

2024 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 assists businesses of all sizes and partners with industry and trade associations, Business Improvement Areas (BIAs), colleges and universities and other orders of government to enhance the competitiveness, diversity, resilience, and sustainability of Toronto based enterprises and sectors.

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:

- Deliver business, sector and entrepreneurship supports -- advice, training, consultation, advocacy, networking, market intelligence, issue resolution, promotion, events, (micro) grants, etc.
- Provide advice and governance support (as local boards of the City) to, and capital project cost-share funding for, Business Improvement Areas (BIAs)
- Partner with City divisions and administer property tax rebate programs to maintain space and investment competitiveness for Toronto businesses
- Collaborate with Toronto Inc., universities and colleges, industry associations and other orders of government to attract investment in and market access for Toronto based businesses

How Much Resources (gross 2024 operating budget): \$22.4 Million

Entertainment Industries Services

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

What We Deliver:

- Entertainment Industries Development & Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Industry Promotion; Training)
- Film permitting for over 1,400 productions annually, enabling location shooting that supports the industry's \$2.6 billion production volume
- Visitor information services and strategic support to grow the visitor economy and night economy
- Equity-driven workforce development, growing production and performance space to increase investment, supporting climate-aware practices, and international promotion that draws business to Toronto

How Much Resources (gross 2024 operating budget): \$6.5 Million

Arts Services

Who We Serve: Arts and Culture Organizations, Artists, 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 Phillips Square and other City-owned locations
- Facilitate, develop, and provide access to arts venues and public art and promote the development and expansion of creative space in the city
- Provide funding to arts organizations through cultural grants programs

How Much Resources (gross 2024 operating budget): \$52.1 Million

Museum and Heritage Services

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

What We Deliver:

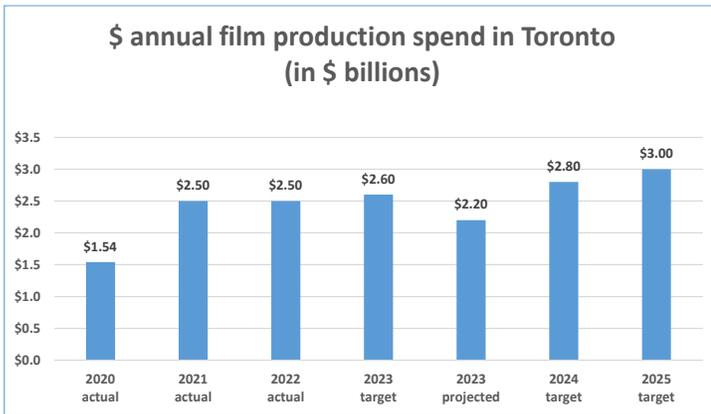
- Museum Services Development & Support (Advice, Advocacy, Consultation; Networking, Convening power; Issue resolution and facilitation; Promotion)
- Create and offer Museum activities, programs, classes, exhibits and events; provide rental opportunities for art gallery spaces, theaters, rooms for community 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 2024 operating budget): \$16.1 Million

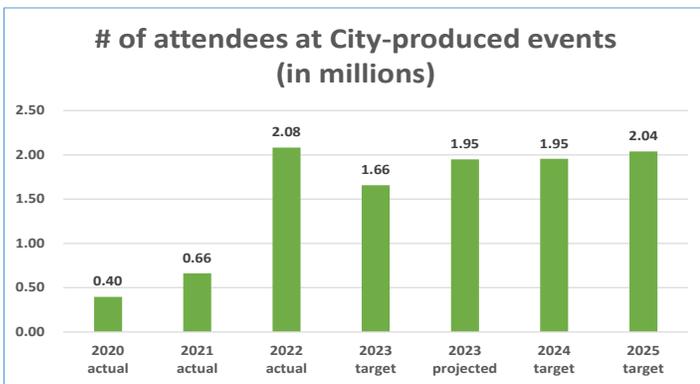
Budget at a Glance

2024 OPERATING BUDGET				2024 - 2033 10-YEAR CAPITAL PLAN			
<u>\$ Million</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>\$ Million</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
Revenues	\$15.5	\$10.2	\$ 9.5	Gross Expenditures	\$28.8	\$158.2	\$187.1
Gross Expenditures	\$97.1	\$93.7	\$93.1	Debt	\$15.3	\$103.6	\$118.9
Net Expenditure	\$81.6	\$83.5	\$83.6				
Approved Positions	312.60	309.93	309.60	Note: Includes 2023 carry forward funding			

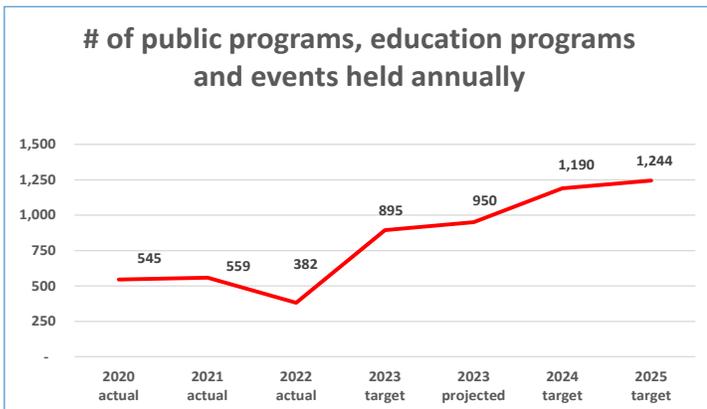
How Well We Are Doing – Behind the Numbers



- Annual film production rebounded in 2022 rapidly recovering to pre-pandemic levels.
- Production levels are projected to fall in 2023 due to the labour disruption in the film sector. With resolution of the labour disruption in late 2023, production value is expected to increase in 2024 and 2025 as production houses work through the backlog created as a result of the disruption. Further, studio expansion will also drive industry growth.



- Attendees at City-produced events rapidly increased in 2022 representing pent up demand as the city recovered from COVID-19 impacts.
- 2023 projections and beyond reflect a return to sustainable levels of attendance at City-produced events.



- The annual number of City-produced public programs, education programs and events shows a rapid increase in 2023.
- City-produced public programs are forecasted to rapidly rise +20% in 2024 with a moderate increase in 2025.

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
Entertainment Industry Services	\$ annual film production spend in Toronto	\$2.5B	\$2.5B	\$2.6B	\$2.2B	●	\$2.8B	\$3.0B
Arts Services and Museum and Heritage Services	# of attendees at City-produced cultural programs and events	662,361	2,082,373	1,656,275	1,948,952	●	1,954,642	2,038,977
Business Services	# of businesses provided with material support (to retain/create jobs) ¹	N/A	1,659	1,392	1,580	●	1,270	1,096
Service Level Measures								
Entertainment Industry Services	# of productions supported through film permitting	1,400	1,143	1,700	1,100	●	1,660	1,800
Entertainment Industry Services	# of permits issued	2,636	2,341	3,200	2,000	●	3,000	3,250
Arts Services and Museum and Heritage Services	# of public programs, education programs, and events held annually ²	559	382	895	950	●	1,190	1,244
Other Measures								
Entertainment Industry Services	% of film permits issued in 2 business days	100%	100%	100%	100%	●	100%	100%

1. Indicates new measure first developed as part of the 2023 Budget Submission.

2. First developed as part of the 2023 Budget Submission, represents a cumulative roll-up of public events, exhibits and programming measures that were presented as individual service level indicators in previous years.

2023 Projection to 2023 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Delivered 6 Toronto Main Street Recovery and Rebuild Initiative (MRRI) programs and hundreds of Enterprise Toronto workshops, grants, forums, and consultations to support small businesses, BIAs, entrepreneurs, and retail innovation across the city.
- Successfully delivered CaféTO 2023 and developed an updated program for 2024 and onwards to simplify the application process, establish Divisional accountability, and incorporate appropriate fees.
- Launched the development of an Action Plan for Toronto's Economy, a 10-year strategy to enable inclusive, sustainable economic growth in Toronto, to be brought to Council in Q3 of 2024.
- Strengthened support to the tourism and visitor economy and entertainment industries through the launch of a Tourism Strategy, an Interactive Digital Media Strategy, and a strategy to support the development of Toronto's Night Economy.
- Supported the film sector in navigating the WGA and SAG-AFTRA strikes.
- Developed a comprehensive Festivals and Event Strategy encompassing the in-kind supports offered by the City and supporting the development of an interdivisional and interagency festivals working group
- Launched the implementation plan for the 10-year Public Art Strategy.
- Launched the development of an Action Plan for Toronto's Culture Sector, a forward looking 10-year strategy to support cultural production in Toronto, to be brought to Council in Q3 of 2024.
- Successfully delivered Nuit Blanche 2023 spanning multiple communities across Toronto.
- Provided free general admission to museums in order to reduce barriers to access.
- Continued the delivery of the award-winning Awakenings program at Toronto History Museum sites featuring art projects that explore untold stories in support of fighting anti-Black racism.

Key Challenges and Risks

- Continued economic volatility.
- City's financial position and resource constraints.
- External funding available to EDC reduced from other governments, corporate sponsors, philanthropy.
- Labour shortages in key sectors compounded by skills mismatch in broader labour market.

Priority Actions

- In consultation with community, develop key strategic plans; Action Plan for Toronto's Culture Sector, Action Plan for Toronto's Economy, and 2024-2028 EDC Divisional Strategy.
- Address gaps in equity of current allocation of grant funds to ensure funding is more accessible to all groups.
- City museums advance accessibility through the following actions: multi-year exhibition plan reflective of Toronto's diversity; embracing inclusive design in programming as well as at Toronto's museums and historic sites; and Reconciliation initiatives.
- Strengthen creative places and spaces: continue to support placemaking in Little Jamaica, expand impact of the Office for Creative Space, and expand opportunities for broad community use at City museums.
- Combat economic inequality through such initiatives as the Indigenous Centre for Innovation and Entrepreneurship, and by promoting inclusive economic development and maintenance and growth of good jobs in all parts of the city.
- Continue delivery of the Toronto Mainstreet Recovery and Rebuild Initiative (MRRI) and other programs (e.g. CaféTO, Digital Main Street, Toronto Small Business Enterprise Centre services, etc.) to support small businesses, entrepreneurs, and main streets.
- Implement a modernized International Alliance Program (IAP) to strengthen market access and investment opportunities.
- Support sustainable incentives for business attraction and expansion in Toronto, including IMIT review and protection of employment lands.
- Leverage the visitor economy to drive local economic development, job growth, city branding, and the creative sector.
- Support high-growth creative industries such as esports, virtual production, post-production, VFX and animation.

CITY STAFF PREPARED BUDGET

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2024 Operating Budget for Economic Development and Culture of \$97.095 million gross, \$15.460 million revenue and \$81.635 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Business Services	22,432.0	6,653.2	15,778.7
Entertainment Industries Service	6,539.3	1,971.4	4,567.9
Art Services	52,052.4	4,335.1	47,717.3
Museums and Heritage Services	16,071.4	2,499.9	13,571.6
Total Program Budget	97,095.1	15,459.6	81,635.5

- The 2024 staff complement for Economic Development and Culture of 312.6 positions comprised of 11.0 capital positions and 301.6 operating positions.
2. The 2024 Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$43.677 million as detailed by project in [Appendix 5a](#).
 5. The 2025-2033 Capital Plan for Economic Development and Culture totalling \$143.391 million in project estimates as detailed by project in [Appendix 5b](#).
 6. That all sub-projects with third party financing be subject to the receipt of such financing in 2024 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
Business Services	9,795.6	16,202.2	13,113.8	16,439.9	6,653.2		6,653.2	(9,786.7)	(59.5%)
Entertainment Industries Services	2,050.3	2,134.7	1,563.5	2,247.5	1,971.4		1,971.4	(276.1)	(12.3%)
Arts Services	2,780.3	4,530.8	3,794.5	5,135.9	4,335.1		4,335.1	(800.8)	(15.6%)
Museums & Heritage Services	3,160.8	3,601.4	3,517.8	4,422.9	2,499.8		2,499.8	(1,923.1)	(43.5%)
Total Revenues	17,787.0	26,469.1	21,989.6	28,246.3	15,459.6		15,459.6	(12,786.7)	(45.3%)
Expenditures									
Business Services	23,648.1	31,683.1	27,809.9	31,429.5	22,432.0		22,432.0	(8,997.5)	(28.6%)
Entertainment Industries Services	6,039.7	6,631.1	6,089.3	6,631.1	6,539.3		6,539.3	(91.8)	(1.4%)
Arts Services	53,861.8	52,450.7	53,035.1	52,450.7	52,052.4		52,052.4	(398.3)	(0.8%)
Museums & Heritage Services	14,428.6	16,840.5	14,822.2	16,840.5	16,071.4		16,071.4	(769.1)	(4.6%)
Total Gross Expenditures	97,978.1	107,605.4	101,756.5	107,351.8	97,095.1		97,095.1	(10,256.7)	(9.6%)
Net Expenditures	80,191.1	81,136.2	79,766.9	79,105.5	81,635.5		81,635.5	2,530.0	3.2%
Approved Positions**	325.9	312.6	N/A	310.6	312.6		312.6	N/A	N/A

* 2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of \$97.095 million gross reflecting a decrease of \$10.257 million in spending below the 2023 budget, predominantly arising from:

- Savings predominantly from the reversal of one-time 2023 funding with zero net impact from federally and provincially funding programs, initiatives, and grants, including MRRI, Enterprise Toronto, Reopening Fund from Museums Assistance Program, Skills Development. **(-\$11.0 million)**.
- Savings from affordability measures being implemented including a line-by-line review, salary and benefit adjustments, as well as reinstatement of 2023 budget reduction measures continued for a second year in a row **(-\$1.9 million)**.
- The savings from prior year impacts and affordability measures, as noted above, are partially offset by inflationary increases to salaries and benefits for existing positions, investing in workforce development, and increased contribution to vehicle reserve. **(\$2.7 million)**.

EQUITY IMPACTS OF BUDGET CHANGES

The changes in the Economic Development and Culture Division (EDC)'s 2024 operating budget will have an **overall low negative equity impact**. EDC programs, services and policy initiatives are developed and executed to prioritize equitable, accessible and inclusive outcomes across communities in Toronto.

There are two affordability measures that will have low-negative equity impacts. A reduction in marketing budgets for Museums and Heritage Services (MHS) and Business Growth Services (BGS) may lead to a reduced ability to engage with Indigenous, Black and equity-deserving communities to participate in EDC programs.

An increased rate charged for permits and registered programs at City of Toronto Museums and Art Centres may lead to reducing access to City-run classes and spaces, including those for Indigenous, Black and equity-deserving communities (in particular, vulnerable seniors and persons with low income). Measures will be enforced to mitigate these potential equity impacts, including (1) prioritizing engagement through marketing with Indigenous, Black and equity-deserving communities and (2) ensuring that not-for-profit organizations, many of which are owned and operated by and provide services to Indigenous, Black and equity-deserving groups, will continue to have unreduced access to permits and registered programs at Toronto City Museums and Art Centres.

EDC continues to be committed to advancing inclusive economic development and culture through various programs, services and policy initiatives that are currently offered or will be developed and executed in 2024 and will continue to do so in alignment with actions in the City of Toronto's Reconciliation Action Plan, the Action Plan to Confront Anti-Black Racism, and other equity-advancing policies and plans.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Economic Development and Culture of \$10.257 million gross is 3% greater than the 2023 Net Budget, when reversing 2023 pandemic costs and revenue loss and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key base cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Budget	26,469.1	107,605.4	81,136.2	312.6	N/A
2023 Projection*	21,989.6	101,756.5	79,766.9	N/A	N/A
2023 Budget (excl. COVID)	28,246.3	107,351.8	79,105.5	310.6	N/A
Key Cost Drivers:					
Prior Year Impacts					
Annualization of 2023 approvals (non S&B)	(5,948.9)	(5,908.2)	40.7		
Reversal of One-time Reductions	120.7	900.7	780.0		
Changes in other level of government funding	(5,926.3)	(6,026.3)	(100.0)		
Salary & Benefits					
Salary & Benefits (annualized & inflationary increases)	64.3	2,227.7	2,163.5		353.5
Reinstatement of CafeTO positions		253.6	253.6	2.0	
Non-Salary Inflation					
Utilities		30.0	30.0		
Revenue Changes					
Inflationary + 1.0% rate increase in User Fees	21.2		(21.2)		(4.7)
Volume Increase offset by slow recovery of program revenues for Cultural Centres and Museums	(159.8)		159.8		(177.8)
Permanent Loss of Revenues (Admission and Sponsorship)	(1,209.2)		1,209.2		
Volume Increase for Film permits	251.4	100.0	(151.4)		(35.5)
Other Changes					
Contribution to Vehicle Reserve		21.2	21.2		
Communication campaign for renaming civic assets bearing the Henry Dundas name		50.0	50.0		
Sub-Total - Key Cost Drivers	(12,786.7)	(8,351.3)	4,435.4	2.0	135.5
Affordability Measures:					
Line by Line/Matching Actuals		(895.0)	(895.0)		800.0
Efficiencies		(350.0)	(350.0)		295.0
Service Changes		(660.4)	(660.4)		660.4
Sub-Total - Affordability Measures		(1,905.4)	(1,905.4)		1,755.4
Total 2024 Budget	15,459.6	97,095.07	81,635.5	312.6	1,890.9
Change from 2023 Budget (excl. COVID) (\$)	(12,786.7)	(10,256.7)	2,530.0	N/A	N/A
Change from 2023 Budget (excl. COVID) (%)	-45%	-10%	3%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

Key Base Drivers:**Prior Year Impacts:**

- The increase in net prior year impacts is mainly driven by the reversal of 2023 one-time reductions as affordability measures. These increases are partially offset by the annualization of the one-time funding associated with the Scarborough Business Association and its savings in the funding required for 2024.
- Changes in other level of government funding as multi-year agreements including the Main Street Recovery and Rebuild Initiative (MRRRI), Enterprise Toronto and Indigenous Centre for Innovation & Entrepreneurship (ICIE) are winding down and expected to experience reduced costs in 2024.

Salaries & Benefits:

- Salary and benefits are increasing due to a number of factors such as cost-of-living adjustments, anticipated filling of vacant positions in 2024, and continuing CaféTO positions on a permanent basis which have now been included in the 2024 base budget to support the CafeTO Program 2023 and Beyond ([EX2.4](#)) as approved by City Council at its meeting in February 2023.

Non-Salary Inflation:

- The rise in costs is linked to inflationary increases to utilities.

Revenue Changes:

- The decline in revenues is a result of the permanent loss of revenues resulting from Council approval on free admissions to Museum sites, as well as unachievable pre-pandemic sponsorship levels, and a slowed recovery at Art Centres and Museums not reaching pre-pandemic levels.
- These lost revenues are partially offset by above inflationary increases to Art Centre and Museum user fee rates by inflation + 1% for permits and registered programs to profit organizations and projected rate increases aligned with inflation on future outlook years, as well as expected volume increase to film location and parking permits which will be partially reinvested into Workforce Development.

Other Changes:

- The increase in costs is related to increased contributions to vehicle reserve to move up the replacement date of assets, as well as the communication campaign approved by City Council to undertake public education and awareness on renaming civic assets bearing the Henry Dundas name.

Affordability Measures:**Table 3: Offsets and Efficiencies**

(\$000s)									
Recommendation	Savings Type	Equity Impact	2024				2025 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Line By Line Review	Base Savings	No Impact		(95.0)	(95.0)				
Adjustments to Salaries and Benefits	Base Savings	No Impact		(800.0)	(800.0)		800.0	800.0	
Continued 2023 One-time Reduction for 2024 for TSEIP	Efficiency Savings	No Impact		(350.0)	(350.0)		350.0	350.0	
Continued 2023 One-time Reduction to International Funding	Service Changes	No Impact		(140.0)	(140.0)		140.0	140.0	
Continued 2023 One-time Reduction to BIC Program	Service Changes	No Impact		(100.0)	(100.0)		100.0	100.0	
Continued 2023 One-time Cancellation to Info-To-Go	Service Changes	No Impact		(180.4)	(180.4)		180.4	180.4	
Continued 2023 One-time Reduction to Marketing	Service Changes	Low-negative		(240.0)	(240.0)		240.0	240.0	
Total Affordability Measures				(1,905.4)	(1,905.4)		1,810.4	1,810.4	

The 2024 Operating Budget includes \$1.905 million in gross and net expenditures reductions attributed to:

- **Base savings:**
 - A line-by-line review of base budget expenditure requirements 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.
- **Efficiency Savings:** One-time reduction to Toronto Significant Event Investment Program (TSEIP) in 2024 due to the number of applicants being lower than in previous years.
- **Service Changes:** Continuation of 2023 budget reductions related to International Funding, Business Incubation and Commercialization (BIC) grants, Info-To-Go program, and Marketing expenditures to offset budget pressures for a second year in a row.

Note:

1. For additional information on 2024 Service Changes please refer to [Appendix 2](#).

2025 & 2026 OUTLOOKS

Table 5: 2025 and 2026 Outlooks

(In \$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
Prior year approval impacts		(2,404.0)	(362.1)
MRRRI program		(3,185.3)	(683.5)
Workforce Development (Film Permits)		79.7	139.4
Fees, Rentals, Permits		216.0	225.6
Total Revenues	15,459.6	(5,293.5)	(680.6)
Gross Expenditures			
Salaries and benefits		1,158.9	255.0
MRRRI program		(3,185.3)	(638.8)
Prior year approval impacts		(1,461.4)	(339.3)
Workforce Development (Film Permits)		85.2	144.9
Communication campaign for renaming civic assets bearing the Henry Dundas name			(50.0)
Total Gross Expenditures	97,095.1	(3,402.6)	(628.1)
Net Expenditures	81,635.5	1,890.9	52.5
Approved Positions	312.6	309.9	309.6

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$93.692 million reflects an anticipated \$3.403 million or 3.5% decrease in gross expenditures below the 2024 Operating Budget. The 2026 Outlooks expects a further decrease of \$0.628 million or 0.67% below 2025 gross expenditures.

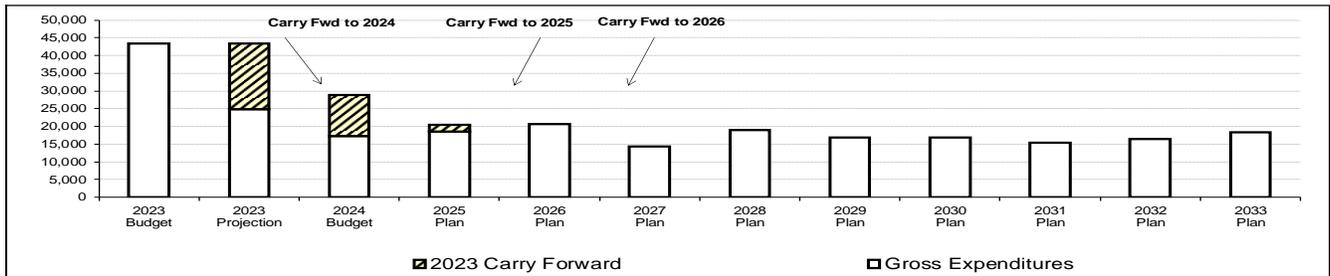
These changes arise from the following:

- **Salary and Benefits:** Full year impacts of filled 2024 vacancies and the reinstatement of Info-To-Go program, offset by some temporary positions ending.
- **Impacts from 2024:** Reinstatement of 2024 affordability measures, including one-time reductions to TSEIP and BIC grants, marketing, and international funding, offset by the discontinuation of one-time funding received in 2024, such as funding to the Blackhurst Cultural Centre, inflation on contracts; and the permanent reduction to the Mayor's and Councillor's travel and constituent event funding starting in 2025.
- **Revenue Changes:** Adjustments to user and non-user fees in 2025 and 2026 based on incremental volume and user fee rate increases. These are offset by the conclusion of multi-year funding such as FedDev Ontario funded MRRRI program and provincially funded contract for Enterprise Toronto.

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



2023		2024 Capital Budget and 2025 - 2033 Capital Plan										Total 10 Year Plan		
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033			
In \$000's		Budget	Projected Actual											
Gross Expenditures by Project Category:														
Health & Safety & Legislated		4,006	1,962	2,012	1,900	2,229		200		200	500	200	300	7,541
SOGR		25,389	12,484	18,921	14,230	15,484	10,978	14,528	12,478	14,978	12,928	13,428	14,978	142,931
Service Improvement & Growth		14,017	10,529	7,912	4,337	2,901	3,471	4,321	4,321	1,621	1,921	2,771	3,021	36,597
Total by Project Category		43,412	24,976	28,844	20,467	20,614	14,449	19,049	16,799	16,799	15,349	16,399	18,299	187,068
Financing:														
Debt		14,234	7,231	15,286	12,831	10,708	9,800	12,900	13,150	11,150	10,700	10,750	11,650	118,925
Debt Recoverable														
Reserves/Reserve Funds		1,660	1,294	2,220	2,000	4,500	1,000	2,500		2,000	1,000	2,000	3,000	20,220
Development Charges				990										990
Provincial				1,218										1,218
Federal		1,667	329	9,130	5,636	5,406	3,649	3,649	3,649	3,649	3,649	3,649	3,649	45,715
Other Revenue		25,851	16,122											
Total Financing		43,412	24,976	28,844	20,467	20,614	14,449	19,049	16,799	16,799	15,349	16,399	18,299	187,068

Changes to Existing Projects
(-\$1.30 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- \$(2.35) million – Decrease in *BIA Financed Funded Project* due to lower uptake of this program from the BIAs.
- \$0.70 million – Increase in *BIA Equal Share Program* due to higher uptake of this program from BIAs.
- \$0.50 million – Increase in *Digital Service Delivery* project to supports EDC future digitalization.

New Projects
(\$1.10 Million)

The 2024-2033 Capital Budget and Plan includes new projects. Key projects are as follows:

- \$0.45 million - *Large Artifact Care Ned Hanlan* for minor restoration and repainting.
- \$0.35 million - *John St Roundhouse Machine Shop* for the Toronto Railway Museum at the John Street Roundhouse
- \$0.10 million - *Montgomery's Inn Retaining Wall* for landscape maintenance and rebuilding retaining wall.
- \$0.10 million - *Campbell House AODA* for upgrading the site's accessibility.
- \$0.10 million - *Museum Signage* for unified signage and wayfinding program for Toronto Historical Museums

Capital Needs Constraints
(\$67.95 Million)

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
- \$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, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; and [Appendix 8](#) for Capital Needs Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$187.1 Million 10-Year Gross Capital Program

		
Aging Infrastructure/SOGR	Health and Safety and Legislated	Service Improvement, Enhancement and Growth
\$142.9 M 76.4%	\$7.6 M 4.0%	\$36.6 M 19.6%
<ul style="list-style-type: none"> • Assembly Hall Mechanical • Cedar Ridge Creative Arts Centre Restoration and Roofing <input checked="" type="checkbox"/> • Casa Loma – Garden Wall Restoration <input checked="" type="checkbox"/> • Todmorden Mills Centre • Various Heritage, Public Arts Buildings and Museums Maintenance • Various BIA Projects 	<ul style="list-style-type: none"> • Legislated Mechanical & Electrical • Theatre Passe Muraille AODA • Alumnae Theatre AODA • Montgomery’s Inn Retaining Wall 	<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 • Cedar Ridge Studio Improvement <input checked="" type="checkbox"/>

- 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 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

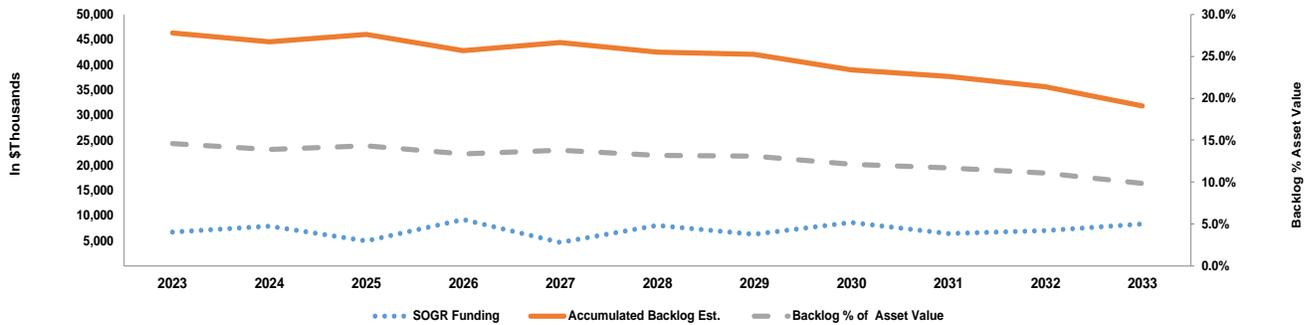
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$184.9 M 98.82%		\$1.0 M 0.53%		\$1.2 M 0.65%	
Debt	\$118.93 M	Investing in Canada Infrastructure Program (ICIP)	\$0.99 M	Investing in Canada Infrastructure Program (ICIP)	\$1.07 M
Reserve / Reserve Fund	\$20.22 M			Canada Community Revitalization Fund	\$0.15 M
Other	\$45.72 M				

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 2: Total SOGR Funding & Backlog



\$ Thousands	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SOGR Funding	6,723	7,890	5,000	9,200	4,650	8,000	6,250	8,550	6,450	6,950	8,250
Accumulated Backlog Est.	46,397	44,661	46,041	42,878	44,492	42,501	42,126	38,986	37,723	35,664	31,782
Backlog % of Asset Value	14.6%	13.9%	14.4%	13.3%	13.8%	13.2%	13.1%	12.1%	11.7%	11.1%	9.9%
Total Asset Value	318,795	320,751	320,751	321,951	321,951	321,951	321,951	321,951	321,951	321,951	321,951

*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 2024-2033 Capital Budget and Plan will fund \$142.93 million of SOGR projects (\$71.19 million excluding BIAs, IT infrastructures and outdoor public arts) for Economic Development and Culture. Based on current funding levels, the accumulated backlog for assets that are part of the division's portfolio will decrease from \$46.39 million in 2023 to an anticipated \$31.78 million by 2033, while the backlog remains at approximately 9.9% of asset value.
- As the assets age, new state of good repair issues will continue to be identified. It is anticipated that Economic Development and Culture's SOGR backlog will continue to be added over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed. EDC would require \$0.7 million in additional funding associated with ongoing Building Condition Audits which have been included on the list of "Capital Needs Constraints" as outlined in Appendix 8 and will be considered during future year budget processes.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 10-Year Capital Plan will impact the 2025 Operating Budget by a total of \$0.092 million net and 1.0 position arising from completing the *EDC Digital Service Delivery Phase 2* project, as shown in Table 6 below.

Table 6: Net Operating Impact Summary

Projects	2024 Budget		2025 Plan		2026 Plan		2027 Plan		2028 Plan		2024-2028		2024-2033	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved														
Digital Service Delivery Phase 2			92.6	1.0	35.7						128.4	1.0		
Sub-Total: Previously Approved			92.6	1.0	35.7						128.4	1.0		
Total (Net)			92.6	1.0	35.7						128.4	1.0		

- The *Digital Service Delivery Project* will result in net operating costs of \$0.092 million in 2025 and \$0.035 million in 2026 arising from completing *Phase 2* of the project. Additional staff is required for sustainment for systems developed as part of the *Digital Service Delivery Project*.

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

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
Provincial Subsidies	2,872.5	2,577.7	2,420.6	2,070.2	785.4	(1,635.2)	(67.6%)	(1,284.8)	(62.1%)
Federal Subsidies	706.3	8,763.1	10,746.5	7,912.5	4,590.9	(6,155.6)	(57.3%)	(3,321.6)	(42.0%)
User Fees & Donations	2,951.5	3,262.4	3,212.9	3,026.2	3,854.8	641.9	20.0%	828.6	27.4%
Transfers From Capital	968.6	904.0	1,390.6	1,248.1	1,429.2	38.6	2.8%	181.1	14.5%
Contribution From Reserves/Reserve Funds	960.0	129.4	5,584.8	5,584.8	1,984.8	(3,600.0)	(64.5%)	(3,600.0)	(64.5%)
Sundry and Other Revenues	3,636.1	2,095.3	3,113.9	2,147.9	2,814.5	(299.4)	(9.6%)	666.6	31.0%
Inter-Divisional Recoveries	497.5	55.0							
Total Revenues	12,592.5	17,787.0	26,469.1	21,989.6	15,459.6	(11,009.6)	(41.6%)	(6,530.0)	(29.7%)
Salaries and Benefits	27,239.1	30,014.0	32,585.0	30,985.8	33,961.6	1,583.7	4.9%	3,182.8	10.3%
Materials & Supplies	876.3	1,013.2	1,589.7	1,317.1	1,580.0	(9.7)	(0.6%)	262.8	20.0%
Equipment	435.7	443.5	391.8	451.6	370.1	(21.6)	(5.5%)	(81.5)	(18.1%)
Service and Rent	11,901.6	13,444.0	12,181.2	11,179.6	10,290.3	(1,945.9)	(16.0%)	(944.3)	(8.4%)
Grants and Transfers	46,216.4	52,333.4	60,608.5	57,228.7	50,770.0	(9,838.5)	(16.2%)	(6,458.7)	(11.3%)
Contribution To Reserves/Reserve Funds	1,046.4	446.4	207.0	162.0	70.8	(136.1)	(65.8%)	(91.1)	(56.3%)
Other Expenditures	123.9	190.8	42.2	431.7	52.2	(9,828.5)	(16.2%)	(6,838.2)	(11.9%)
Inter-Divisional Charges	140.7	92.9							
Total Gross Expenditures	87,980.0	97,978.1	107,605.4	101,756.5	97,095.1	(10,358.3)	(9.6%)	(4,509.5)	(4.4%)
Net Expenditures	75,387.5	80,191.1	81,136.2	79,766.9	81,635.5	651.2	0.8%	2,020.6	2.5%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2025 Plan Net Change	2026 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
29786		Rate Increase to Art Centres and Museums User Fees						
52	Negative	Description:						
<p>EDC is proposing to add an annual inflationary increase to registered programs in Art Centres, where the increase for 2024 would be the recommended 4.0% and also add a one-time increase of 1.0% to the rate. This increase would also be applied to Museum sites for their permits to allow for the rates to be more inline with private organizations. The annual inflationary increase and one-time adjustment would add an additional \$0.012 million to Art Centres and \$0.009 million to Museums.</p> <p>Service Level Impact:</p> <p>The use of Art Centres programs and Museums sites provide a unique opportunity for the public to enjoy courses offered and allow for the use of wide ranging heritage sites. The art programs offered at the Art Centres are unique and specialized and have been very popular in registrations pre-pandemic, where many courses would reach full registration. All museum sites offer a different atmosphere where spaces can be used for gatherings or various celebrations. Third party events provide an opportunity to increase the public's use and enjoyment and also exposes more individuals to potentially want to use our spaces for future events.</p> <p>Equity Statement:</p> <p>The proposal to increase the charged rate of permits and registered programs at City of Toronto Museums and Art Centres has an overall low-negative equity impact. Indigenous, Black and equity-deserving communities (in particular vulnerable seniors, persons with low income) may be negatively impacted, as access to City-run classes and spaces may be reduced. The proposed cost increase may create a financial barrier and therefore deter registrations, permit bookings and/or access at Museums and Art Centres. However, the proposal mitigates the low-negative equity impact by maintaining the current cost of permits and registered programs charged to not-for-profit organizations. As a result, the City will ensure that not-for-profit organizations, many of which are operated by and provide services to Indigenous, Black and equity-deserving groups, have continued or unreduced access to permits and registered programs at City of Toronto Museum and Art Centres.</p>								
Service: Arts Services								
Total Staff Prepared Budget Changes:		0.0	12.1	(12.1)	0.00	24.0	(94.5)	
Service: Museums & Heritage Services								
Total Staff Prepared Budget Changes:		0.0	9.1	(9.1)	0.00	(28.6)	30.6	
Staff Prepared Service Changes:		0.0	21.2	(21.2)	0.00	(4.7)	(63.9)	
31036		Reinstate 2023 One-time Reduction to Marketing						
59	Negative	Description:						
<p>The marketing budgets for Museums and Business Services will be reduced one-time by \$0.120 million each (total \$0.240 million), which represents a 34% reduction in promotional supplies for these services. This may have a negative impact on the division's ability to build awareness for and participation in EDC programs and services. It will also reduce the amount of marketing benefits available as the return on the investment of partners and sponsors which could impact the Division's ability to secure sponsorship revenue.</p> <p>Service Level Impact:</p> <p>This reduction is a 34% cut to marketing support for Museums and Business Services. This will result in a proportional reduction in promotion of these programs and services and may result in reduced awareness and participation.</p> <p>Equity Statement:</p> <p>A proposed reduction to the Marketing budget has an overall equity impact of low negative. The reduction in funding may negatively impact the ability of Museums and Business services to engage with Indigenous, Black and equity-deserving groups to promote, raise awareness of and advance participation in these programs. Black, Indigenous and equity-deserving groups may disproportionately face language, technical knowledge and financial resource barriers that contribute to reducing their awareness of, engagement with and overall accessibility to City services and programs. To offset the equity impact of this reduction, EDC will re-allocate the proportion of the remaining budget to prioritize engaging with and marketing to Indigenous, Black and equity-deserving communities.</p>								
Service: Business Services								
Total Staff Prepared Budget Changes:		(120.0)	0.0	(120.0)	0.00	120.0	0.0	
Service: Museums & Heritage Services								
Total Staff Prepared Budget Changes:		(120.0)	0.0	(120.0)	0.00	120.0	0.0	
Staff Prepared Service Changes:		(240.0)	0.0	(240.0)	0.00	240.0	0.0	

Appendix 2 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2025 Plan Net Change	2026 Plan Net Change													
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions															
31033		Reinstate 2023 One-time Reduction to International Funding																			
59	No Impact	Description:																			
<p>Funding for International Trade activities will be reduced, one-time by \$0.140 million or 8%. The impact of this reduction will be mitigated in part by the ability for the City to leverage more of Toronto Global's market research, marketing, and international business engagement activities under the terms of a new funding agreement. However, this reduction will constrain the City's ability to bid effectively for, extend existing, or host new major international business focused conferences and events. The reduction may also limit the number of international trade missions the City is able to participate in.</p> <p>Service Level Impact:</p> <p>The International Trade budget supports various programs, activities and investments which aim to strengthen Toronto's competitiveness and prosperity. This includes: outbound trade missions; hosting in-bound international missions and delegations; costs associated with bidding for and hosting major international business focused conferences and events (e.g. Collision Technology Conference, Toronto Global Forum, etc.); business development and trade-enhancement activities and projects undertaken with international cities; assistance to companies with export development and training; market intelligence and research to support international trade (and sector development) activities; and international trade enhancing marketing materials and activations. The impact of this reduction will be mitigated in part in 2024 through leveraging more direct support from Toronto Global under the terms of a new three-year funding agreement and, pending Council consideration, the introduction of an updated and modernized International Alliance Program. However, the City's ability to bid effectively for, extend existing commitments or host new major international business focused conferences and events will be constrained by this reduction.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with the reinstatement of a one-time reduction in International Trade funding. A reduction in funding does not yield specific disproportionate impacts for Indigenous, Black and/or equity-deserving groups and impacts all residents and/or groups in the same way.</p> <p>Service: Business Services</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Total Staff Prepared Budget Changes:</td> <td style="text-align: right;">(140.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(140.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">140.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Staff Prepared Service Changes:</td> <td style="text-align: right;">(140.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(140.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">140.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Total Staff Prepared Budget Changes:	(140.0)	0.0	(140.0)	0.00	140.0	0.0	Staff Prepared Service Changes:	(140.0)	0.0	(140.0)	0.00	140.0	0.0
Total Staff Prepared Budget Changes:	(140.0)	0.0	(140.0)	0.00	140.0	0.0															
Staff Prepared Service Changes:	(140.0)	0.0	(140.0)	0.00	140.0	0.0															
31034		Reinstate 2023 One-time Reduction to BIC Program																			
59	No Impact	Description:																			
<p>The Business Incubation and Commercialization (BIC) Grant program will be reduced one-time by \$0.100 million or 8%. This will mean that the BIC program may not be in a position to offer any new multi-year operating grants to non-profit incubators or accelerators in Toronto in 2024. Existing multi-year operating grants will continue to be honoured, and the BIC program can still offer a small number of one year grants through its program and events grant streams.</p> <p>Service Level Impact:</p> <p>The funding envelope for this grant program will be reduced again, one-time, from \$1.246 million to \$1.146 million. With this reduction, it is anticipated that few, if any, additional incubators or accelerators will be in a position to receive a (new) multi-year operating grant through the BIC program in 2024. The proposed reduction can be mitigated in part by directing available funding to applicants / initiatives demonstrating the highest impact and need, and by providing information on potential alternative sources of funding to stakeholders and applicants.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with the reinstatement of a one-time reduction in BIC Grant Program funding. A reduction in funding does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups and impacts all residents and/or groups in the same way.</p> <p>Service: Business Services</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 45%;">Total Staff Prepared Budget Changes:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Staff Prepared Service Changes:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> </table>								Total Staff Prepared Budget Changes:	(100.0)	0.0	(100.0)	0.00	100.0	0.0	Staff Prepared Service Changes:	(100.0)	0.0	(100.0)	0.00	100.0	0.0
Total Staff Prepared Budget Changes:	(100.0)	0.0	(100.0)	0.00	100.0	0.0															
Staff Prepared Service Changes:	(100.0)	0.0	(100.0)	0.00	100.0	0.0															

Appendix 2 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2025 Plan Net Change	2026 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
31035		Reinstate 2023 One-time Cancellation to Info-To-Go						
59	No Impact	Description:						
<p>The Info-to-Go Program will not run in 2024. The Info-to-Go program employs part-time staff who operate mobile kiosks and offer tourist information, promote local events and attractions, and improve visitor experience which helps to support and stimulate tourism. Eliminating this program for 2024 would offer staff savings of \$0.180 million in 2024 but will also reduce the available information for a tourist coming into the city.</p> <p>Service Level Impact:</p> <p>The Info-to-Go program will not operate in 2024. This program supports festivals, events and attractions, and as it enables the City to provide tourism promotion across the city, including outside the core. Without this service, visitors are less likely to have awareness of attractions or festivals outside the core, contributing to a concentration of financial benefit from tourism to one area of the city. Event organizers will also have to find other outlets to promote their festivals and events. This service will be needed in 2025, as tourism continues to rebound.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with the elimination of the Info-To-Go Program. Eliminating the Info-To-Go Program does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups and impacts all residents and/or groups in the same way.</p> <p>Service: Entertainment Industries Services</p>								
		Total Staff Prepared Budget Changes:	(180.4)	0.0	(180.4)	0.00	180.4	0.0
		Staff Prepared Service Changes:	(180.4)	0.0	(180.4)	0.00	180.4	0.0

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	7,069	10,431	7,605	7,549	7,549	7,549	7,549	7,549	7,549	7,549	77,948		63,875	14,073
ED002	Collections Care	1,232	450	400	350	600	400	200	700	1,100	900	6,332		4,582	1,750
ED003	Cultural Infrastructure Development	1,011	50	1,729		300	900			400		4,390	1,729	307	2,354
ED004	Economic Competitiveness Data Mgmt System	455	170	330								955			955
ED005	Indigenous Ctr for Innovation & Entrepreneurship	2,900										2,900			2,900
ED006	Major Maintenance <input checked="" type="checkbox"/>	5,324	2,100	850	100	1,800	2,450	1,750	900	800	2,050	18,124	4,912	13,213	
ED007	Refurbishment and Rehabilitation		150	700	700	300	200	700	200			2,950		2,150	800
ED008	Restoration/Preservation of Heritage Elements <input checked="" type="checkbox"/>	9,284	5,166	8,050	4,150	6,200	3,200	6,300	5,700	5,500	6,500	60,050	900	58,804	346
ED009	Service Enhancement <input checked="" type="checkbox"/>	1,569	1,950	950	1,600	2,300	2,100	300	300	1,050	1,300	13,419			13,419
Total Expenditures (including carry forward from 2023)		28,844	20,467	20,614	14,449	19,049	16,799	16,799	15,349	16,399	18,299	187,068	7,541	142,931	36,597

- 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 2024-2033 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
ED001	BIA	7,069	5,698	340								13,107	7,728		5,379
ED002	Collections Care	1,232	300									1,532	782	300	450
ED003	Cultural Infrastructure Development	1,011	50	1,729								2,790	2,790		
ED004	Economic Competitiveness Data Mgmt System	455	170	330								955	455	500	
ED005	Indigenous Ctr for Innovation & Entrepreneurship	2,900										2,900	2,900		
ED006	Major Maintenance	5,324	1,700									7,024	2,424	4,400	200
ED008	Restoration/Preservation of Heritage Elements	9,284	2,766									12,050	8,750	2,050	1,250
ED009	Service Enhancement	1,569	1,750									3,319	1,619	1,350	350
Total Expenditure (including carry forward from 2023)		28,844	12,434	2,399								43,677	27,448	8,600	7,629

Appendix 5b

2025 - 2033 Capital Plan

Project Code	(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
ED001	BIA	4,733	7,265	7,549	7,549	7,549	7,549	7,549	7,549	7,549	64,841		53,252	11,589
ED002	Collections Care	150	400	350	600	400	200	700	1,100	900	4,800		3,550	1,250
ED003	Cultural Infrastructure Development				300	900			400		1,600			1,600
ED006	Major Maintenance	400	850	100	1,800	2,450	1,750	900	800	2,050	11,100	1,300	9,800	
ED007	Refurbishment and Rehabilitation	150	700	700	300	200	700	200			2,950		2,150	800
ED008	Restoration/Preservation of Heritage Elements	2,400	8,050	4,150	6,200	3,200	6,300	5,700	5,500	6,500	48,000	800	47,200	
ED009	Service Enhancement	200	950	1,600	2,300	2,100	300	300	1,050	1,300	10,100			10,100
Total Expenditures		8,033	18,215	14,449	19,049	16,799	16,799	15,349	16,399	18,299	143,391	2,100	115,952	25,339

Appendix 6

Reporting on Major Capital Projects: Status Update

(\$000s)

Life to Date

Division/Project name	2023 Cash Flow			Total Project Cost		Status	Start Date	End Date			On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised	Jun-23		
Economic Development and Culture												
Project Name: Casa Loma Phase 10	98	83	98	3,980	3,965	Completed	Jan-19	Jun-23	Jun-23	Ⓞ	Ⓞ	
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 continued in Q3 2021 and the contractor made good progress. The perimeter wall and front courtyard were fully completed at the end of November 2021. Due operational requirements and material temperature constraints, the asphalt replacement in the west parking lot was deferred to 2022. At April 30, 2023 the project was 100% complete, and all deficiencies have been corrected. PROJECT COMPLETE											
Explanation for Delay:												
Project Name: Casa Loma Garden Wall Restoration	1,000	43	900	3,000	43	On Track	Jul-23	Dec-24	Dec-24	Ⓞ	Ⓞ	
Comments:	The southwest Garden Wall at Casa Loma is a significant landscape feature on the grounds of Casa Loma. Built at the same time as the castle by Sir Henry Pellatt the garden wall separates the upper terrace from the lower garden and slope that descends to Davenport Ave. In addition to being an aesthetic feature, the garden wall is a structural retaining wall, which is why its state of good repair is critical. Capital Assets project managers and their consultants have been monitoring the west wall for almost a decade, ever since the near structural failure and restoration of the east garden wall. The project was originally delayed to accommodate the tenant's operation, and then the pandemic caused further delay.											
Explanation for Delay:	The project was tendered in Q1 – Q2 2023, and has been awarded to a heritage contractor familiar with the vagaries of the site. Construction has started as of November 1, 2023. The contractor has fully mobilised to site and has begun demolition. The contract is required to be substantially performed and the contractor fully demobilised from site by June 1, 2024 in time for Liberty's spring season.											

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

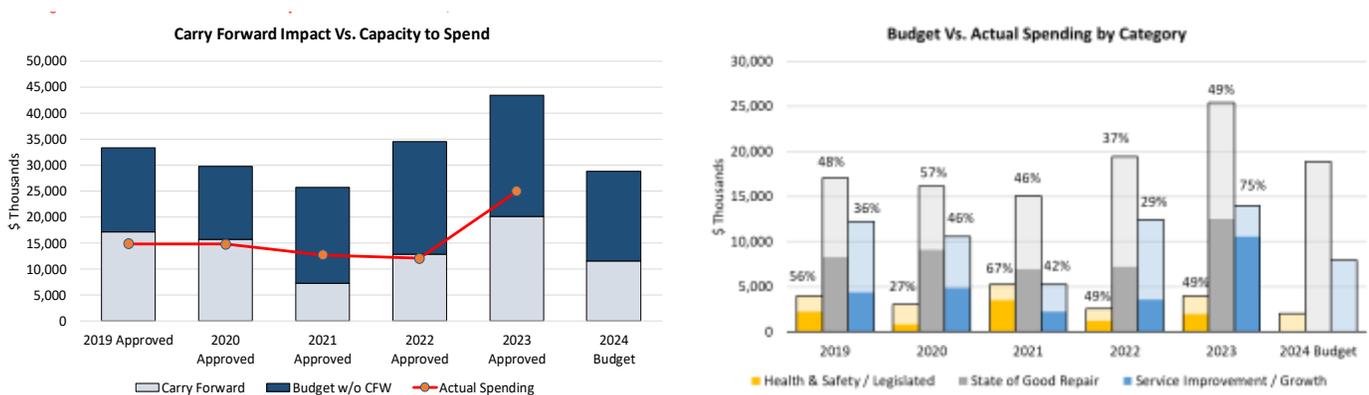
Appendix 7

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 Economic Development and Culture (EDC) ability to spend and the markets 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 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- The 2024 Capital Budget of \$28.84 million (including carry forward funding of \$11.51 million) is lower than the historic 5-year (2019 - 2023) average budget of \$33.30 million.
- EDC reviewed its historical capital spending trends and capacity to deliver projects. Approximately \$5.32 million in capital spending originally cash flowed in 2024 has been deferred to future years compared to last year's 10-Year Plan. The key adjustments to the 10-Year Capital Plan are noted below:
 - The *BIA Equal Share Funding* and *BIA Commercial Façade Improvement* projects' 2024 cash flow have been deferred to future years by \$1.46 million and \$0.40 million respectively as a result of realignment of cash flow based on historical trends.
 - Both *Toronto Entertainment District Finance Funded* and *Casa Loma Garden Wall Restoration* projects' 2024 cashflow have been deferred to 2025 by \$1.00 million for each project.
- Despite the key adjustment noted above, EDC still requires cash flow funding of \$28.84 million in 2024 to continue the capital work. EDC's actual spending over the previous five years, from 2018 to 2022, has averaged \$13.90 million per year. In 2023, EDC is forecasting to spend \$24.98 million or 57.5% of the 2023 Council Approved Capital Budget.
- The 2024 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 Theatre Passe Muraille AODA, Alumnae Theatre AODA, Spadina Museum) to meet health and safety standards as well as the Federal and Provincial grant obligations.
 - To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog which includes Casa Loma, Assembly Hall 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.

Appendix 8

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
NOT INCLUDED														
<i>Museum of Toronto</i>	66.00		66.00						1.00	2.00	40.00	23.00		
<i>Guild Public Art & Monument Conservation</i>	1.25		1.25	0.25	0.20	0.20	0.10					0.20	0.30	
<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	0.07
Total Needs Constraints (Not Included)	67.95		67.95	0.32	0.27	0.27	0.17	0.07	1.07	2.07	40.07	23.27	0.37	

In addition to the 10-Year Capital Plan, EDC staff have also identified \$67.95 million in capital needs constraints for Economic Development and Culture as reflected in the table above. The capital needs constraints are substantial in scope and require significant funding. These projects will be considered for funding in the budget process of future years.

- **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 Corporate Real Estate Management (CREM) projected \$66.00 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. In 2022, EDC partnered with Heritage Planning to plan a comprehensive Indigenous Heritage Engagement Project which will commence in 2024. A fund-raising and sponsorship strategy still needs to be developed for the Museum of Toronto. CREM and CreateTO continue their feasibility review for potential options and capital improvements.
- **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. Existing BCAs are out of date due to lack of funding. 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

Capital Program Provincial/Federal Funding Streams by Project

(In \$000s)	Intergovernmental Funding Program	Provincial Funding	Federal Funding	Total Funding
<i>Spadina Garage Restoration & AODA</i>	Investing in Canada Infrastructure Program (ICIP)	990	1,068	2,058
<i>Assembly Hall AODA</i>	Canada Community Revitalization Fund		150	150
Total Funding		990	1,218	2,208

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		277.0	189.0	171.0
Vehicle Reserve - Economic Development & Culture	XQ1200			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		70.8	70.8	70.8
Total Reserve / Reserve Fund Draws / Contributions		347.8	259.9	241.8
Other Program / Agency Net Withdrawals & Contributions		(158.8)	(88.9)	-
Balance at Year-End		189.0	171.0	241.8

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		309,952.6	279,786.0	269,916.0
Land Acquisition	XR1012			
<i>Withdrawals (-)</i>		(1,780.0)		
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		308,172.6	279,786.0	269,916.0
Other Program / Agency Net Withdrawals & Contributions		(28,386.6)	(9,870.0)	(145,968.0)
Balance at Year-End		279,786.0	269,916.0	123,948.0

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		456,643.7	432,071.0	353,929.0
Section 37	XR3026			
<i>Withdrawals (-)</i>		(204.8)		
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		456,438.9	432,071.0	353,929.0
Other Program / Agency Net Withdrawals & Contributions		(24,367.9)	(78,142.0)	(18,734.0)
Balance at Year-End		432,071.0	353,929.0	335,195.0

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XQ4209 Museum Donation - Spadina	Beginning Balance	140	20	20	20	20	20	20	20	20	20	20
	Withdrawals (-)											
	<i>Spadina Garage Restoration & AODA</i>	(120)										(120)
	Total Withdrawals	(120)	-	(120)								
	Contributions (+)											
Total Contributions	-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		20	20	20	20	20	20	20	20	20	20	(120)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR1501 Casa Loma Capital Maintenance	Beginning Balance	-	-	-	-	-	-	-	-	-	-	-
	Withdrawals (-)											
	<i>Casa Loma Exterior Restoration</i>	(2,100)	(2,000)	(4,500)	(1,000)	(2,500)	-	(2,000)	(1,000)	(2,000)	(3,000)	(20,100)
	Total Withdrawals	(2,100)	(2,000)	(4,500)	(1,000)	(2,500)	-	(2,000)	(1,000)	(2,000)	(3,000)	(20,100)
	Contributions (+)											
Total Contributions	2,100	2,000	4,500	1,000	2,500	-	2,000	1,000	2,000	3,000	20,100	
Balance at Year-End		-	-	-	-	-	-	-	-	-	-	-

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR3026 Section 37	Beginning Balance	456,644	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	
	Withdrawals (-)											
	<i>Economic Development & Culture</i>	(3,993)	(246)	(1,652)	-	-	-	-	-	-	-	(5,891)
	Total Withdrawals	(3,993)	(246)	(1,652)	-	-	-	-	-	-	-	(5,891)
	Contributions (+)											
Total Contributions	-	-	-	-	-	-	-	-	-	-	-	
Other Program/Agency Net Withdrawals and Contributions		(20,580)	(77,896)	(17,082)	(8,353)	(22,842)	2,280	2,297	2,314	2,332	2,349	(135,181)
Balance at Year-End		432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	315,572	(141,072)

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR3028 Section 45	Beginning Balance	18,821	18,196	15,751	15,483	15,599	15,716	15,834	15,953	16,073	16,194	
	Withdrawals (-)											
	<i>Economic Development & Culture</i>	-	-	(77)	-	-	-	-	-	-	-	(77)
	Total Withdrawals	-	-	(77)	-	(77)						
	Contributions (+)											
Total Contributions	-	-	(191)	116	117	118	119	120	121	121	121	(2,429)
Other Program/Agency Net Withdrawals and Contributions		(625)	(2,445)	(191)	116	117	118	119	120	121	121	(2,429)
Balance at Year-End		18,196	15,751	15,483	15,599	15,716	15,834	15,953	16,073	16,194	16,315	(2,506)

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 Service Priorities: 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).