019.
- The percentage increase from private operations has been adjusted from 15% in 2018 to 10% in 2019.
- The percentage increase from sponsorship revenues has been adjusted from 17% in 2018 to 5% in 2019.
- The number of community partnerships has been adjusted from 46 in 2018 to 58 in 2019.
- The percentage increase in membership revenues has been adjusted from 20% in 2018 to 4% in 2019.

Appendix 7

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Corporate Reserve / Reserve Funds

Insurance Reserve (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
		\$	2019 \$	2020 \$	2021 \$
Beginning Balance		31,921.8	31,923.2	31,924.6	31,926.0
Insurance Reserve	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>		1.4	1.4	1.4	1.4
Total Reserve / Reserve Fund Draws / Contributions		31,923.2	31,924.6	31,926.0	31,927.4
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31,923.2	31,924.6	31,926.0	31,927.4

* Based on 9-month 2018 Reserve Fund Variance Report