

2022 Budget Notes

Economic Development and Culture

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Description

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 & Culture (EDC) delivers the following services:

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

EDC has stewardship for over 200 public art installations and 100 heritage buildings, including seven community museums, one art gallery and two national historic sites (Fort York National Historic Site and Spadina Museum). EDC is responsible for the collection and conservation of 150,000 artifacts, 3,000 works of fine art, and 1.1 million archeological specimens.

EDC manages \$36.3 million in art grant allocations and supports 85 Business Improvement Areas (BIA)

Why We Do It

Economic Development and Culture is committed to making Toronto a place where business and culture thrive, providing services to improve the quality of life of its stakeholders by achieving the following outcomes:

Business and cultural entities in Toronto have equitable access to and use economic development supports that start, improve and grow operations, and contribute to increased economic activity.

People in Toronto have equitable access to and use inclusive cultural programs that increase understanding of Toronto's many cultures and histories and contribute to a greater sense of belonging.

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence

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What Service We Provide

Business Services

Who We Serve: Business Incubators, Entrepreneurs, New Immigrants, Sector / Industry Associations, Sector Businesses, Youth

What We Deliver:

- Business Development & Support (Advice, Advocacy, Consultation, Governance); Networking, Convening power; Issue resolution & Facilitation; Marketing, Promotion; Training, Events; Grants, Financial support)
- Sector Development & Advocacy (Front-line intelligence; Support)
- Provide advice and support to Business Improvement Areas
- Attract trade, investment, develop partnerships, and introduce Toronto's businesses to export markets

How Much Resources (gross 2022 operating budget): \$24.0 Million

Entertainment Industries Services

Who We Serve: Entertainment Industry Associations, Film and Media Companies, Restaurants and Hotel Industries, Tourism Companies, Visitors and Volunteers

What We Deliver:

- Entertainment Industries Development & Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion; Training)
- Film permitting
- Provide visitor information services
- Provide Entertainment Industries international development

How Much Resources (gross 2022 operating budget): \$6.5 Million

Art Services

Who We Serve: Arts and Culture Organizations, Event Organizers, Residents, Visitors

What We Deliver:

- Arts Services Development & Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion; Special event facilitation & expediting)
- Create and offer Arts activities and programs, classes, exhibits and events; plan and produce major Festivals and Events
- Assist in the organization of third-party events at Nathan Philips Square and other City-owned locations
- Facilitate, develop and provide access to Arts Venues and Public Art
- Provide funding to arts organizations through the cultural grants service

How Much Resources (gross 2022 operating budget): \$52.1 Million

Museum & Heritage Services

Who We Serve: Education Sector (Schools and Students), New Immigrants, Public and Private Schools, Residents, Visitors

What We Deliver:

- Museum Services Development & Support (Advice, Advocacy, Consultation; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion)
- Create and offer Museum activities, programs, classes, exhibits and events; provide rental opportunities for art gallery spaces, theaters, rooms for community members
- Develop, manage and conserve artifacts, archeological specimens and fine art collections
- Manage Heritage properties and Museums' operations; Provide advice and collaborates with other City divisions in managing their heritage assets

How Much Resources (gross 2022 operating budget): \$15.2 Million

Budget at a Glance

2022 OPERATING BUDGET

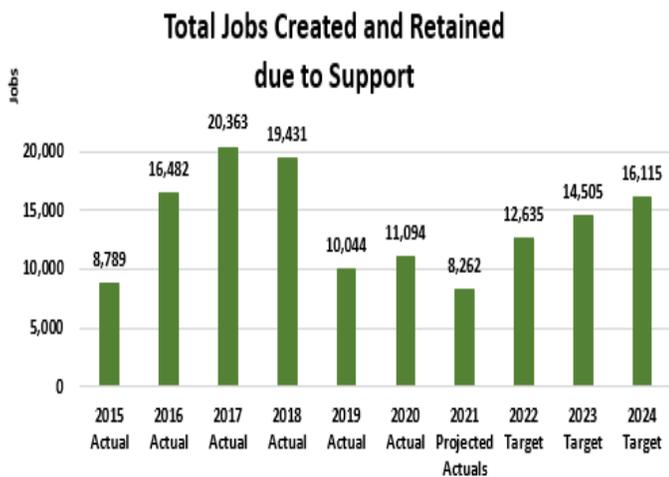
<u>\$Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$16.9	\$19.0	\$11.0
Gross Expenditures	\$97.8	\$102.1	\$93.4
Net Expenditures	\$80.8	\$83.2	\$82.4
Approved Positions	323.9	321.9	317.9

2022 - 2031 10-YEAR CAPITAL PLAN

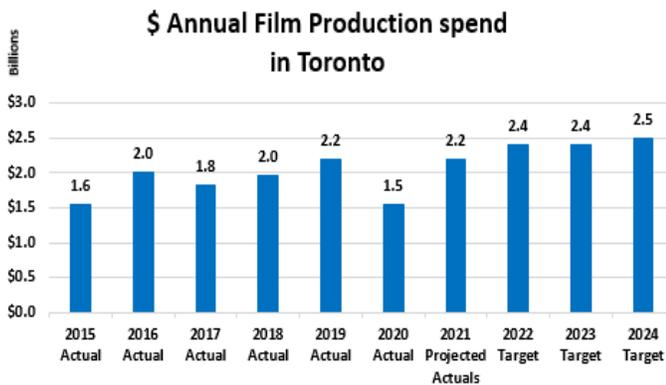
<u>\$Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Gross Expenditures	\$27.9	\$159.0	\$186.9
Debt	\$14.5	\$102.5	\$117.0

Note: Includes 2021 carry forward funding

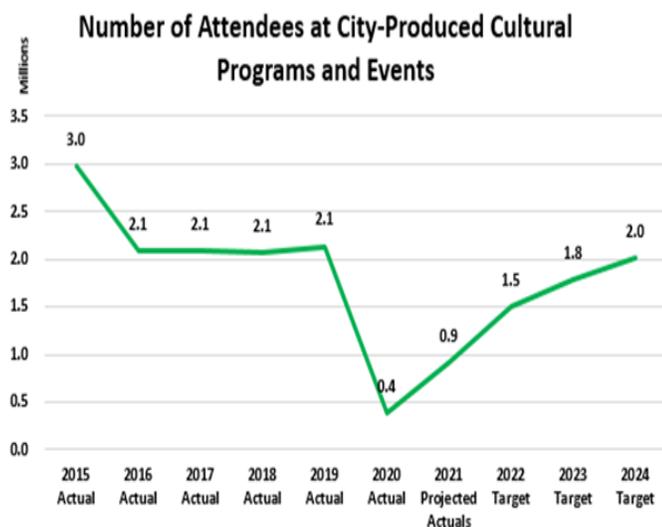
How Well We Are Doing – Behind the Numbers



- Two major office developments in the downtown core contributed significantly to a large number of jobs in 2017 and 2018. In 2019, cyclical swings in extensive office developments produced a correction in jobs.
- 2020 was impacted by COVID-19 and only showed a small growth, as companies struggled to adjust with modified work conditions and in some cases, increase workloads which created the need for new jobs. As the pandemic continues into 2021, job creation continues to be impacted negatively. It is expected to start to increase in 2022.
- The market may continue to remain challenged over the next few years. EDC hopes to see greater investment in the industrial market for warehouse and manufacturing space in the city. As the City moves into a recovery and rebuild phase, it is expected that in the next 3-5 years jobs will grow.



- Annual film production spend for 2020 declined as a result of the four-month shut down of the industry due to COVID-19.
- Production levels recovered to pre-pandemic levels in 2021 with staff forecasting continued growth in 2022 supported by the recovery of market demand and expanded studio footprint in Toronto.



- 2015 number of attendees included the influx of the Pan Am / ParaPan Am Games attendees.
- The significant drop in attendance in 2020 is the result of the shut down due to the COVID-19 pandemic and the health and safety regulations imposed on large gatherings; resulting in event cancellations, program changes and site closures.
- In the fall of 2021, a number of events resumed with some ongoing restrictions allowing for programs such as ArtworxTO and ShowLoveTO to take place. In 2022 and beyond, regular scheduled events and programs are anticipated to resume with lessened restrictions as we continue to recover from the pandemic.

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Art Services	Number of City Cultural Programs and Events through Arts and Culture Services	934	492	358	424	●	605	767
Business Services	Number of business community projects supported	308	40	65	43	●	50	50
Entertainment Industries Services	Film permits issued in 2 business days	100%	100%	100%	100%	●	100%	100%
Museum & Heritage Services	Number of days of public and educational programs and special events held annually	2,020	944	1,467	1,961	●	1,800	2,200
Business Services and Entertainment Industries Services	Number of people supported with business advice and visitor information	136,503	43,211	89,850	56,517	●	105,000	95,550
Business Services	Total Jobs Created and Retained due to Support	10,044	11,094	9,200	8,262	●	12,635	14,505

● 80% - 100% ● 64 - 79% ● 63% and Under

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures								
Entertainment Industries Services	\$ Annual Film Production spend in Toronto	\$2.2B	\$1.54B	\$2.2B	\$2.2B	●	\$2.4B	\$2.4B
Arts Services and Museums & Heritage Services	Number of Attendees at City-Produced Cultural Programs and Events	2,134,968	389,034	2,800,000	923,014	●	1,509,740	1,782,065
Other Measures								
Art Services	Number of arts projects managed annually through Arts and Culture Services	30	27	25	30	●	20	20
Business Services	Number of businesses supported through Business Growth Services	1,920	12,012	3,600	13,089	●	1,371	1,475
Museum & Heritage Services	Number of Programs, Exhibitions and Special Events held annually through Museum and Heritage Services	456	88	275	168	●	621	764

● 80% - 100% ● 64 - 79% ● 63% and Under

COVID-19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- The 2022 COVID-19 impact is projected to be similar to EDC's 2021 experience, with continuation of recovery efforts:
 - Continued revenue loss of \$1.6M at Museums and Art Centres, reduction in general sponsorship and elimination of restaurant participation fee revenue from the Licious programs.
 - Continuing CaféTO into 2022 and beyond will require \$0.2M for 2 new positions to support the program.
 - Funding from FedDev of \$6.2M, net \$0 (\$18M over 3 years) for Main Street Recovery and Rebuild Initiative (MMRI) programs to support new and existing small (retail) businesses and augment commercial activity in local Toronto neighbourhoods.

Service Level Changes

- It is anticipated that EDC programs and services will resume in 2022 as well as new programs that focus on inclusive economic and cultural recovery in light of the impacts of COVID-19 on Toronto's economy.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Supported the Film Industry to maintain operations throughout the pandemic, achieving record production spends in 2021 while adjusting to COVID-19 health and safety regulations
- Secured \$18M from the Federal Government to support the rollout of the Main Street Rebuild and Recovery initiatives to support small business
- Developed and launched the ShowLoveTO city-wide program and campaign to support reopening local small business and cultural recovery during the gradual reopening of the city
- Launched ArtworxTO, Toronto's Year of Public Art to support local artists and provide the public with more opportunities to engage with art in their everyday lives
- Advanced access to the City of Toronto's 150,000 artifacts and 3,000 works of art through the launch of the Toronto History Museums Artifact and Fine Art Collection online database
- Launched Awakenings at Toronto History Museums to reduce barriers for access to culture and heritage industries

Key Challenges and Risks

- COVID-19 remains an ongoing risk to Toronto's business and cultural sectors. The city's economic recovery will be impacted by possible resurgences of COVID-19 and ongoing restrictions which could cause further hardship for Toronto's businesses and cultural organizations
- Inequality in Toronto continues to be a key challenge the Division must address through its programs and services
- Pre-existing issues have made space unaffordable for the culture sector with venues lost due to development

Priority Actions

- Roll out new Main Street Rebuild and Recovery initiatives supported by FedDev Ontario funding
- Implement and expand place-based community economic development projects including Little Jamaica, Mt. Dennis and the Golden Mile
- Support talent and innovation in high-growth sectors and creative industries to help drive economic recovery
- Implement a new Tourism Industry strategic plan to support sector recovery
- Expand equity in culture and heritage sector through targeted programs including the BIPOC fellowship and Awakenings
- Establish priorities for the development of cultural infrastructure and policies to address critical issues of access to space for the culture and creative industries
- Increase public access to inclusive city-wide cultural experiences through city-wide expansion of Nuit Blanche, opening the Clark Centre for the Arts and implementing free admission to all Toronto History Museums
- Strengthen Toronto's public art program through the implementation of the public art strategy and roll-out of ArtworxTO

RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Economic Development and Culture of \$97.777 million gross, \$16.937 million revenue and \$80.840 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Business Services	23,950.3	9,225.4	14,724.9
Entertainment Industries Services	6,452.5	1,822.0	4,630.5
Art Services	52,144.4	3,808.0	48,336.4
Museums and Heritage Services	15,229.5	2,081.8	13,147.7
Total Program Budget	97,776.8	16,937.2	80,839.6

2. City Council approve the 2022 staff complement for Economic Development and Culture of 323.9 positions comprised of 11.0 capital position and 312.9 operating positions.
3. City Council approve the 2022 discontinued user fees for general admission at all Toronto History Museums, for Economic Development and Culture identified in [Appendix 9](#), for inclusion in the Municipal Code Chapter 441 "Fees and Charges". Elimination of these fees is to remove barriers to public access and allow for more equitable access.
4. City Council approve the 2022 Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$44.148 million as detailed by project in [Appendix 6a](#).
5. City Council approve the 2023-2031 Capital Plan for Economic Development and Culture totalling \$142.781 million in project estimates as detailed by project in [Appendix 6b](#).
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Business Services	2,998.7	5,549.5	4,075.0	9,225.4		9,225.4	5,150.4	126.4%
Entertainment Industries Services	873.8	2,258.8	1,920.4	1,822.0		1,822.0	(98.4)	(5.1%)
Art Services	2,143.4	8,008.8	4,171.7	3,808.0		3,808.0	(363.7)	(8.7%)
Museums & Heritage Services	2,635.2	3,087.0	3,052.8	2,081.8		2,081.8	(971.0)	(31.8%)
Total Revenues	8,651.0	18,904.2	13,220.0	16,937.2		16,937.2	3,717.3	28.1%
Expenditures								
Business Services	16,026.8	18,641.8	16,864.4	22,849.5	1,100.8	23,950.3	7,086.0	42.0%
Entertainment Industries Services	5,938.5	6,824.2	7,005.4	6,431.7	20.8	6,452.5	(552.8)	(7.9%)
Art Services	46,507.4	56,769.7	52,624.8	51,503.6	640.8	52,144.4	(480.4)	(0.9%)
Museums & Heritage Services	13,496.6	15,806.4	13,707.3	15,158.7	70.8	15,229.5	1,522.3	11.1%
Total Gross Expenditures	81,969.3	98,042.1	90,201.9	95,943.5	1,833.3	97,776.8	7,575.0	8.4%
Net Expenditures	73,318.3	79,138.0	76,981.9	79,006.3	1,833.3	80,839.6	3,857.7	5.0%
Approved Positions**	316.2	318.9	N/A	322.9	1.0	323.9	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$95.944 million gross reflecting an increase of \$5.742 million in spending above 2021 projected year-end actuals (prior to enhancements), predominantly arising from:

- Salaries and benefits increases due to cost of living adjustments and filled vacancies in 2022
- Non-labour economic factors, inflationary increases on commitments and contracts made in prior years and funding contribution to support hosting of the Collision Technology Conference for the second time since 2019
- Return to normal operations for Museums and Cultural Centres, as well as resuming Info to Go and International programs, operating the new Clark Centre for the Arts in early 2022, and producing City events as per public health guidelines
- Continued support for economic and cultural recovery and rebuild in Toronto including the continuation of Main Street Recovery and Rebuild Initiative (MRRI) programs, CaféTO and ArtworxTO
- 2nd year of phasing-in tax base support for the Toronto Significant Events Investment Program (TSEIP) to reduce reliance on reserve

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- 2022 Base Budget of \$79.006 million in net expenditures reflects a \$0.726 million net decrease from the 2021 Council approved Budget, when excluding \$1.811 million in estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.833 million gross and net enabling:

- Expansion of Nuit Blanche outside the downtown core (\$0.100 million gross and net)

- Delivery of an annual Canada Day event (\$0.020 million gross and net)
- Increase to the annual grant provide to the Toronto Arts Council (TAC) to help support the cultural economy (\$0.500 million gross and net)
- Funding for the start-up costs related to the Indigenous Centre for Innovation and Entrepreneurship (ICIE) project which will transition into an operating grant in future years (\$0.700 million gross and net)
- A new Program Evaluator position to support a review of all EDC Youth Programs (\$0.083 million gross and net, 1.0 FTE) and support program adaptation to meet needs of youth facing inequities.
- One-time funding to develop a Cultural District Master Plan and District Program for the Little Jamaica Neighbourhood (\$0.180 million gross and net)
- Funding for Black Food Sovereignty Plan initiatives including the North York Food Hall and accessible infrastructure projects to improve health outcomes and wellbeing for Black residents (\$0.250 million gross and net)

EQUITY IMPACTS OF BUDGET CHANGES

Increasing equity for Indigenous, Black and equity-deserving communities: Economic Development & Culture's 2022 Operating Budget proposals will enable one initiative that has high equity impact. The investment of \$700,000 will be essential for the Indigenous Centre for Innovation and Entrepreneurship (ICIE) start-up period of 2022. Once it is launched, the ICIE will be an Indigenous-led and operated space for Indigenous peoples, with a focus on entrepreneurial and business skills. The initiative will lead to impactful generational outcomes for Indigenous communities and for Toronto. It represents concrete efforts towards reconciliation, Indigenous place-making and economic empowerment of Indigenous communities.

EDC's 2022 Operating Budget also includes two initiatives with medium-positive equity impacts: enhancing support for the Toronto Arts Council through an investment of \$0.500 million, representing more funding towards its Black Arts program, and \$0.250 million dedicated to Black food sovereignty projects. The former will increase access to arts and culture and positively affect access to training and/or employment, and the latter will positively affect access to food and City space for Black communities. Initiatives with low-positive equity impact, in turn, include a youth outcomes review to better equip City staff to support youth facing inequities, which will advance the City's ability to provide mentorship, training and employment for youth in underserved communities.

In addition to the City's Corporate Strategic Priority to invest in people and neighbourhoods, added investments support the Confronting Anti-Black Racism Action Plan, the Poverty Reduction Strategy and the City's commitments to advance Truth and Reconciliation.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Economic Development and Culture is \$7.575 million gross or 8.4% higher than the 2021 Projected Actuals. Of the \$7.575 million increase, \$1.833 million represents new investments to address priority actions. Table 2a below summarizes the changes by revenue and expenditure category for the 2022 Operating Budget, and Table 2b summarizes New and Enhanced requests.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	1,293.7	1,794.1	3,265.6	2,613.5	1,270.4	(1,343.1)	(51.4%)
Federal Subsidies	742.3	1,730.0	3,324.8	1,300.4	7,727.1	6,426.6	494.2%
User Fees & Donations	3,473.6	1,455.6	2,229.3	2,612.7	2,897.0	284.3	10.9%
Transfers From Capital	1,105.9	848.7	1,322.3	1,002.9	1,322.3	319.4	31.9%
Contribution From Reserves/Reserve Funds	1,378.1	958.7	2,362.5	1,279.2	821.5	(457.8)	(35.8%)
Sundry and Other Revenues	3,430.0	1,864.0	5,999.6	4,011.2	2,899.0	(1,112.2)	(27.7%)
Inter-Divisional Recoveries	5.9		400.0	400.0		(400.0)	(100.0%)
Total Revenues	11,429.4	8,651.0	18,904.2	13,220.0	16,937.2	3,717.3	28.1%
Salaries and Benefits	30,066.4	29,242.1	30,234.4	27,690.4	32,792.6	5,102.3	18.4%
Materials & Supplies	1,085.3	642.3	1,510.9	1,256.0	1,488.6	232.6	18.5%
Equipment	321.1	334.5	684.4	645.6	439.8	(205.8)	(31.9%)
Service and Rent	8,889.3	5,765.8	15,143.9	12,518.6	11,026.4	(1,492.2)	(11.9%)
Grants and Transfers	42,133.2	45,206.3	50,370.4	46,894.5	51,800.8	4,906.3	10.5%
Contribution To Reserves/Reserve Funds	938.0	565.4	46.4	1,046.4	46.4	(1,000.0)	(95.6%)
Other Expenditures	61.5	82.1	51.7	52.7	182.2	129.5	245.4%
Inter-Divisional Charges	1,231.3	130.8		97.7		(97.7)	(100.0%)
Total Gross Expenditures	84,726.0	81,969.3	98,042.1	90,201.9	97,776.8	7,575.0	8.4%
Net Expenditures	73,296.6	73,318.3	79,138.0	76,981.9	80,839.6	3,857.7	5.0%

*2021 Projection based on Q3 Variance Report

Key Base Drivers:**Salaries & Benefits:**

Salaries and benefit increases due to cost of living adjustments, filling of vacancies, resumption of programs as well as new staffing for the opening of the Clark Centre for the Arts, continuation of the CaféTO program, and support for the new Film Permitting Fees.

Services and Rents:

In 2021, EDC launched large scale initiatives, ShowLoveTO, a program in response to the effects of COVID-19, and ArtworxTO. City Events were either cancelled or modified and programming for Museums, Cultural Centres and International was reduced. The reduction in 2022 is due to the conclusion of the ShowLoveTO program and the winding down of ArtworxTO which was partially offset by the reinstatement of the International Program, production and enhanced funding for Nuit Blanche 2022 and programming of other events/activities.

Grants and Transfers:

Increase is largely from the ramping up of the Main Street Recovery and Rebuild (MRRI) initiative as well as the Indigenous Centre for Innovation and Entrepreneurship (ICIE) both funded by FedDev. In 2021, grants were low due to the cancellation of the Royal Agricultural Winter Fair, and less uptake to other programs due to continued COVID-19 impacts such as the Toronto Significant Event Investment Program (TSEIP).

Contributions To Reserves/Reserve Funds:

A one-time contribution, made available through EDC's underspending, to the under-funded Major Special Events Reserve Fund (MSERF) in 2021 to support the planning and other municipal service delivery as well as enhanced City programming costs associated with major special events is not anticipated to continue in 2022.

Provincial Subsidies:

In 2021, one-time COVID-19 funding was received for Museums, and ShowLoveTO and ArtworxTO. In 2022, funding is expected to be lower due to the conclusion of agreements for Enterprise Toronto and Film Workforce Development as well as the conclusion of ShowLoveTO.

Federal Subsidies:

Increase in 2022 due to the ramping up of Main Street Recovery and Rebuild (MRRI) initiative and the Indigenous Centre for Innovation and Entrepreneurship (ICIE) which receive FedDev funding.

Contribution from Reserves/Reserve Funds:

Reversal of one-time reserve fund draws for special 2021 initiatives offset by an expected increase in draw for the Toronto Special Events Investment Program (TSEIP).

Sundry and Other Revenues:

Reduced sponsorship funding targets with conclusion of ShowLoveTO program and the final year for ArtworxTO.

Offsets and Efficiencies:

The 2022 Operating Budget includes \$0.979 million in gross and net expenditures reductions attributed to:

One-time Reduction to Travel

- Due to continued COVID19 impacts and upcoming municipal election, travel is anticipated to be less in 2022.

One-time Reduction to Info-to-Go program

- A reduction to the program due to anticipated lower tourism visitation levels in Toronto.

Line-by-Line Review

- A reduction in base budget expenditure requirements (includes items such as materials and supplies and services and rents) to reflect actual experience and efficiencies.
- Reduction based on an analysis of EDC's current vacancies and the anticipated time it will take to fill positions; as well as any potential leaves and recruitment delays to align with expected actuals. EDC continues to actively recruit and fill vacant positions.

Table 2b: 2021 New / Enhanced

New / Enhanced Request	2022				2023 Annualized Gross	Equity Impact	Support Climate Initiatives	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions				
In \$ Thousands								
1		700.0	700.0		1,665.2	High - Positive	No	Supports Poverty Reduction Strategy 11.4.2. Provide Indigenous residents and business owners a safe, supportive space to further develop entrepreneurial skills.
2		100.0	100.0		100.0	Low - Positive	No	Build Back Stronger to advance Cultural Engagement by expanding Nuit Blanche to allow for equitable distribution of resources to neighbourhoods in Toronto with racialized communities, youth, newcomers and attract residents of all demographics to participate.
3		20.0	20.0		20.0	Low - Positive	No	Build Back Stronger to advance Cultural Engagement by providing stable funding for Canada Day programming.
4		500.0	500.0		1,000.0	Medium - Positive	No	Invest in people and Neighbourhoods, Poverty Reduction Strategy and Build Back Stronger by increasing funding to cultural engagement.
5		250.0	250.0		480.0	Medium - Positive	No	Supports Poverty Reduction Strategy, Advancing Equity and Inclusion, CABR, and Build Back Stronger.
6		83.3	83.3	1.0	116.9	Low - Positive	No	Supports Poverty Reduction Strategy 5.2.3. Improve program access for youth facing structural inequities through a review development process.
7		180.0	180.0		42.0	Low - Positive	No	MM 24.36. Funding for consultant advisor with experience in engaging with equity-deserving groups, marginalized and diverse communities.
Total New / Enhanced		1,833.3	1,833.3	1.0	3,424.1			

The 2022 Operating Budget includes \$1.833 million gross and net in investments to support priority actions as detailed in the table above.

Start-up and On-going Funding for Indigenous Centre for Innovation and Entrepreneurship (ICIE) (\$0.700 million gross and net):

- The ICIE will provide Indigenous residents and business owners of Toronto and beyond a space to further develop entrepreneurial skills, nurture and grow successful Indigenous-led business ventures, and celebrate Indigenous culture and community. The development and start-up of the ICIE is partially funded through a five-year \$5.0 million Contribution Agreement with the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). Under the terms of this agreement, City operating expenses related to the ICIE of up to \$9.87 million are cost-shared on a 49.33% City / 50.67% FedDev Ontario basis.
- Funding of \$0.700 million in 2022 is to cover the City portion of the start-up expenses in 2022. Additional funding will be required in 2023 and in 2024 to provide an ongoing operating grant to the operator of the ICIE.

City-wide Nuit Blanche Program Expansion (\$0.100 million gross and net):

- Enhanced funding for Nuit Blanche allows for the expansion of the event outside the downtown core. Nuit Blanche was cancelled in both 2020 and 2021. In 2022 the event will return and expand across the City to help promote inclusive arts recovery as well as help to establish large-scale, City-led programming outside the core. It will also increase investment in underserved communities in the inner suburbs.

Base Funding for Canada Day Programming (\$0.020 million gross and net):

- An annual Canada Day event has been produced by EDC funded through sponsorship and grants and a reallocation of any internal savings. By providing base funding, it would allow EDC for a consistent investment to leverage against outside funding and allow for stable program delivery.

Increase to Toronto Arts Council (TAC) Grants (\$0.500 million gross and net):

- TAC, in its role as the City's arm's-length arts funding body, will invest in the arts to strengthen the vitality and liveability of Toronto and assist in the city's economic and social recovery. As a strong partner of the City, TAC will work to meet the objectives of the Council-approved Building Back Stronger report. The enhancement will increase the total operating grant to TAC to \$25.555 million.

CABR Black Food Sovereignty Report and Plan - EDC Initiatives (\$0.250 million gross and net):

- Funding will support the City's efforts to improve health outcomes for Black residents and realize more equitable outcomes and wellbeing for Black residents. Initiatives will advance workforce development, business training supports and priority access to kitchen space and industrial food production facilities for Black Torontonians, Black entrepreneurs and Black-owned and Black-operated food businesses. Funding will also support the North York Food Hall (Food Incubator Tenancy Program) project, a program that will encourage the establishment and initial growth of small food businesses in the city and will provide below market rent for space in the food hall equipped with commercial grade kitchen appliances. This request is in response to *EC24.9 - Toronto Black Food Sovereignty Plan*.

Youth Services Review Position (\$0.083 million gross and net):

- A new permanent program evaluator position to review and implement the youth services framework for all EDC Youth Programs. The position will look at reducing barriers to program access for youth, particularly those at risk as well as look for enhancements to youth components of existing programs.

Cultural District Designation Program and Little Jamaica Cultural District Master Plan (\$0.180 million gross and net):

- One-time funding to hire a consultant to help develop a Cultural District Master Plan for the Little Jamaica Neighbourhood. This is in direct response to the *MM24.36 Supporting Black-Owned and Operating Businesses and Preserving the Cultural Heritage of Eglinton Avenue West's "Little Jamaica"*. The Cultural District Designation and Little Jamaica Cultural District Plan will enable changes required to promote economic growth while addressing barriers and improving conditions.

Note:

1. For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions, [Appendix 3](#) for a more detailed listing and descriptions of the 2022 Service Changes and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	13,220.0	16,937.2	18,980.6	10,992.6
Gross Expenditures	90,201.9	97,776.8	102,130.7	93,375.2
Net Expenditures	76,981.9	80,839.6	83,150.1	82,382.6
Approved Positions	N/A	323.9	321.9	317.9

Key drivers

The 2023 Outlook with total gross expenditures of \$102.131 million reflects an anticipated \$4.353 million or 4.45 per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlooks expects a decrease of \$8.756 million or 8.57 per cent below the 2023 gross expenditures.

These changes arise from the following:

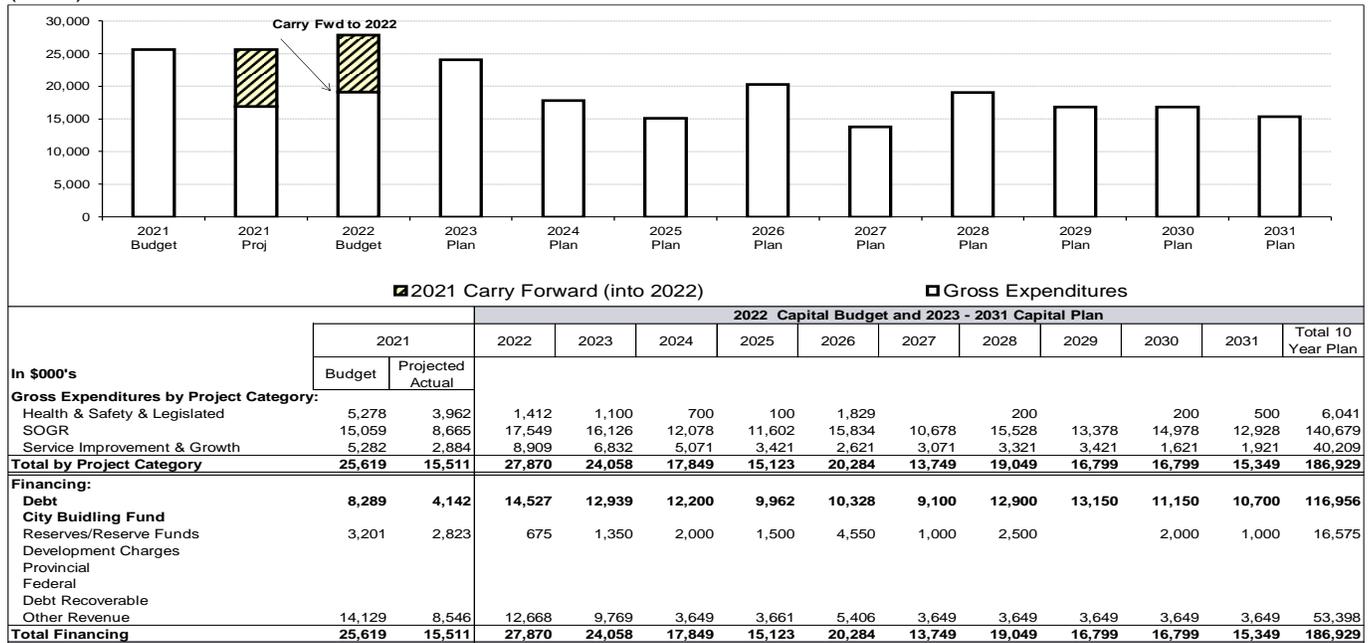
- **Salaries and Benefits:** Reversal of one-time hiring delays and reduction to part-time staffing for Art Centres and Info-To-Go program in 2023 as well as inflationary increase in both 2023 and in 2024. Further, in 2024, 4 temporary positions funded by FedDev will no longer be required due to project conclusion.
- **Impacts of 2022 decision:** Main Street Recovery and Rebuild (MRRI) initiatives funded by FedDev increases by \$2.41 million gross, net \$0 in 2023 and decreases by \$6.572 million gross, \$0 net in 2024 when the project concludes. Start up and on-going funding for ICIE increases in 2023 and decreases in 2024 when the ICIE opens and begins operations. Also includes the 2nd year of phased-in new requests.
- **Revenue Changes:** COVID-19 recovery impacts on user and non-user fees in 2023 and 2024 and federal/provincial funding increase of \$2.409 million in 2023, with a decrease of \$8.431 million in 2024 from federally funded projects.

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$000)



Changes to Existing Projects
(\$0.80 Million)

The 2022-2031 Capital Budget and Plan reflects the following key changes to existing projects over the nine common years (2022-2030):

- \$4.50 million – Increase in *Commercial Façade Improvement Program* for expansion of funding to businesses that are not part of a BIA and increasing the range of eligible improvements and grants to cover all building facades
- \$1.35 million – Increase in *Mural Program* to support retail sector to accommodate rising demand for grants and increasing costs to produce murals
- \$(2.40) million – Decrease in *BIA Equal Share Program* to fund increase in *Mural Program*
- \$(2.35) million – Decrease in *BIA Financed Funded Project* due to lower uptake of this program from the BIAs

New Projects
(\$1.65 Million)

The 2022-2031 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$0.50 million – *Howard Monument Restoration* for phase 2 of conservation
- \$0.50 million – *Digital Services Delivery (Phase 3)* for future digitalization
- \$0.30 million – *Collections Facility* for replacement of distribution system
- \$0.25 million – *Indigenous Artwork Exhibition Place*, funded by Planning Act Revenue
- \$0.10 million – *Monument to the Second Century* restoration

Capital Needs Constraints
(\$68.95 Million)

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

- \$67.00 million – Design and Construction of the *Museum of Toronto* as part of the restoration of Old City Hall
- \$1.25 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 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2022 – 2031 CAPITAL BUDGET AND PLAN**\$186.9 million 10-Year Gross Capital Program**

		
Aging Infrastructure/SOGR	Health and Safety and Legislated	Service Improvement, Enhancement and Growth
\$140.7 M 75.3%	\$6.0 M 3.2%	\$40.2 M 21.5%
<ul style="list-style-type: none"> • Young People's Theatre <input checked="" type="checkbox"/> • Assembly Hall Mechanical <input checked="" type="checkbox"/> • Cedar Ridge Creative Arts Centre Restoration <input checked="" type="checkbox"/> • Various Heritage, Public Arts Buildings and Museums Maintenance • Various BIA Projects 	<ul style="list-style-type: none"> • Legislated Mechanical & Electrical <input checked="" type="checkbox"/> • AODA • Casa Loma 	<ul style="list-style-type: none"> • Indigenous Centre for Innovation and Entrepreneurship • EDC Digital Service Delivery • Streetscape Master Plan Program • Commercial Façade Improvement Program • Various Projects at Fort York • Museum of Toronto Planning Study • DUKE Height Business Improvement Area Public Art

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

How the Capital Program is Funded

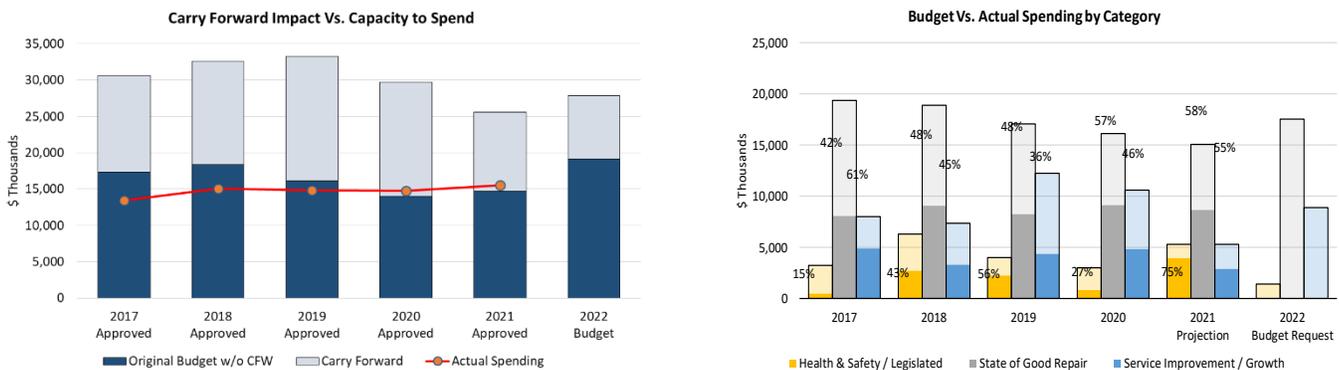
City of Toronto		Provincial Funding	Federal Funding
\$186.9 M 100%		\$0.0 M 0%	\$0.0 M 0%
Debt	\$117.0 M		
Reserve Draws	\$16.6 M		
Other	\$53.3 M		

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-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.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

The 2022 Capital Budget of \$27.87 million (including carry forward funding of \$8.73 million) is lower than the historic 5-year average budget of \$30.4 million.

EDC reviewed its historical capital spending trends and capacity to deliver projects. Approximately \$9.27 million in capital spending originally cash flowed in 2022 has been deferred to future years compared to last year’s 10-Year Plan. Key adjustments to the Capital Plan is noted below:

- The *BIA Financed Funded* project and *BIA Equal Share Funding* projects' 2022 cash flow have been deferred to future years by \$4.70 million and \$1.39 million respectively as a result of realignment of cash flow based on historical trend.
- *John Street Public Art Project's* 2022 cash flow has been deferred to future years in the amount of \$1.58 million to coordinate with other City Divisions and \$2.0 million from the *Casa Loma* project has been deferred to 2024.

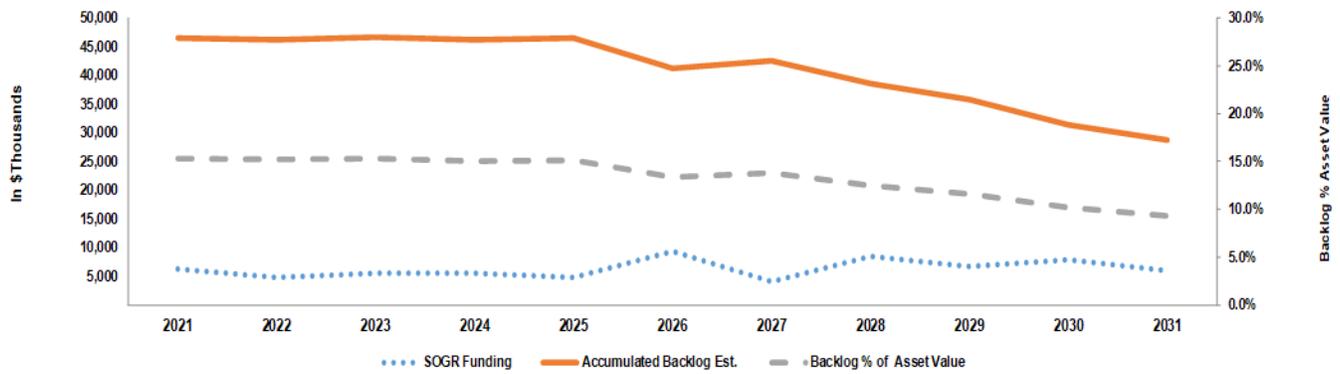
Despite the key adjustments noted above, EDC still requires cash flow funding of \$27.87 million in 2022 to continue the capital work. Economic Development and Culture’s actual spending over the previous five years, from 2016 to 2020, has averaged \$15.10 million per year. In 2021, EDC is forecasting to spend \$15.51 million or 61% of the 2021 Council Approved Capital Budget. The 2022 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, Spadina Museum) to meet health and safety standards
- To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog which includes Montgomery’s Inn restoration, Fort York restoration and various Heritage and Cultural Buildings
- Construction of the Indigenous Centre for Innovation and Entrepreneurship to provide space and support for Indigenous entrepreneurs looking to build businesses, social enterprises, not-for-profits, collectives or cooperatives

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 3: Total SOGR Funding & Backlog



\$ Thousands	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SOGR Funding	6,311	4,830	5,500	5,550	4,800	9,300	4,100	8,446	6,650	7,900	5,950
Accumulated Backlog Est.	46,545	46,277	46,605	46,187	46,571	41,264	42,584	38,631	35,798	31,449	28,686
Backlog % of Asset Value	15.3%	15.2%	15.3%	15.0%	15.2%	13.4%	13.8%	12.5%	11.6%	10.2%	9.3%
Total Asset Value	304,484	304,484	305,084	307,384	307,384	308,584	308,584	308,584	308,584	308,584	308,584

*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 2022-2031 Capital Budget and Plan will fund \$140.70 million of SOGR projects (\$63.03 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 division's portfolio will decrease from \$46.55 million in 2021 to an anticipated \$28.69 million by 2031, while the backlog remains at approximately 9.3% of asset value.
- Economic Development and Culture have completed a Building Condition Audit (BCA) for the Young People's Theatre. This BCA identified approximately \$5.00 million in SOGR work over the next 10 years and \$2.0 million has been added in the SOGR backlog for 2022 to begin addressing aging facility. 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 2022 Capital Budget will impact the 2023 Operating Budget by a total of \$0.117 million net arising from completing the *EDC Digital Service Delivery Phase 2* project, as shown in Table 4 below.

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

Projects	2022 Budget		2023 Plan		2024 Plan		2025 Plan		2026 Plan		2022-2026		2022-2031	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Digital Service Delivery Phase 2			117.0	1.0							117.0	1.0		
Sub-Total: Previously Approved			117.0	1.0							117.0	1.0		
Total (Net)			117.0	1.0							117.0	1.0		

The *Economic Competitiveness Data Management System* project will result in net operating costs of \$0.117 million in 2023 arising from completing the *Digital Service Delivery Phase 2* project. Additional staff is required to administer and conduct maintenance of the *Digital Service Delivery System*.

Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
Revenue Loss				
Reduction to Fees at Museums and Art Centres	923.3	(885.1)	(55.0)	830.1
Reduction to Retail Revenues at Toronto History Museums		(73.0)	(25.6)	47.4
Change to Sponsorship and Historical Revenues	293.0	(714.3)		714.3
Sub-Total	1,216.3	(1,672.4)	(80.6)	1,591.8
Expenditure Increase				
Continuing CafeTO into 2022 & Beyond			218.7	218.7
Sub-Total			218.7	218.7
Support from Other Levels of Gov't				
Main Street Recovery & Rebuild Initiative (MRRRI)		6,213.7	6,213.7	-
Sub-Total		6,213.7	6,213.7	-
Total COVID-19 Impact	1,216.3	4,541.4	6,351.8	1,810.5

Appendix 2

2022 Balancing Actions

(\$000s)									
Recommendation	Savings Type	Equity Impact	2022				2023 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
One-Time Reducton to Travel	Line By Line	None		(50.5)	(50.5)		50.5	50.5	
One-Time Reducton to Info-To-Go	Line By Line	None		(84.7)	(84.7)		84.7	84.7	
Line By Line Review	Line By Line	None		(5.7)	(5.7)				
Line by Line Review to Reflect Vacancy Experience	Line By Line	None		(837.7)	(837.7)	0.0	837.7	837.7	
Total Balancing Actions				(978.5)	(978.5)	0.0	972.9	972.9	-

One-time Reduction to Travel

- Due to continued COVID-19 impacts and upcoming municipal election, travel is anticipated to be less in 2022.

One-time Reduction to Info-to-Go program

- A reduction to the program due to anticipated lower tourism visitation levels in Toronto.

Line-by-Line Review

- A reduction in base budget expenditure requirements (includes items such as materials and supplies and services and rents) to reflect actual experience and efficiencies.

Line-by-Line Review to Reflect Vacancy Experience

- Reduction based on an analysis of EDC's current vacancies and the anticipated time it will take to fill positions; as well as any potential leaves and recruitment delays to align with expected actuals. EDC continues to actively recruit and fill vacant positions.

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25229		Nuit Blanche Program Expansion						
74	Positive	Description:						
<p>With \$0.100 million in enhanced funding from the city, EDC is proposing to build on the successful expansion of Nuit Blanche to Scarborough in 2018 and expand city-produced programming initiatives, community arts and institutional partnerships, and outreach into new audiences outside the downtown core. Nuit Blanche 2022 will feature city-produced exhibitions in previously established neighbourhoods in the downtown core around Toronto City Hall, the financial district, the Waterfront and in Scarborough, and will expand to new areas of the city. The proposed expanded model will continue in 2023 and beyond.</p>								
Service Level Impact:								
<p>The current scope of the event relies heavily on the Sponsorship unit to secure significant private and public sector funds based on an approximately 30% City funding to 70% external funds split. With the expanded footprint of the event and commensurate budget increase, the proposed base funding maintains the 30/70 ratio of city to external revenues.</p>								
Equity Statement:								
<p>The increase to Nuit Blanche's base budget proposal's overall equity impact is low positive. Access to training and/or employment, access to City services, and sense of identity and belonging will be positively impacted for Indigenous, Black, racialized and 2SLGBTQ+ residents. Part of the programming for Nuit Blanche 2022 will be developed in partnership with Indigenous/Black-led and/or -serving organizations. In addition, artists who are Black, Indigenous, racialized and 2SLGBTQ+ will be prioritized to ensure that events reflect the diversity of Toronto's population. This will build on the success of Nuit Blanche 2020, for which 100% of the artists engaged were Indigenous, Black and racialized. An intersectional analysis reveals that the increase will also benefit youth who are Black, Indigenous and racialized by reducing barriers to participation for a segment of the population who often do not have many opportunities to be engaged in arts and cultural activities and in offering increased opportunities to see themselves represented in the work of artists who are from cultures and experiences like their own. Finally, the enhanced funding will also allow Nuit Blanche city-produced exhibitions to be expanded areas outside the downtown core, which will help attract new audiences. Presenting Nuit Blanche in previously underrepresented areas of the city brings the work directly to residents, further reducing barriers to participation. Targeted outreach and marketing will offer the opportunity for audiences to experience the work of Indigenous, Black, racialized and 2SLGBTQ+ in their own neighbourhoods, will engage local artists, arts organisations and businesses and further elevate a sense of place and belonging through the lens of arts and culture.</p>								
Service: Arts Services								
Total Staff Recommended Changes:			100.0	0.0	100.0	0.00	0.0	
Staff Recommended New/Enhanced Services:			100.0	0.0	100.0	0.00	0.0	
25230		Increase to TAC Grants						
74	Positive	Description:						
<p>TAC, in its role as an arm's-length arts funding body, will invest in the arts to strengthen the vitality and liveability of Toronto and assist in the city's economic and social recovery. With enhanced support of \$0.5 million, TAC will increase funding to address demand for black arts programming, demand for project & individual artists' grant programs, the Open Door program which focusses on innovation and pandemic recovery and a small increase to internal operations to ensure accountable outreach and program delivery.</p>								
Service Level Impact:								
<p>TAC currently receives \$25.055 million from the City for its Grant Program and for Operations. This \$0.5 million increase will be primarily directed to TAC's Grant Program.</p>								
Equity Statement:								
<p>The overall equity impact of this proposal is medium positive. The proposed enhancement will result in an increase in funding to the Black Arts program, and the mentorship component to be added through this funding will positively impact access to training and/or employment and sense of identity & belonging for Black artists and/or organizations that are meaningful for Black communities. Indigenous, racialized, 2SLGBTQ+, and artists with disabilities will also have increased access to training and/or employment through this enhancement as more grants will be available to address increased demands resulting from outreach to Indigenous, Black and equity-deserving communities. Finally, an intersectional analysis reveals that youth from Indigenous, Black and equity-deserving communities will have increased opportunities to participate in arts programs, which will result in positive impacts on their sense of identity and belonging.</p>								
Service: Arts Services								
Total Staff Recommended Changes:			500.0	0.0	500.0	0.00	500.0	
Staff Recommended New/Enhanced Services:			500.0	0.0	500.0	0.00	500.0	

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
25258		Little Jamaica Cultural District Master Plan and Designation						
74	Positive	Description:						
<p>One-time funding of \$0.223M (\$0.180M in 2022 and remaining in 2023) is required in order to procure a public consultation consultant that has significant experience engaging with equity-deserving groups, marginalized and diverse communities, business owners, as well as demonstrated experience of effective virtual and in-person consultations.</p> <p>Service Level Impact:</p> <p>The purpose of the Little Jamaica Initiative is to support the highest concentration of Black and Caribbean-owned and operated businesses in Toronto. This initiative is about shaping change so growth will occur and it officially recognizes the significant Jamaican-Caribbean cultural heritage of Toronto's Eglinton West neighbourhoods, and create a welcoming area for African, Black and Caribbean businesses, cultural activities and ethical tourism to ensure the area's future vibrancy. The Cultural District Master Plan will recognize the local Jamaican-Caribbean cultural heritage, support racially inclusive commercial vitality, propose multi-faceted strategies to elevate the area's African, Black and Caribbean cultural identity, increase access to affordable space and housing, and implement a planning framework that guides future growth for the area. Equitable community engagement processes will inform and direct this work.</p> <p>Equity Statement:</p> <p>The budget proposal refers to the need of a program advisory consultant who is required for two interrelated projects: the Little Jamaica Cultural District Plan and developing a Cultural District Designation for Toronto. The proposal will have a positive impact on access to civic engagement and community participation, and sense of identity and belonging. The Little Jamaica Cultural District Master Plan is a response to the community's desire to protect and enhance the African, Black and Caribbean cultures and businesses along Eglinton Avenue West. It is also part of the City of Toronto's commitment to confronting anti-Black racism and supporting Black communities to grow in place. It also will recognize the local Jamaican-Caribbean cultural heritage, Black cultural heritage more broadly and include all local residents and business owners who've contributed to the community's vibrant character. The proposal has been analysed at the definition & planning stage for potential impacts on Indigenous, Black and Equity-deserving groups of Toronto, and the overall equity impact is low positive. The consultant will develop strategies access for the Black community and Black/Caribbean-owned and operated businesses' access to affordable childcare, access to affordable eldercare, access to affordable housing, access to city information, access to city services, access to city spaces, access to economic development opportunities, access to food, access to health services, access to parenting supports, access to public transit, access to shelters, access to training and/or employment, civic engagement & community participation, experience of discrimination & prejudice, sense of identity & belonging and safety & security will be positively impacted. The proposal will help create the Cultural District Designation Program and Little Jamaica Cultural District Master Plan, which will: acknowledge Little Jamaica as a Cultural District within the City of Toronto recognize the local Jamaican-Caribbean cultural heritage, support racially inclusive commercial vitality, propose multi-faceted strategies to elevate the area's African, Black and Caribbean cultural identity, increase access to affordable space and housing, and be informed by a planning framework that guides future growth for the area Both the Cultural District Designation Program and Little Jamaica Cultural District Master Plan will involve community leaders from Black, Indigenous and equity-deserving populations, local businesses and community stakeholders in the visioning and designing of the engagement process, execution and outcomes. The Cultural District Designation Program and Little Jamaica Cultural District Master Plan will apply a confronting anti-Black racism lens to all deliverables, advance the City Council adopted eight Calls to Action from the Truth and Reconciliation Commission of Canada's Report, and ensure that all project services and deliverables comply with the Accessibility for Ontarians with Disabilities Act (AODA).</p>								
Service: Business Services								
Total Staff Recommended Changes:			180.0	0.0	180.0	0.00	(138.0)	(42.0)
Staff Recommended New/Enhanced Services:			180.0	0.0	180.0	0.00	(138.0)	(42.0)

25400		Black Food Sovereignty Report and Plan - EDC Initiatives					
74	Positive	Description:					
<p>Funding of \$0.250M is recommended to support the City's efforts to improve health outcomes for Black residents and realize more equitable outcomes and wellbeing for Black residents. Specifically, \$0.100M will be used for accessible infrastructure to improve access to assets that drive economic and social benefit in Black communities, including but not limited to community kitchens and other facilities to expand equitable access to development and community food education opportunities. This will be done by providing funding to support partnering with not-for profit organizations to develop start up food and beverage production programming for Black Torontonians and increasing access to Museums and Cultural Centre kitchen space. \$0.150M will be used to provide support to the North York Food Hall (Food Incubator Tenancy Program) project.</p> <p>Service Level Impact:</p> <p>These Economic Development and Culture initiatives are new programs in support of the Black Food Sovereignty Plan and fill a service gap that the division does not currently have resources to address.</p> <p>Equity Statement:</p> <p>EDC's initiatives under the Black Food Sovereignty Plan have been analyzed at the execution and implementation stage for potential impacts on Indigenous, Black and equity-deserving communities, and the overall equity impact is medium positive. Black residents living on a low income will experience improved access to City services, access to City spaces, access to economic development opportunities, access to food, access to health services, access to training and/or employment, civic engagement & community participation; and will experience improved outcomes regarding discrimination & prejudice, pay equity, sense of identity & belonging and safety & security. This proposal will help remove barriers to important food assets for Black, Black-led, and Black-serving organizations. Projects in EDC under the Black Food Sovereignty Plan will seek to: identify and establish sustained supports for food focused Black, Black-led and Black-serving organizations and Black food sovereignty community infrastructure, engage, align, and leverage new and existing City strategies and initiatives to advance systems change and shared goals to realize Black food sovereignty outcomes, improve access to Black food networks.</p>							

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2023 Plan Net Change	2024 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Arts Services						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	40.0	0.0
		Service: Business Services						
		Total Staff Recommended Changes:	200.0	0.0	200.0	0.00	40.0	0.0
		Service: Entertainment Industries Services						
		Total Staff Recommended Changes:	0.0	0.0	0.0	0.00	25.0	0.0
		Service: Museums & Heritage Services						
		Total Staff Recommended Changes:	50.0	0.0	50.0	0.00	125.0	0.0
		Staff Recommended New/Enhanced Services:	250.0	0.0	250.0	0.00	230.0	0.0

25401 Youth Services Review

74 Positive

Description:

Funding of \$0.083M is requested to create a Program Evaluator position to monitor and evaluate all youth programs in EDC in order to provide clear data on the impacts of these programs and services. This data will also be used to evaluate program design and make recommendations for greater impact, including enhancements. Identified, high impact youth programs include Cultural Hotspot Youth Mentorship Program and the Toronto History Museums Youth Volunteer Program.

Service Level Impact:

Currently there is no consistent monitoring and evaluation of EDC's Youth Programs. The creation of a new position will allow collection and monitoring to occur.

Equity Statement:

The Youth Services Review's overall equity impact is low positive. The initiative will build the City's capacity to monitor, evaluate and design programs that deliver meaningful outcomes for Toronto's youth, particularly youth who face structural inequities. It will ultimately increase youth's access to City spaces and access to economic development opportunities. More specifically, the proposal includes implementing data capture and analysis for all EDC youth programs to conduct impact analysis and support future program enhancements. This will help reduce barriers to access for youth facing structural inequities, and will advance the City's ability to provide meaningful engagement, mentorship and employment for youth. An intersectional analysis reveals that access to training and/or employment, access to City services and sense of identity & belonging will be positively impacted for youth from diverse communities across Toronto, including Indigenous, Black and equity-deserving ones.

Service: Arts Services

Total Staff Recommended Changes: 20.8 0.0 20.8 0.25 8.4 1.3

Service: Business Services

Total Staff Recommended Changes: 20.8 0.0 20.8 0.25 8.4 1.3

Service: Entertainment Industries Services

Total Staff Recommended Changes: 20.8 0.0 20.8 0.25 8.4 1.3

Service: Museums & Heritage Services

Total Staff Recommended Changes: 20.8 0.0 20.8 0.25 8.4 1.3

Staff Recommended New/Enhanced Services:

83.3 0.0 83.3 1.00 33.6 5.3

Summary:

Staff Recommended New / Enhanced Services: 1,833.3 0.0 1,833.3 1.00 1,590.8 (603.2)

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2022 Total			Incremental Change			
	\$	\$	Position	2023 Plan		2024 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
Council Directed:							
Cost Recovery Program for Dundas Street Renaming	300.0	300.0		(100.0)		(200.0)	
Total 2022 New / Enhanced Services	300.0	300.0		(100.0)		(200.0)	

Enhancements totalling \$0.300 million gross and net are currently not included in 2022 Operating Budget for Economic Development and Culture. At its meeting of July 14, 2021, City Council adopted a staff report entitled "*Recognition Review Project Update and Response to the Dundas Street Renaming Petition*" in which the City Manager was directed to establish a cost recovery program to ensure that Dundas Street businesses will not suffer any negative financial impact related to changing the name of Dundas Street. Please refer to the attached link for the staff report and Council decisions <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX25.1>. This budget enhancement is to support the development and creation of a cost recovery program in Economic Development and Culture for Dundas Street Renaming.

This new/enhanced initiative requires a comprehensive City-wide coordinated effort and approach. The staff working group will report back with a new framework to City Council in Q2 2022 including detailed implementation considerations and the process for putting the new guiding principles and enhanced policies into practice. The final framework will be recommended to City Council at the same time as a proposed new name for Dundas Street.

Appendix 6

2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	10,595	11,205	7,549	7,573	7,605	7,549	7,549	7,549	7,549	7,549	82,272		68,773	13,499
ED002	Collections Care	500	200	100	350	400	350	350	400	200	500	3,350		2,500	850
ED003	Cultural Infrastructure Development	1,438				2,029	600	300	900			5,267	1,913	305	3,049
ED004	Economic Competitiveness Data Mgmt System	473	250	250								973			973
ED005	Indigenous Ctr for Innovation & Entrepreneurship	4,550	3,253									7,803			7,803
ED006	Major Maintenance <input checked="" type="checkbox"/>	3,622	1,500	1,200	1,600	1,500	500	1,600	2,150	1,750	900	16,322	2,895	13,427	
ED007	Refurbishment and Rehabilitation	100	500	1,450		500	500	1,100	600	200	400	5,350		3,650	1,700
ED008	Restoration/Preservation of Heritage Elements <input checked="" type="checkbox"/>	5,687	5,570	4,300	3,600	7,550	3,550	6,850	4,000	6,800	5,700	53,607	1,233	52,024	350
ED009	Service Enhancement <input checked="" type="checkbox"/>	905	1,580	3,000	2,000	700	700	1,300	1,200	300	300	11,985			11,985
Total Expenditures (including carry forward from 2021)		27,870	24,058	17,849	15,123	20,284	13,749	19,049	16,799	16,799	15,349	186,929	6,041	140,679	40,209

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
ED001	BIA	10,595	6,316									16,911	11,572		5,339
ED002	Collections Care	500										500			500
ED003	Cultural Infrastructure Development	1,438				1,729						3,167	3,167		
ED004	Economic Competitiveness Data Mgmt System	473										473	473		
ED005	Indigenous Ctr for Innovation & Entrepreneurship	4,550	3,253									7,803	7,803		
ED006	Major Maintenance	3,622	1,100									4,722	2,672	400	1,650
ED007	Refurbishment and Rehabilitation	100										100	100		
ED008	Restoration/Preservation of Heritage Elements	5,687	2,650	150	250							8,737	5,387	625	2,725
ED009	Service Enhancement	905	830									1,735	635		1,100
	Total Expenditure (including carry forward from 2021)	27,870	14,149	150	250	1,729						44,148	31,809	1,025	11,314

Appendix 6b

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2023 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	4,889	7,549	7,573	7,605	7,549	7,549	7,549	7,549	7,549	65,361		53,772	11,589
ED002	Collections Care	200	100	350	400	350	350	400	200	500	2,850		2,200	650
ED003	Cultural Infrastructure Development				300	600	300	900			2,100			2,100
ED004	Economic Competitiveness Data Mgmt System	250	250								500			500
ED006	Major Maintenance	400	1,200	1,600	1,500	500	1,600	2,150	1,750	900	11,600	1,500	10,100	
ED007	Refurbishment and Rehabilitation	500	1,450		500	500	1,100	600	200	400	5,250		3,650	1,600
ED008	Restoration/Preservation of Heritage Elements	2,920	4,150	3,350	7,550	3,550	6,850	4,000	6,800	5,700	44,870	700	44,170	
ED009	Service Enhancement	750	3,000	2,000	700	700	1,300	1,200	300	300	10,250			10,250
Total Expenditures		9,909	17,699	14,873	18,555	13,749	19,049	16,799	16,799	15,349	142,781	2,200	113,892	26,689

Appendix 7

Reporting on Major Capital Projects: Status Update

Division/Project name	2021 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											
The Guild Cultural Revitalization	686	675	686	6,318	6,308	On Track	Sep-18	Jun-21	Sep-21	Ⓞ	Ⓞ
Comments:	COMPLETED Arts Services is occupying the building. Soft Launch will commence Oct 16th, Landscaping deficiencies were completed in September. Construction is 100% complete, final approvals and sign-offs in progress.										
Explanation for Delay:											
Casa Loma Phase 10	3,048	1,603	2,500	3,800	2,355	On Track	Jan-19	Dec-21	May-22	Ⓞ	Ⓜ
Comments:	Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continues in Q3 2021 and the contractor continues to make good progress. The perimeter wall and front courtyard will be fully completed by the end of November 2021. However, due to operational requirements from the tenant we are not able to perform asphalt replacement work on the west parking lot in October. Additionally, asphalt plants usually close in mid-November as this work is temperature dependent. Therefore, there is not enough time this year to perform the asphalt replacement in the west parking lot and this work is deferred till Spring 2022.										
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 Project Cost

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
NOT INCLUDED													
<i>Museum of Toronto</i>	67.00		67.00	0.10	0.50	1.00	5.00	35.00	25.00				0.40
<i>Guild Public Art & Monument Conservation</i>	1.25		1.25	0.30	0.25	0.20	0.20	0.10					0.20
<i>Building Condition Audits</i>	0.70		0.70	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
Total Needs Constraints (Not Included)	68.95		68.95	0.47	0.82	1.27	5.27	35.17	25.07	0.07	0.07	0.07	0.67

In addition to the 10-Year Capital Plan, staff have also identified \$68.95 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.

- **Museum of Toronto** project is part of the original design for Old City Hall (OCH) which was to include a branch of the Toronto Public Library (TPL), and a Museum of Toronto. Financial analysis completed as part of a study done by CREM projected \$67.00 million for the design and construction of the museum within the rehabilitated heritage building (OCH). Economic Development and Culture requires a capital budget to execute this project according to Council direction. Community consultation commenced in Q4 2019 but was suspended in March 2020 with the COVID lockdown. A fund-raising and sponsorship strategy still needs to be developed. Although the Courts still plan to vacate the building mid-2022, the City's project to restore and revitalize the building is uncertain.
- **Guild Public Art and Monument Conservation** project at the Guild requires \$1.25 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 \$0.70 million to complete building condition audits (BCA) for Heritage Properties in the Economic Development and Culture 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, Economic Development and Culture would not achieve that standard.

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

Table 9c - User Fees for Discontinuation

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	Year Introduced	Reason for Discontinuation
EC004	Colborne Lodge - Adult/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC005	Colborne Lodge - Child/General Admissions	Museum Services	Market Based	Per Participant	\$4.42	Pre-1998	Increasing public access to Toronto History Museums
EC006	Colborne Lodge - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC007	Colborne Lodge - Youth/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC009	Fort York - Adult/General Admissions	Museum Services	Market Based	Per Participant	\$12.40	Pre-1998	Increasing public access to Toronto History Museums
EC010	Fort York-Child General Admissions	Museum Services	Market Based	Per Participant	\$5.30	Pre-1998	Increasing public access to Toronto History Museums
EC011	Fort York - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$8.85	Pre-1998	Increasing public access to Toronto History Museums
EC012	Fort York - Youth/General Admissions	Museum Services	Market Based	Per Participant	\$7.10	Pre-1998	Increasing public access to Toronto History Museums
EC017	Gibson House-Adult/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC018	Gibson House-Child/General Admissions	Museum Services	Market Based	Per Participant	\$4.42	Pre-1998	Increasing public access to Toronto History Museums
EC019	Gibson House-Senior/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC020	Gibson House-Youth/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC025	Mackenzie House-Adult/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC026	Mackenzie House-Child/General Admissions	Museum Services	Market Based	Per Participant	\$4.42	Pre-1998	Increasing public access to Toronto History Museums
EC027	Mackenzie House-Senior/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC028	Mackenzie House-Youth/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC029	Montgomery's Inn-Adult/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums

Rate ID	Rate Description	Service	Fee Category	Fee Basis	2021 Approved Rate	Year Introduced	Reason for Discontinuation
EC030	Montgomery's Inn - Child/General Admissions	Museum Services	Market Based	Per Participant	\$4.42	Pre-1998	Increasing public access to Toronto History Museums
EC031	Montgomery's Inn - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC032	Montgomery's Inn - Youth/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC033	Scarborough Historical Museum - Adult/General Admissions	Museum Services	Market Based	Per Participant	\$3.54	Pre-1998	Increasing public access to Toronto History Museums
EC034	Scarborough Historical Museum - Child/General Admissions	Museum Services	Market Based	Per Participant	\$1.77	Pre-1998	Increasing public access to Toronto History Museums
EC035	Scarborough Historical Museum - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$2.21	Pre-1998	Increasing public access to Toronto History Museums
EC036	Scarborough Historical Museum - Youth/Student/General Admissions	Museum Services	Market Based	Per Participant	\$2.21	Pre-1998	Increasing public access to Toronto History Museums
EC041	Spadina Museum - Adult/General Admissions	Museum Services	Market Based	Per Participant	\$8.85	Pre-1998	Increasing public access to Toronto History Museums
EC042	Spadina Museum - Child/General Admissions	Museum Services	Market Based	Per Participant	\$5.31	Pre-1998	Increasing public access to Toronto History Museums
EC043	Spadina Museum - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC044	Spadina Museum - Youth/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC045	Todmorden Mills - Adult/General Admissions	Museum Services	Market Based	Per Participant	\$7.08	Pre-1998	Increasing public access to Toronto History Museums
EC046	Todmorden Mills - Child/General Admissions	Museum Services	Market Based	Per Participant	\$4.42	Pre-1998	Increasing public access to Toronto History Museums
EC047	Todmorden Mills - Senior/General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums
EC048	Todmorden Mills - Youth/Student- General Admissions	Museum Services	Market Based	Per Participant	\$6.19	Pre-1998	Increasing public access to Toronto History Museums

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		192.6	104.0	102.6
Vehicle Reserve - EDC	XQ1200			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>				
EDC Program Contribution		46.4	46.4	46.4
Total Reserve / Reserve Fund Draws / Contributions		239.0	150.5	149.0
Other Program / Agency Net Withdrawals & Contributions		(135.0)	(47.9)	
Balance at Year-End		104.0	102.6	149.0

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2022	2023	2024
		\$	\$	\$
Beginning Balance		2,409.5	1,592.3	1,604.0
Major Special Event Reserve Fund	XR1218			
<i>Withdrawals (-)</i>				
Toronto Significant Event Investment Program		(525.0)		
FIFA 2026 World Cup Bid		(296.5)		
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		1,588.1	1,592.3	1,604.0
Other Program / Agency Net Withdrawals & Contributions				
<i>Interest Income</i>		4.2	11.8	13.3
Balance at Year-End		1,592.3	1,604.0	1,617.3

* Based on 9-month 2021 Reserve Fund Variance Report includes \$1 million contribution request as part of the 2021 Q3 variance report.

Inflows and Outflows to/from Reserves and Reserve Funds

2022 – 2031 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

(In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)											
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total	
XQ4002 Public Arts Reserve Fund	Beginning Balance	802	660	660	660	660	660	660	660	660	660	660	
	Withdrawals (-)												
	Public Art Development Dundas-Islington	(142)											(142)
	Total Withdrawals	(142)	-	-	-	-	-	-	-	-	-	-	(142)
	Contributions (+)												-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Balance at Year-End		660	660	660	660	660	660	660	660	660	660	660	(142)

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)											
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total	
XQ4209 Museum Donation - Spadina	Beginning Balance	320	320	20	20	20	20	20	20	20	20	20	
	Withdrawals (-)												
	Spadina Garage Restoration & AODA		(300)										(300)
	Total Withdrawals	-	(300)	-	-	-	-	-	-	-	-	-	(300)
	Contributions (+)												-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Balance at Year-End		320	20	20	20	20	20	20	20	20	20	20	(300)

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)											
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total	
XR3213 16 Ryerson Capital Maintenance	Beginning Balance	203	204	155	156	158	110	112	114	116	118		
	Withdrawals (-)												
	Theatre Passe Muraille		(50)			(50)						(100)	
	Total Withdrawals	-	(50)	-	-	(50)	-	-	-	-	-	-	(100)
	Contributions (+)												-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-	-
	Interest Income	0	1	1	2	2	2	2	2	2	2	2	16
Balance at Year-End		204	155	156	158	110	112	114	116	118	119	(84)	

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total
XR1501 Casa Loma Capital Maintenance	Beginning Balance	1	(532)	(1,532)	(3,532)	(5,032)	(9,532)	(10,532)	(13,032)	(13,032)	(15,032)	
	Withdrawals (-)											
	Casa Loma Exterior Restoration	(533)	(1,000)	(2,000)	(1,500)	(4,500)	(1,000)	(2,500)		(2,000)	(1,000)	(16,033)
	Total Withdrawals	(533)	(1,000)	(2,000)	(1,500)	(4,500)	(1,000)	(2,500)	-	(2,000)	(1,000)	(16,033)
	Contributions (+)											-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-
Balance at Year-End		(532)	(1,532)	(3,532)	(5,032)	(9,532)	(10,532)	(13,032)	(13,032)	(15,032)	(16,032)	(16,033)

* Based on 9-month 2021 Reserve Fund Variance Report

* Casa Loma distributes a portion of its accumulated surplus to contribute to the reserve. The contribution does not flow through EDC's operating budget. It is anticipated that \$16.5 million will be contributed over 2022-2031.

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR3026 Section 37	Beginning Balance	348,658	323,105	279,761	256,715	228,528	202,807	197,651	199,197	200,767	201,180	
	Withdrawals (-)											
	<i>Economic Development and Culture Withdrawals - Capital</i>	(7,248)	(3,351)			(1,652)						(12,251)
	<i>Other Division/Agency Withdrawals - Operating</i>	(1,575)	(1,575)	(1,565)	(1,565)	(1,565)	(1,565)	(1,565)	(1,565)	(1,565)	(1,565)	(15,670)
	<i>Other Division/Agency Withdrawals - Capital</i>	(17,435)	(40,640)	(23,698)	(29,828)	(25,885)	(6,729)	-	-	(1,172)	(828)	(146,215)
	Total Withdrawals	(26,258)	(45,566)	(25,263)	(31,393)	(29,102)	(8,294)	(1,565)	(1,565)	(2,737)	(2,393)	(174,137)
	Contributions (+)											
	<i>Interest Income</i>	705	2,222	2,217	3,206	3,381	3,139	3,111	3,135	3,151	3,160	27,425
Total Contributions	705	2,222	2,217	3,206	3,381	3,139	3,111	3,135	3,151	3,160	27,425	
Balance at Year-End		323,105	279,761	256,715	228,528	202,807	197,651	199,197	200,767	201,180	201,947	(146,711)

* Based on 9-month 2021 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										Total
		2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	
XR3028 Section 45	Beginning Balance	22,502	21,839	20,467	19,854	19,736	19,948	20,241	20,539	20,841	21,148	
	Withdrawals (-)											
	<i>Economic Development and Culture Withdrawals - Capital</i>	(205)	(102)			(77)						(384)
	<i>Other Division/Agency Withdrawals - Operating</i>	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(220)
	<i>Other Division/Agency Withdrawals - Capital</i>	(483)	(1,404)	(758)	(357)	-	-	-	-	-	-	(3,002)
	Total Withdrawals	(710)	(1,528)	(780)	(379)	(99)	(22)	(22)	(22)	(22)	(22)	(3,606)
	Contributions (+)											
	<i>Interest Income</i>	47	156	167	262	311	315	320	324	329	334	2,564
Total Contributions	47	156	167	262	311	315	320	324	329	334	2,564	
Balance at Year-End		21,839	20,467	19,854	19,736	19,948	20,241	20,539	20,841	21,148	21,460	(1,042)

* Based on 9-month 2021 Reserve Fund Variance Report

Appendix 11

Glossary

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 of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

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 community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

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 the TTC fare, ice rental fees and various City permits).