

2020 Budget Notes

Economic Development and Culture

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What we do

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

- Business Growth Services
- Film and Entertainment Industries Services
- Arts and Culture Services
- Museum and Heritage Services

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

Why we do it

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

Who we serve

Neighbourhoods and People

- Residents
- Youth
- New Immigrants
- Equity seeking groups
- Indigenous communities
- Visitors
- Volunteers
- Students (Adult and Youth)
- Business Improvement Areas
- Program and Event Attendees

Businesses and Industries

- Sector Businesses
- Business Incubators
- Entrepreneurs
- Artists and creators
- Film and Media Companies
- Restaurants and Hotel Industries
- Night Economy
- Tourism Companies
- Private Schools

Public and Not-For-Profit Sector

- Arts and Cultural Organizations
 - Other Toronto-based museums
 - Event Organizers
 - Exhibitors
 - Business and Entertainment Industry Associations
 - Unions / Trade Commissions
 - Public Schools and Education
 - Other orders of Government
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Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET				STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2020	2021	2022	\$Million	2020	2021-2029	Total
Revenues	\$13.8	\$11.1	\$ 9.3	Gross Expenditures	\$25.0	\$160.8	\$185.8
Gross Expenditures	\$90.3	\$88.6	\$87.5	Debt	\$10.9	\$97.7	\$108.6
Net Expenditures	\$76.5	\$77.5	\$78.2				
Approved Positions	316.2	316.8	315.2				

Key service outcomes

Outcomes	Description
Improved Quality of Life in Toronto, through increased prosperity and a stronger sense of belonging, for all	More jobs in Toronto resulting from entrepreneurship, sector development, business improvement areas, international investment and local economic development initiatives, especially focusing outside the core
	Increased economic output in entertainment production caused by strengthening the local film/screen, music, and tourism industries and providing support to third party events
	Increased cultural experiences by expanding the number and reach of arts offerings, cultural events, available space and public art across Toronto
	Better sense of belonging in Toronto by raising awareness of the city's and residents' local histories to fully appreciate our past, understand our present and see future possibilities

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Number of Businesses Supported through Business Growth Services	573	600	890	●
	Number of Film Permits Issued through Entertainment Industries	3,287	3,338	3,350	●
	Number of City Cultural Programs through Arts and Culture Services	669	707	712	●
	Number of Programs, Exhibitions and Special Events through Museums and Heritage Services	900	967	825* (* fewer, larger)	●

Our experience and success in 2019

- Launched an EDC Equity Plan to advance diversity and inclusion in all activities
- Achieved the \$25 per capita Council approved target for municipal investment in arts and culture
- Rolled out an improved marketing strategy for Museums and Heritage Services programmes
- Attracted well over \$2 billion of filming production investment
- Facilitated \$515 million in business investment that resulted in 4.2 million square feet of new industrial/commercial office floor space for 30 Gold Star projects in the city
- Advanced the multi-year capital maintenance of the Casa Loma complex and initiated construction of the Clark Arts Centre at the Guild
- Continued to maintain stewardship for over 200 public art installations, and 100 heritage buildings many of which are over 100 years old

Key challenges and risks in 2020

- Achieving equitable economic and cultural wealth across the city
- Addressing the workforce development imbalances of job availability and qualified job seekers
- Fully animating Toronto's museums and heritage sites with comprehensive programming
- Reversing the trend of loss of affordable cultural space, especially in and near the core
- Revitalizing and/or ameliorating dilapidated and distressed main street retail areas caused by long-term construction and or changing local market conditions
- Properly handling the burgeoning collection of historic objects, artifacts and art

Priority actions in 2020

- Improving equity and inclusion in all EDC programs and services
- Orienting grant programs to better focus on City-desired outcomes
- Designing the Year of Public Art to be delivered in 2021
- Launching Night Economy initiatives and partnerships
- Bringing forward programs to help main street retail
- Piloting new programs and tools for local community economic development in select areas of the city
- Expanding exports by Toronto based organizations through local partnerships and international connections
- Advancing major projects such as the Museum of Toronto and FIFA 2026
- Modernizing service delivery through IT initiatives, including CRM, POS, and CLASS replacement
- Continuing to build the new Indigenous Centre for Innovation and Entrepreneurship in time to open in 2021
- Opening the new Clark Centre for the Arts at the Guild in the fall of 2020

Our key service levels



135,000 people supported with business advice and visitor information



2,500 days of public and educational programs and special events held annually



100% of film permits are issued in **2** business days

Key service deliverables

- Develop policy governing community use of EDC-managed space to maximize public benefit and engagement
- Undertake successful local community economic development initiatives in select areas of Toronto
- Distribute funding to improve equity through such efforts as the creation of the Indigenous Culture Program, changes to the Major Cultural Organizations program, development of a festivals strategy and Nuit Blanche's expansion to Scarborough
- Deliver Digital Main Street program with a specific focus on engaging BIAs and main street areas outside of the downtown core
- Launch Night Economy initiatives and integrate into other programs to create broader impact
- Partner with Real Estate Services on the planning and design of the Museum of Toronto at Old City Hall

RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Economic Development and Culture Division of \$90.3 million gross, \$76.5 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Arts Services	48,365.8	2,597.6	45,768.2
Business Services	18,982.5	5,524.0	13,458.6
Entertainment Industries Services	7,877.8	2,822.3	5,055.5
Museums & Heritage Services	15,086.4	2,876.3	12,210.1
Total Program Budget	90,312.5	13,820.2	76,492.3

2. City Council approve the 2020 staff complement for Economic Development and Culture of 316.2 positions, comprising 12.0 capital positions and 304.2 operating positions.
3. City Council approve the 2020 user fees related to technical adjustments for Economic Development and Culture identified in Appendix 8, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council approve the 2020 Staff Recommended Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$45.513 million as detailed by project in Appendix 5a.
5. City Council approve the 2021-2029 Staff Recommended Capital Plan for Economic Development and Culture totalling \$140.330 million in project estimates as detailed by project in Appendix 5b.
6. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
7. City Council authorize the General Manager, Economic Development and Culture to allocate grants up to his or her spending authority, as needed, to support strategies subject to an accountable application process, and to the satisfaction of the General Manager, Economic Development and Culture and report back annually to the Economic and Community Development Committee on the recipients of the funding and the results of the funded strategies.

Program / Agency:

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2020 STAFF RECOMMENDED OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Arts Services	2,614.7	3,087.8	2,597.6		2,597.6	(490.2)	(15.9%)
Business Services	2,471.6	3,481.3	5,524.0		5,524.0	2,042.7	58.7%
Entertainment Industries Services	2,668.0	2,721.7	2,822.3		2,822.3	100.6	3.7%
Museums & Heritage Services	3,437.0	3,207.5	2,876.3		2,876.3	(331.2)	(10.3%)
Total Revenues	11,191.3	12,498.3	13,820.2	0.0	13,820.2	1,321.9	10.6%
Expenditures							
Arts Services	44,984.7	46,408.5	46,533.7	1,832.1	48,365.8	1,957.3	4.2%
Business Services	14,566.2	16,464.3	18,982.5		18,982.5	2,518.2	15.3%
Entertainment Industries Services	6,696.6	7,346.8	7,534.9	342.9	7,877.8	531.0	7.2%
Museums & Heritage Services	14,313.8	14,560.5	14,761.4	325.0	15,086.4	525.9	3.6%
Total Gross Expenditures	80,561.3	84,780.1	87,812.5	2,500.0	90,312.5	5,532.4	6.5%
Net Expenditures	69,370.0	72,281.8	73,992.3	2,500.0	76,492.3	4,210.5	5.8%
Approved Positions	302.5	306.5	313.2	3.0	316.2	9.7	3.2%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$87.8 million gross reflecting an increase of \$3.0 million in spending above 2019 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salaries and benefits increases due to cost of living adjustment and progression pay. Vacancies in 2019 will be filled in 2020
- Federal funding carry forward to support the Indigenous Incubator Centre
- Programming and staff resources required for the opening of the Clark Centre for the Arts, scheduled to open in Fall 2020
- Permanent funding for the ongoing TSEIP (Toronto Significant Event Investment Program) be phased into the tax base over 3 years beginning 2020
- Revenue offsets due to additional federal and provincial funding for the Indigenous Incubator Centre and Enterprise Toronto-Starter and Summer Company Grant

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$2.5 million gross, enabling:

- Strategic Investment Priorities in Culture and Year of Public Art 2021 to address key strategies such as: inclusion and equity; talent and innovation, space and access and operational excellence and design, commissioning of art works, components of the art-related production costs, overall project co-ordination and fundraising.

EQUITY IMPACTS OF BUDGET CHANGES

Low positive equity impacts: The change in Economic Development and Culture's 2020 Staff Recommended Operating Budget includes an enhancement for Strategic Investment Priorities in Culture and the Year of Public Art. It is anticipated that this investment will improve access to arts and culture and employment activities for Indigenous and equity seeking groups in Toronto, with a focus on providing access outside the core.

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for Economic Development and Culture is \$90.3 million gross or 6.5% higher than the 2019 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	29,475.9	30,319.6	32,375.1	2,055.5	6.8%
2 Materials & Supplies	1,055.6	1,131.6	1,353.8	222.2	19.6%
3 Equipment	252.0	319.0	313.7	(5.3)	-1.7%
4 Service and Rent	7,611.1	9,190.8	9,013.7	(177.1)	-1.9%
5 Grants and Transfers	36,438.0	43,405.3	44,324.2	919.0	2.1%
7 Contribution To Reserves	162.7	360.4	389.8	29.4	8.2%
8 Other Expenditures	5,566.0	53.3	42.2	(11.1)	-20.9%
Total Expenditures	80,561.2	84,780.1	87,812.5	3,032.4	3.6%
Revenues					
1 Provincial Subsidies	2,164.6	697.4	2,014.6	1,317.2	188.9%
2 Federal Subsidies	139.2	2,629.2	2,423.8	(205.4)	-7.8%
3 User Fees & Donations	1,728.0	1,624.8	1,653.9	29.1	1.8%
4 Transfers From Capital	1,156.0	1,416.5	1,416.5	(0.0)	-0.0%
5 Other Revenues	6,003.6	6,130.4	6,311.5	181.0	3.0%
Total Revenues	11,191.3	12,498.3	13,820.2	1,321.9	10.6%
Net Expenditures	69,369.9	72,281.8	73,992.3	1,710.5	2.4%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries and Benefits:

- Salaries and benefits increases due to cost of living adjustment and progression pay for existing staff and through revolving vacancies throughout the year
- New positions were created to support the operational needs of the Clark Centre for the Arts, schedules to open in Fall 2020

Materials and Supplies:

- Increases to support the completion of the Clark Centre for the Arts
- Under-expenditure in 2019 to offset pressures from unexpected events (Collison, Danforth Vigil, Raptor's Parade, Canada Day location expansion)

Grants and Transfers:

- Grant for Enterprise Toronto's Starter and Summer Company, plus carried forward amounts from 2019 fully funded by the corresponding increases in Provincial subsidies.

Table 2b: Efficiencies / Savings

Recommendation	Type	(\$000s)									
		2020				2021			2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions	Gross	Net	Positions
Program Support Line by Line Review	Line by Line		(50.0)	(50.0)		(50.0)	(50.0)		(50.0)	(50.0)	
Business Growth Services Sponsorship Revenue Increase	Line by Line	50.0		(50.0)		-	(50.0)		-	(50.0)	
Changes in Employee Benefit Assumptions	Other		(84.0)	(84.0)		(84.0)	(84.0)		(84.0)	(84.0)	
Budget Increase/(Decrease)		50.0	(134.0)	(184.0)	-	(134.0)	(184.0)		(134.0)	(184.0)	

The Recommended 2020 Operating Budget includes \$0.134 million in gross expenditure reductions and \$0.050 million in added revenue identified as part of the internal budget review as follows:

Efficiencies and Other Savings

- A review to align budgets with historical actual spending identified modest opportunities for efficiencies for areas with historical underspending with no impact on services.
- New opportunities and creative outlooks identified potential opportunities to increase sponsorship revenues without additional cost.
- An analysis to review benefit assumptions including Medical, Dental and LTD identified possible reductions based on reasonable estimate.

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1 Strategic Investment Priorities in Culture and Year of Public Art		2,500.0	2,500.0	3.0	12.6	Low
Total New / Enhanced		2,500.0	2,500.0		12.6	

New / Enhanced - Strategic Investment Priorities in Culture and the Year of Public Art

Strategic Investment Priorities in Culture (\$2.000 million gross and net)

- Address key strategies such as: investing in neighbourhoods, inclusion and equity; talent and innovation, space and access and operational excellence. Also maintains the commitment to ensuring the \$25 per capita spending levels on culture are increasing or at least keeping pace as the population grows.

Year of Public Art (\$0.500 million gross and net)

- Improved documentation, promotion and public engagement activities for public art in the City, will result in greater awareness for Torontonians of their cultural heritage and increased access to cultural engagement activities, especially in underserved areas of the City.
- The Year of Public Art was announced by the Mayor in May 2019.

Note:

- For additional information on 2020 key cost drivers refer to Appendix 1 as well as Appendix 2 for a more detailed listing and descriptions of the 2020 Staff Recommended Service Changes and Appendix 3 for the 2020 Staff Recommended and Pending New and Enhanced Service Priorities, respectively.

2021 and 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	12,498.3	13,820.2	11,123.1	9,310.6
Gross Expenditures	84,780.1	90,312.5	88,611.9	87,525.5
Net Expenditures	72,281.8	76,492.3	77,488.8	78,214.9
Approved Positions	306.5	316.2	316.8	315.2

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Annualized impact will arise from new initiatives associated with Strategic Investment Priorities in Culture and Year of Public Art in 2020.
- The Clark Centre for the Arts is anticipated to open in Fall 2020 resulting in annualized increase in total expenditures of \$0.23 million (\$0.14 million net).
- Second year of Toronto Significant Event Investment Program phase-in tax base program resulting in an increase of \$0.25 million net.
- Planning and investments for FIFA 2026 will need to begin in 2021.

Salaries and Benefits

- Salaries and benefits increases due to cost of living adjustment and progression pay.

Revenue Changes

- Scale back from federal funding towards the operational cost of the Indigenous Incubator centre resulting decrease of \$0.77 million.
- Removal of grants carry forward from prior years (Indigenous Incubator Centre, TSEIP (Toronto Significant Event Investment Program) and Enterprise Toronto – Starter and Summer Company Grant).

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

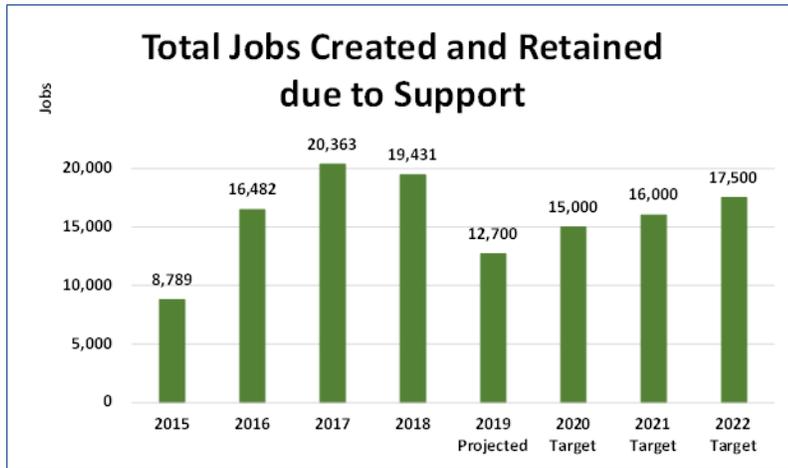
- Salary and benefit increases due to cost of living adjustment and progression pay
- Full year salary and benefit impact from the Clark Centre for the Arts operations result in incremental increase of \$0.03 million.
- Ending of temporary positions related to the Strategic Investment Priorities in Culture and Year of Public Art.

Revenue Changes

- Ending of the provincial grant for Enterprise Toronto – Starter and Summer Company Grant of \$1.00 million.
- Final year of Toronto Significant Event Investment Program phase-in tax base program resulting in a further increase of \$0.25 million net.

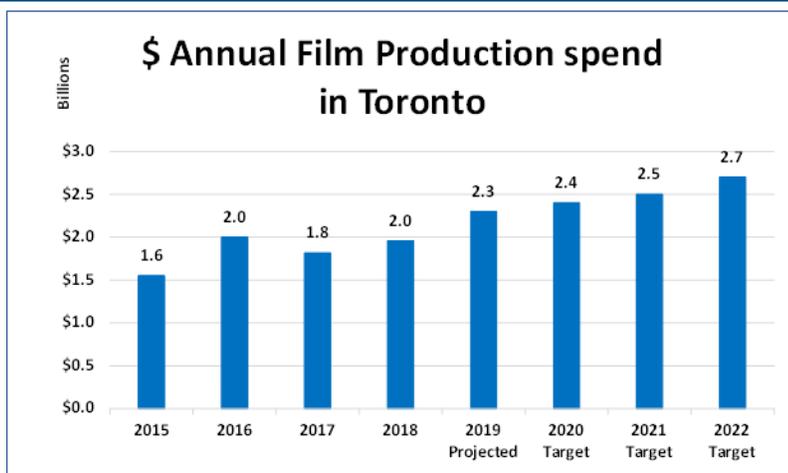
How well we are doing

Performance measures

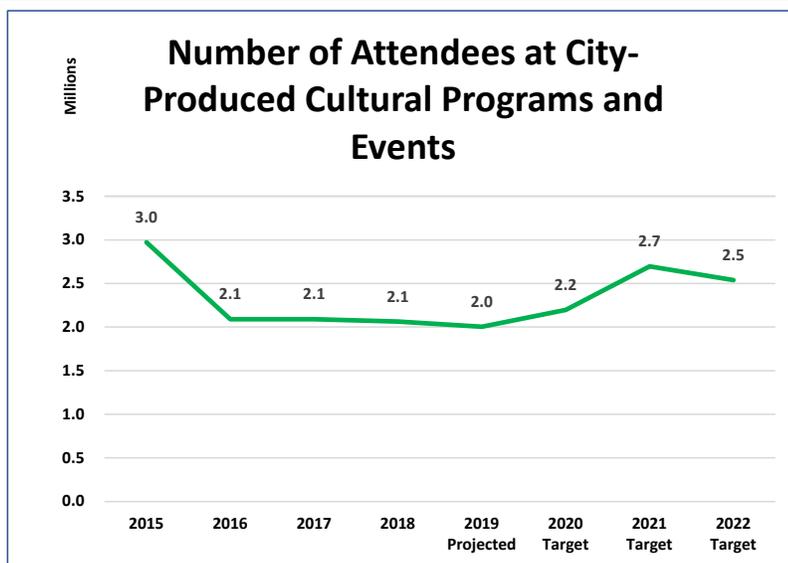


Behind the numbers

- In 2017 and 2018, the Bay Park Centre and the Well were two significant office developments which will contribute a large number of jobs in the downtown core
- The decrease in 2019 is due to cyclical swings in very large office developments. Staff are confident that in the current economic climate, investment will increase in the future.



- Film production continues to experience a high market demand with a studio footprint and availability similar to 2018. The 2020, 2021 and 2022 targets are based on:
 - More productions in 2019 than 2018 with larger budgets; and
 - Studios at higher occupancy levels supporting filming in the City
 - More studio space

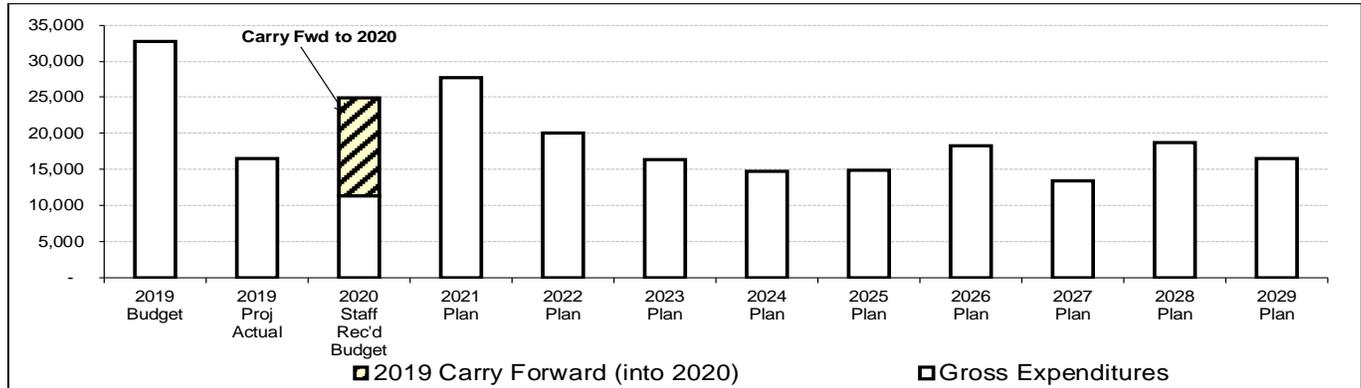


- Annual City-produced events include Doors Open, Canada Day, Nuit Blanche, Cavalcade of Lights and New Year's Eve.
- 2015 numbers include the Pan Am / Para Pan Am Games.
- 2017 attendance numbers include Canada 150 program activities.
- In 2019, Museums are transitioning, developing and implementing new strategies which will result in growth in attendance beginning in 2020.
- Year of Public Art in 2021 is expected to considerably increase attendees at City-Produced Cultural Events

2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actual								
Gross Expenditures by Project Category:										
Health & Safety & Legislated	3,984		3,633	4,447	3,029	400	200	11,709	400	12,109
SOGR	16,977		12,783	20,018	13,551	14,317	10,779	71,448	69,025	140,473
Service Improvement & Growth	11,766		8,555	3,188	3,471	1,721	3,721	20,656	12,605	33,261
Total by Project Category	32,727		24,971	27,653	20,051	16,438	14,700	103,813	82,030	185,843
Financing:										
Debt	18,461		10,845	13,845	10,086	10,044	10,800	55,620	52,940	108,560
Reserves/Reserve Funds	2,520		2,751	3,192	3,000	2,550	-	11,493	9,550	21,043
Development Charges			-	-	-	-	-	-	-	-
Provincial	87		-	-	-	-	-	-	-	-
Federal			-	-	-	-	-	-	-	-
Debt Recoverable			-	-	-	-	-	-	-	-
Other Revenue	11,660		11,375	10,616	6,965	3,844	3,900	36,700	19,540	56,240
Total Financing	32,727		24,971	27,653	20,051	16,438	14,700	103,813	82,030	185,843

Changes to Existing Projects
(-\$7.2M)

The 2020-2029 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2020-2028):

- \$6.20 million - Decrease in *BIA Equal Share Funding Projects* as a result of realignment of cash flow estimates based on realistic project timeline and readiness to proceed.
- \$2.45 million – Decrease in *BIA Financed Funding Project* based on foreseeable requests from the BIAs.

New Projects
(\$4.8M)

The 2020-2029 Capital Budget and Plan does include new projects. Key projects are as follows:

- \$1.80 million – Support capital maintenance of the *Campbell House*;
- \$1.15 million – Address SOGR requirements in the *Scarborough Arts Council Building*;
- \$1.00 million – Restoration of the *Sundial Folly Public Art*;
- \$0.60 million – Refurbishment of *Spadina Museum Interior*;
- \$0.20 million – Installation of a new *Public Art at the Humber Bay*.

Capital Needs Constraints
(\$67.6M)

Economic Development and Culture has three unmet projects over the 10-year planning horizon:

- \$66.00 million – Design and Construction of the *Museum of Toronto* as part of the restoration of Old City Hall;
- \$0.90 million – Conservation of the *Guild Public Art and Monument*;
- \$0.70 million – Complete *Building Condition Audits* for 42 heritage properties in the EDC portfolio.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively toronto.ca/budget

2020 – 2029 CAPITAL BUDGET AND PLAN

\$185.8 Million 10-Year Gross Capital Program

			
Aging Infrastructure/SOGR	Health and Safety	Legislated	Service Improvement, Enhancement and Growth
\$140.5 M 75.6%	\$5.3 M 2.8%	\$6.8 M 3.7%	\$33.3 M 17.9%
<ul style="list-style-type: none"> Heritage, Public Arts Buildings and Museums Restoration BIA Projects 	<ul style="list-style-type: none"> Casa Loma Exterior Restoration 	<ul style="list-style-type: none"> AODA Legislated Mechanical and Electrical 	<ul style="list-style-type: none"> Museums Interior improvements Public Art development outside the core Indigenous Centre Guild Revitalization (including Clark Centre for the Arts)

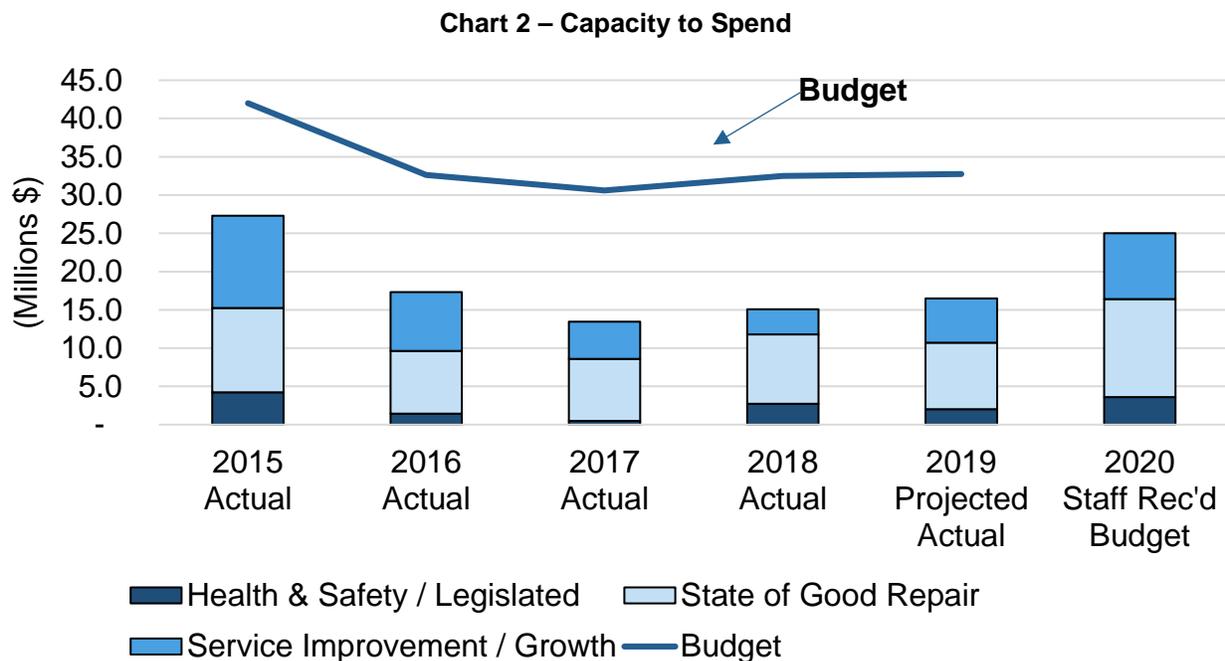
How the Capital Program is Funded

City of Toronto		Provincial Funding	Federal Funding
\$185.8 M 100%		\$0	\$0
Debt	\$ 108.6 M		
Reserve Draws	\$ 21.0 M		
Other	\$ 56.2 M		

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the 10-Year Capital Plan. A review was undertaken to ensure budgets align with the Economic Development and Culture Division’s ability to spend and the market’s capacity to deliver.

Key components in determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health and Safety / Legislated	4.2	1.4	0.5	2.7	2.0	3.6
State of Good Repair	11.0	8.2	8.1	9.1	8.7	12.8
Service Improvement / Growth	12.1	7.7	4.9	3.3	5.8	8.6
Total	27.3	17.3	13.4	15.1	16.5	25.0
% Spent	65%	53%	44%	46%	50%	

Capacity to Spend Review Impact on the Recommended 10-Year Plan

The 2020 Staff Recommended Capital Budget of \$25.0 million (including carry forward funding of \$13.5 million) is lower than the historic 5-year average budget. Economic Development and Culture's actual spending over the previous five years, from 2014 to 2018, has averaged \$18.4 million per year. In 2019, EDC is forecasting to spend \$16.5 million or 51% of the Council Approved 2019 Capital Budget.

EDC reviewed its historical capital spending trends and capacity to deliver projects, approximately \$9.6 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- The *BIA Equal Share Funding* project 2020 cash flow has been reduced by \$3.35 million as a result of realignment of cash flow based on historical trend.

- The 2019 Financed Funding Toronto Entertainment District project 2020 cash flow has been reduced by \$1.35 million based on updated project delivery timelines.
- The Public Art Development - 11 Wellesley project 2020 cash flow has been reduced by \$1.15 million to reflect realistic timelines on when the project can be installed.
- The Casa Loma Exterior – Phase 10 project 2020 cash flow has been reduced by \$0.70 million to reflect updated construction timelines.

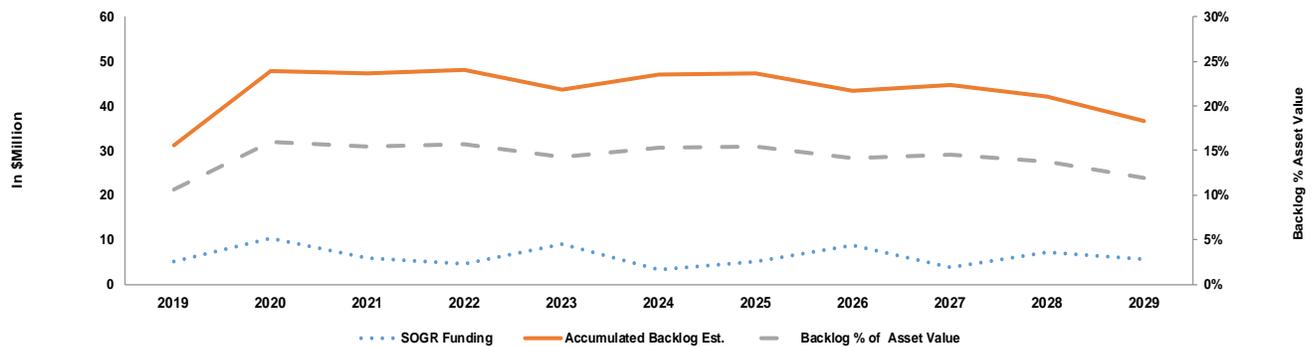
Despite key adjustments as noted above, EDC still requires cash flow funding of \$25.0 million in 2020 to continue the capital work. The 2020 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

- To complete capital improvements in heritage and cultural properties (including Casa Loma and Theatre Passe Muraille) to meet health and safety standards as well as to address outstanding AODA requirements.
- To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog. Restoration of the public arts is crucial in preparation of the Year of Public Art in 2021.
- Approximately 74% of the 2020 capital projects are either ready to proceed based on realistic cash flow or in the process of procurement.

STATE OF GOOD REPAIR (SOGR) FUNDING and BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for Economic Development and Culture:

Chart 3: Total SOGR Funding and Backlog



\$ Million	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	5.126	10.270	5.796	4.511	9.110	3.300	5.000	8.700	3.750	7.150	5.650
Accumulated Backlog Est.	31.084	47.750	47.198	48.023	43.777	47.050	47.306	43.432	44.642	42.179	36.529
Backlog % of Asset Value	11%	16%	15%	16%	14%	15%	15%	14%	15%	14%	12%
Total Asset Value	292.905	300.084	305.334	305.334	305.334	306.084	306.084	307.284	307.284	307.284	307.284

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

Economic Development and Culture is responsible for over 200 public art installations, and 100 heritage buildings. Most of the heritage buildings 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".

The 2020-2029 Staff Recommended Capital Budget and Plan will fund \$140.47 million of SOGR projects (\$63.24 million excluding BIAs, IT infrastructures and outdoor public arts) for Economic Development and Culture. Based on this plan, the accumulated backlog for assets that are part of the EDC's portfolio will decrease from \$47.75 million in 2020 to an anticipated \$36.53 million by 2029.

A significant increase in accumulated backlog from \$31.08 million in 2019 to \$47.75 million in 2020 is due to Casa Loma capital projects being re-categorized as SOGR projects (previously identified as Health and Safety projects) as well as new SOGR requirement identified in the Building Condition Audit for the Assembly Hall.

Economic Development and Culture has begun work on a Building Condition Audit for the Young People's Theatre and will include the backlog in 2021. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$0.336 million net arising from completing the Guild Revitalization/Clark Centre, as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2023 Plan		2024 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
<i>Cultural Infrastructure Development</i>	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3
Sub-Total: Previously Approved	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3
Total	336.0	5.3	138.0	0.6	36.0	0.4	5.0	-	6.0	-	521.0	6.3	545.0	6.3

10-Year Capital Plan will increase future year Operating Budgets by \$0.545 million net over the 2020 - 2029 period due to the completion of the Clark Centre:

The *Cultural Infrastructure Development* project will result in net operating costs of \$0.336 million in 2020, \$0.138 million in 2021, \$0.036 million in 2022 and \$0.005 million in 2023, arising from completing the Guild Revitalization and operation of the Clark Centre. Additional staff are required to administer the arts and culture programming, and maintenance of the site. This impact will be partially offset by an increase in user fee revenue.

The 2020 operating costs arising from the completion of this project, as mentioned above, has been included in the 2020 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.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from 2019	
	Actual	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	Projected Actual	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	3,686.0	2,164.6	1,279.9	697.4	2,014.6	1,317.2	(288.9%)
Federal Subsidies	2,253.3	139.2	1,262.0	2,629.2	2,423.8	(205.4)	(92.2%)
Other Subsidies			37.0		37.0	37.0	
User Fees & Donations	1,540.5	1,728.0	1,477.9	1,624.8	1,653.9	29.1	(101.8%)
Licences & Permits Revenue	711.9	755.4	713.2	767.9	1,349.3	581.3	(175.7%)
Transfers From Capital	1,174.0	1,156.0	1,416.5	1,416.5	1,416.5		(100.0%)
Contribution From Reserves/Reserve Funds	4,121.9	1,432.5	2,472.5	2,211.3	1,428.0	(783.2)	(64.6%)
Sundry and Other Revenues	5,969.1	3,814.8	4,607.9	3,151.2	3,497.1	345.9	(111.0%)
Inter-Divisional Recoveries							
Total Revenues	19,456.6	11,190.4	13,266.9	12,498.3	13,820.2	1,321.9	10.6%
Salaries and Benefits	31,392.7	29,475.9	30,901.1	30,319.6	32,746.3	2,426.7	(108.0%)
Materials & Supplies	1,294.9	1,055.6	1,312.1	1,131.6	1,353.8	222.2	(119.6%)
Equipment	194.8	252.0	182.1	319.0	313.7	(5.3)	(98.3%)
Service and Rent	11,962.9	7,611.1	9,187.3	9,190.8	11,142.4	1,951.6	(121.2%)
Contributions & Transfers	39,972.1	41,935.3	43,465.9	43,405.3	44,324.2	919.0	(102.1%)
Contribution To Capital							
Contribution To Reserves/Reserve Funds	163.1	162.7	366.0	360.4	389.8	29.4	(108.2%)
Other Expenditures	38.4	68.7	25.2	53.3	42.2	(11.1)	(79.1%)
Inter-Divisional Charges							
Total Gross Expenditures	85,018.9	80,561.2	85,439.7	84,780.1	90,312.5	5,532.4	6.5%
Net Expenditures	65,562.3	69,370.8	72,172.8	72,281.8	76,492.3	4,210.5	5.8%
Approved Positions	300.5	302.5	306.5	306.5	316.2	9.7	3.2%

* Year-End Projection Based on Q3 2019 Variance Report

** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
20672		Strategic Investment Priorities in Culture and Year of Public Art						
74	Positive	Description:						

The proposed change is new and enhanced funding of \$2.5 million gross and net to the Economic Development and Culture 2020 Operating Budget for a range of cultural investments supporting various Council directives, City goals and Divisional strategies, including the Year of Public Art. The new and enhanced operating funds will be used to address the following proposed strategic investment priorities:

- Culture for All, to increase opportunities for all Torontonians, no matter where they live in the city, to participate in local, relevant cultural activities throughout the year that reflect Toronto's diversity and creativity. Specific initiatives will include:
 - establishing a new festivals program to strengthen major community events across Toronto including Canada Day celebrations, provide seed funding for new homegrown success stories, and address cost pressures arising from public safety requirements and,
 - ensuring broader cultural celebrations outside the core
- Improving access to space for culture, with initiatives designed to tackle Toronto's growing crisis of affordability, and maintain accessible, sustainable spaces for Toronto's creative sector. Specific initiatives will include:
 - action to mitigate loss of live music venues, including increased supports for grassroots 'Do It Yourself' (DIY) event spaces for culture (in support of Nighttime Economy Action Plan),
 - unlocking the potential of museums (pilot free general admission), institutional and other cultural spaces and,
 - advancing work on the Museum of Toronto
- Developing talent for a creative workers pipeline, with targeted skills development programs to strengthen Toronto's cultural workforce, and increase diversity and representation within the sector. Specific initiatives will include:
 - expanded strategic workforce development initiatives for Toronto's screen industry including apprenticeships and retraining of older workers,
 - youth incubator programs to empower diverse future leaders in culture and heritage and,
 - improved capacity to deliver leading museum exhibitions, including much greater use of digital technology.

Prepare for the Year of Public Art:

- support grants to artists to produce works in time for the Year of Public Art in 2021
- support partnership grants with major institutions
- supporting operational costs, principally in project management, sponsorship and marketing

Service Level Impact:

The proposed change will improve the service level across many EDC functions. Notably among these are: 1) increased focus on targeted workforce development strategies in film, museums and the broader creative industries, including additional leveraged funds from service delivery partners. Will result in more employment opportunities for Toronto youth and; 2) improved service level to cultural organizations seeking to secure and preserve space for cultural production, presentation and engagement. Will result in greater access for Torontonians to cultural opportunities, including those in underserved areas of the city.

Equity Statement:

The Strategic Investment Priorities in Culture and Year of Public Art budget proposal's overall equity impact is low positive. These investments will seek to improve access to employment and access to arts and culture for equity seeking groups in Toronto. For example, the Year of Public Art will create new funding for Toronto's artists, prioritizing artists from Indigenous and equity seeking communities.

Service: Arts Services

Total Staff Recommended Changes:	1,832.1	0.0	1,832.1	2.00	1,840.68	1,680.74
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Service: Entertainment Industries Services

Total Staff Recommended Changes:	342.9	0.0	342.9	1.00	346.93	351.18
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Service: Museums & Heritage Services

Total Staff Recommended Changes:	325.0	0.0	325.0	0.00	325.00	325.00
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Staff Recommended New/Enhanced Services:	2,500.0	0.0	2,500.0	3.00	2,512.61	2,356.92
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Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2020 Total			Incremental Change			
	\$	\$	Position	2021 Plan		2022 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities							
Referred to Budget Process:							
Distressed Retail Support	1,320.0						
Sub-Total Referred to Budget Process	1,320.0						
Total Enhanced Services	1,320.0						
New Service Priorities							
Referred to Budget Process:							
Strategic Investment Priority in Culture and Year of Public Art	1,000.0						
Sub-Total Referred to Budget Process	1,000.0						
Total New Service Priorities	1,000.0						
Total 2020 New / Enhanced Services	2,320.0						

Economic Development and Culture has the following New/Enhanced Service Priorities that have not been included in the 2020 Staff Recommended Operating Budget:

Distressed Retail Support

- Fosters economic vitality resulting from upcoming recommendations of two major studies that focus on the well-being of main street and independent retailers in Toronto. The studies will identify a range of new strategies and programs to address the challenges facing small and independent retailers due to long-term construction and/or changing local market conditions. These programs would be piloted in 2020 and build on some initiatives that have already started in 2019.
- The request complies with direction from City Council when it eliminated the Vacant Unit Rebate program that will 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>

Strategic Investment Priority in Culture and Year of Public Art

- During the 2019 Budget process, City Council directed the General Manager, Economic Development and Culture, to consult with the community on priorities for further investment in the arts, heritage and creative industries outside the core, and report back through the 2020 budget process.
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>
- On October 29 and 30, 2019, City Council adopted strategic priorities to guide the City's investment in culture over the next five years (2020-2024).
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC8.6>
- Included in the 2020 Staff Recommended Operating Budget is \$2.5 million to support a range of cultural investments and strategies including the Year of Public Art. An additional \$1.0 million would allow EDC to further enhance these initiatives.

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	6,218	14,639	6,972	7,188	7,300	7,324	7,356	7,300	7,300	7,300	78,897	-	72,087	6,810
ED002	Collections Care	450	-	200	200	100	350	400	350	350	400	2,800	300	1,950	550
ED003	Cultural Infrastructure Development	4,186	1,794	1,579	-	-	-	300	600	300	900	9,659	2,978	170	6,511
ED004	Economic Competitiveness Data Mgmt System	720	500	-	-	-	-	-	-	-	-	1,220	-	-	1,220
ED005	Indigenous Ctr for Innovation & Entrepreneurship	3,100	-	-	-	-	-	-	-	-	-	3,100	-	-	3,100
ED006	Major Maintenance	2,878	2,150	2,650	1,850	1,450	1,600	1,500	500	1,600	2,150	18,328	3,040	15,288	-
ED007	Refurbishment and Rehabilitation	340	700	750	200	700	-	500	500	1,100	600	5,390	-	3,590	1,800
ED008	Restoration/Preservation of Heritage Elements	6,879	6,900	5,600	5,950	2,300	3,600	7,550	3,550	6,850	4,000	53,179	5,791	47,388	-
ED009	Service Enhancement	200	970	2,300	1,050	2,850	2,000	700	700	1,300	1,200	13,270	-	-	13,270
	Total Expenditures (including carry forward from 2019)	24,971	27,653	20,051	16,438	14,700	14,874	18,306	13,500	18,800	16,550	185,843	12,109	140,473	33,261

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
ED001	BIA	6,218	10,119	-	-	-	-	-	-	-	-	16,337	10,207	-	6,130
ED002	Collections Care	450	-	-	-	-	-	-	-	-	-	450	150	150	150
ED003	Cultural Infrastructure Development	4,186	1,794	1,579	-	-	-	-	-	-	-	7,559	6,589	220	750
ED004	Economic Competitiveness Data Mgmt System	720	-	-	-	-	-	-	-	-	-	720	720	-	-
ED005	Indigenous Ctr for Innovation & Entrepreneurship	3,100	-	-	-	-	-	-	-	-	-	3,100	3,100	-	-
ED006	Major Maintenance	2,878	1,450	-	-	-	-	-	-	-	-	4,328	1,778	-	2,550
ED007	Refurbishment and Rehabilitation	340	-	-	-	-	-	-	-	-	-	340	340	-	-
ED008	Restoration/Preservation of Heritage Elements	6,879	5,100	300	-	-	-	-	-	-	-	12,279	5,419	1,750	5,110
ED009	Service Enhancement	200	200	-	-	-	-	-	-	-	-	400	-	-	400
	Total Expenditure (including carry forward from 2019)	24,971	18,663	1,879	-	-	-	-	-	-	-	45,513	28,303	2,120	15,090

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a subset of the 10-Year Capital Plan. This subset consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Economic Development and Culture to begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	4,520	6,972	7,188	7,300	7,324	7,356	7,300	7,300	7,300	62,560	-	56,821	5,739
ED002	Collections Care	-	200	200	100	350	400	350	350	400	2,350	-	1,800	550
ED003	Cultural Infrastructure Development	-	-	-	-	-	300	600	300	900	2,100	-	-	2,100
ED004	Economic Competitiveness Data Mgmt System	500	-	-	-	-	-	-	-	-	500	-	-	500
ED005	Indigenous Ctr for Innovation & Entrepreneurship	-	-	-	-	-	-	-	-	-	-	-	-	-
ED006	Major Maintenance	700	2,650	1,850	1,450	1,600	1,500	500	1,600	2,150	14,000	2,550	11,450	-
ED007	Refurbishment and Rehabilitation	700	750	200	700	-	500	500	1,100	600	5,050	-	3,250	1,800
ED008	Restoration/Preservation of Heritage Elements	1,800	5,300	5,950	2,300	3,600	7,550	3,550	6,850	4,000	40,900	400	40,500	-
ED009	Service Enhancement	770	2,300	1,050	2,850	2,000	700	700	1,300	1,200	12,870	-	-	12,870
	Total Expenditures (including carry forward from 2019)	8,990	18,172	16,438	14,700	14,874	18,306	13,500	18,800	16,550	140,330	2,950	113,821	23,559

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development and Culture											
Casa Loma Phase 9a and 9b	1,141	710	1,100	3,298	2,867	On Track	Oct-17	Dec-19		Ⓞ	Ⓞ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed for Phase 9a and 9b. Construction accelerated through 2018, and the overall project remains on time and on budget, with phase 9a of work on the perimeter fence completed in April 2019, and phase 9b on track for completion Dec-19. Additional scope, approved at General Government and Licensing Cttee. Committee Oct 7, 2019 may extend into 2020.										
Explanation for Delay:											
The Guild Cultural Revitalization	3,931	707	2,581	5,848	1,123	On Track	Sep-18	Dec-20		Ⓞ	Ⓞ
Comments:	The construction contract was awarded to Atlas Construction on December 9, 2018. Construction began in early 2019. There were some early site condition issues resulting in additional scope, but the project continues to be on track for the building to open in Q4 2020.										
Explanation for Delay:											
Casa Loma Phase 10	550	11	55	3,300	11	On Track	Jan-19	Dec-21		Ⓞ	Ⓞ
Comments:	Capital Assets has engaged architects to work on Phase10, West Castle Perimeter Wall. Construction documents are almost complete, with tender planned for Q4 2019.										
Explanation for Delay:											

On/Ahead of Schedule
 Minor Delay < 6 months
 Significant Delay > 6 months

Ⓞ	>70% of Approved Project Cost
Ⓜ	Between 50% and 70%
Ⓢ	< 50% or > 100% of Approved

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>Guild Public Art & Monument Conservation</i>	0.90	-	0.90	0.10	0.30	0.20	0.10	0.20	-
<i>Museum of Toronto</i>	66.00	-	66.00	-	1.00	5.00	15.00	25.00	20.00
<i>Building Condition Audits</i>	0.70	-	0.70	0.07	0.07	0.07	0.07	0.07	0.35
Total	67.60	-	67.60	0.17	1.37	5.27	15.17	25.27	20.35

In addition to the Recommended 10-Year Capital Plan, staff have also identified \$67.60 million in capital needs constraints for Economic Development and Culture as reflected in the table above, will be included in next year's 10-Year Capital Plan.

- Guild Public Art & Monument Conservation** project at the Guild requires \$0.900 million to support conservation repairs including the Greek Amphitheatre, sculptures, architectural elements and assemblies that have fallen into an unsatisfactory state of repair, some of which is attributable to historic vandalism.
- Building Condition Audits** project requires \$0.700 million to complete building condition audits (BCA) for Heritage Properties in the EDC portfolio. Several properties do not have audit reports completed, and many existing BCAs are out of date. The industry standard is to update BCAs every five years. At \$0.07 million per year, EDC would not achieve that standard.
- Museum of Toronto Project**, On January 31 and February 1, 2018, Toronto City Council directed the Deputy City Manager to further develop designs and plans for Old City Hall (OCH), and to seek and secure a Head Lessee for a long-term lease. The design for OCH is to include a branch of the Toronto Public Library, and a Museum of Toronto. Real Estate Services (now CREM) contracted several studies that included general space planning for the museum within OCH. Financial analysis completed as part of a study projected \$66.000 million for the design and construction of the museum within the rehabilitated heritage building. EDC requires the capital budget to execute this project according to Council direction. Community consultation commenced in Q4 2019. A fund-raising and sponsorship strategy are to be developed.

Appendix 8

2020 User Fee Changes (Excludes User Fees Adjusted for Inflation)

Table 8d - User Fees for Technical Adjustments

Rate Description	Service	Fee Category	Fee Basis	2019 Approved Rate	2020 Budget Rate	Reason for Adjustment
Room C Rentals Rates All Sites / based on location, room location	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$49.50	\$33 - \$66	Inadvertently used average rate in Chapter 411
Premier Room Rental Rates All Museum Sites / based on museum	Museum Services	Market Based	Per Hour - Minimum 3 hours	\$302.50	\$220 - \$385	Inadvertently used average rate in Chapter 411
Exterior, lawn and grounds rental all Sites/ based on location	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$170.50	\$66 - \$275	Inadvertently used average rate in Chapter 411
Room B Rentals Rates All Sites/ based on location, room location	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$82.50	\$55 - \$100	Inadvertently used average rate in Chapter 411
Room A Rentals Rates All Sites/ based on location, room location	Museum Services/Arts Services	Market Based	Per Hour - Minimum 3 hours	\$165.00	\$110 - \$220	Inadvertently used average rate in Chapter 411

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		134.5	134.5	168.8	203.0
Vehicle Reserve - EDC	XQ1200				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			34.3	34.3	34.3
Total Reserve / Reserve Fund Draws / Contributions		134.5	168.8	203.0	237.3
Balance at Year-End		134.5	168.8	203.0	237.3

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		2,133.4	2,133.4	731.7	481.7
Major Special Event Reserve Fund	XR1218				
<i>Withdrawals (-)</i>			(1,401.8)	(250.0)	-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		2,133.4	731.7	481.7	481.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		2,133.4	731.7	481.7	481.7

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		263,394.9	263,394.9	262,935.4	262,502.2
Section 37 Reserve Fund	XR3026				
<i>Withdrawals (-)</i>			(26.3)	-	-
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		263,394.9	263,368.6	262,935.4	262,502.2
Other Program / Agency Net Withdrawals & Contributions			(433.2)	(433.2)	(433.2)
Balance at Year-End		263,394.9	262,935.4	262,502.2	262,069.0

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		29,462.4	29,462.4	26,435.5	23,283.0
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			355.6	355.6	355.6
Total Reserve / Reserve Fund Draws / Contributions		29,462.4	29,818.0	26,791.1	23,638.6
Other Program / Agency Net Withdrawals & Contributions			(3,382.5)	(3,508.0)	(3,503.4)
Balance at Year-End		29,462.4	26,435.5	23,283.0	20,135.2

* Based on 9-month 2019 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 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, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR1501 Casa Loma Capital Maintenance	Beginning Balance	3,000	1,845	1,259	559	(155)	(655)	1,345	1,845	(655)	345	(155)	
	Withdrawals (-)												
	Casa Loma Exterior Restoration	(1,155)	(2,586)	(2,700)	(3,000)	(2,500)		(1,500)	(4,500)	(1,000)	(2,500)		(20,286)
	Total Withdrawals	(1,155)	(2,586)	(2,700)	(3,000)	(2,500)	-	(1,500)	(4,500)	(1,000)	(2,500)	-	(20,286)
	Contributions (+)		2,000	2,000	2,286	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,286
Total Contributions		2,000	2,000	2,286	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,286	
Balance at Year-End		1,845	1,259	559	(155)	(655)	1,345	1,845	(655)	345	(155)	1,845	

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR3213 Ryerson Capital Maintenance	Beginning Balance	348	338	198	198	198	148	148	148	98	98	98	
	Withdrawals (-)												
	Theatre Passe Muraille	(10)	(140)		(50)				(50)				(240)
	Total Withdrawals	(10)	(140)	-	(50)	-	-	-	(50)	-	-	-	(240)
	Contributions (+)												
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		338	198	198	198	148	148	148	98	98	98	98	

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XR1019 Heritage Reserve Fund	Beginning Balance	26	26	1	(49)	(49)	(49)	(49)	(49)	(49)	(49)	(49)	
	Withdrawals (-)												
	Collections Facilities Mechanical		(25)										(25)
	Young People's Theatre			(50)									(50)
	Total Withdrawals		(25)	(50)	-	-	-	-	-	-	-	-	(75)
Contributions (+)													
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		26	1	(49)									

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)										Total
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	
XQ4209 Museum Donation-Spadina	Beginning Balance	320	320	320	20	20	20	20	20	20	20	20	
	Withdrawals (-)												
	Spadina Restoration			(300)									(300)
	Total Withdrawals		-	(300)	-	-	-	-	-	-	-	-	(300)
	Contributions (+)												
Total Contributions		-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		320	320	20	20	20	20	20	20	20	20	20	

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2019 *	Contributions / (Withdrawals)											
			2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	Total	
XQ4002 Public Arts	Beginning Balance	425	425	425	283	283	283	283	283	283	283	283		
	Withdrawals (-)													
	<i>Public Art Development Dundas-Islington</i>			(142)									(142)	
	Total Withdrawals		-	(142)	-	-	-	-	-	-	-	-	-	(142)
	Contributions (+)													
	Total Contributions			-	-	-	-	-	-	-	-	-	-	-
Balance at Year-End		425	425	283	283	283	283	283	283	283	283	283		

* Based on 9-month 2019 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

N/A

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents, businesses and visitors of Toronto; the budget includes all revenues and expenses needed to provide services; an example of an operating cost would be the cost to run our museums.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed arts centre.

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (Such as museum entry fees and arts classes registration)

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years. No recommendations were made for EDC