

2025 Budget Notes

Economic Development and Culture

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Description

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

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

Economic Development and Culture 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.

Economic Development and Culture has stewardship for 373 public art works and 100 heritage buildings, including eight community museums, and two national historic sites (Fort York and Spadina Museum).

Economic Development and Culture is responsible for the collection and conservation of 150,000 artifacts, 3,000 works of fine art, and 1.1 million archeological specimens.

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. For further information about Economic Development and Culture, please visit: www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/economic-development-culture/

Economic Development and Culture:

Patrick Tobin

General Manager

Tel: (416) 392-4166

Email: patrick.tobin@toronto.ca

Corporate:

Evan Choy

Manager, Financial Planning

Tel: (416) 397-1961

Email: evan.choy@toronto.ca

What Service We Provide

Arts Services

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

What We Deliver:

- Arts services development and support in the form of advice, advocacy, consultation, convening, issue resolution and facilitation, promotion, and special event facilitation
- 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
- Provide funding to arts organizations through cultural grants services

How Much Resources (gross 2025 operating budget): \$57.4 Million

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 including advice, training, consultation, advocacy, networking, market intelligence, issue resolution, promotion, events, and grants
- Provide advice and governance support to, and capital project cost-share funding for, BIAs (as local boards of the City)
- Partner with City divisions and administer property tax rebate programs to maintain space and increase the competitiveness of 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 2025 operating budget): \$24.9 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 and support in the form of advice, advocacy, consultation, convening, issues resolution and facilitation, industry promotion and training
- Film permitting for over 1,400 productions annually, enabling location shooting that supports the industry's significant 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 2025 operating budget): \$7.5 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 and support in the form of advice, advocacy, consultation, convening, issue resolution, facilitation, and promotion
- Create and offer museum activities, programs, classes, exhibits and events; provide rental opportunities for affordable community use
- Develop, manage, and conserve artifacts, archeological specimens, and fine art collections
- Manage heritage properties and municipal museums' operations
- Provide advice and collaborate with other City divisions in managing their heritage assets

How Much Resources (gross 2025 operating budget): \$18.2 Million

Budget at a Glance

2025 OPERATING BUDGET

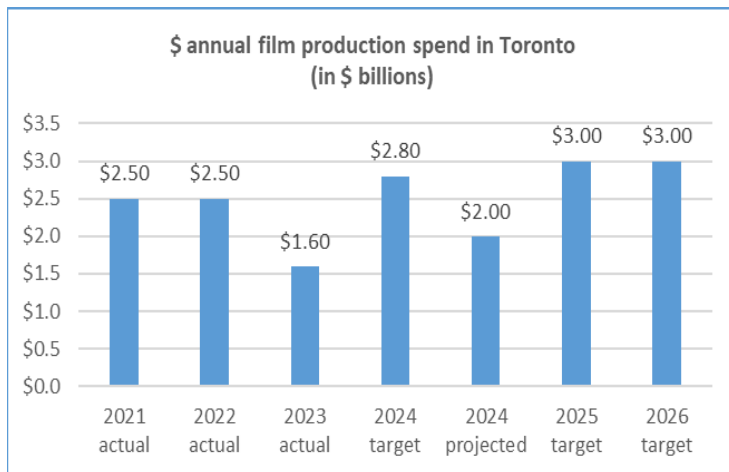
\$Million	2025	2026	2027
Revenues	\$16.2	\$16.9	\$13.2
Gross Expenditures	\$108.1	\$110.6	\$110.2
Net Expenditures	\$91.9	\$93.7	\$97.0
Approved Positions	324.1	315.6	314.6

2025 - 2034 10-YEAR CAPITAL PLAN

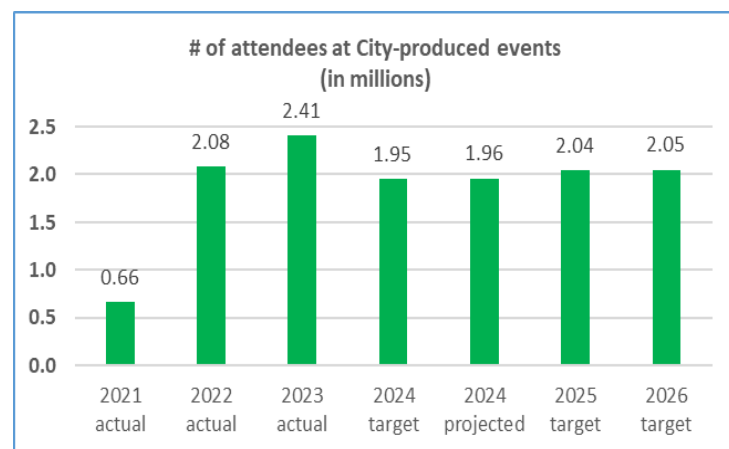
\$Million	2025	2026-2034	Total
Gross Expenditures	\$35.2	\$159.3	\$194.5
Debt	\$22.6	\$101.7	\$124.3

Note: Includes 2024 carry forward funding

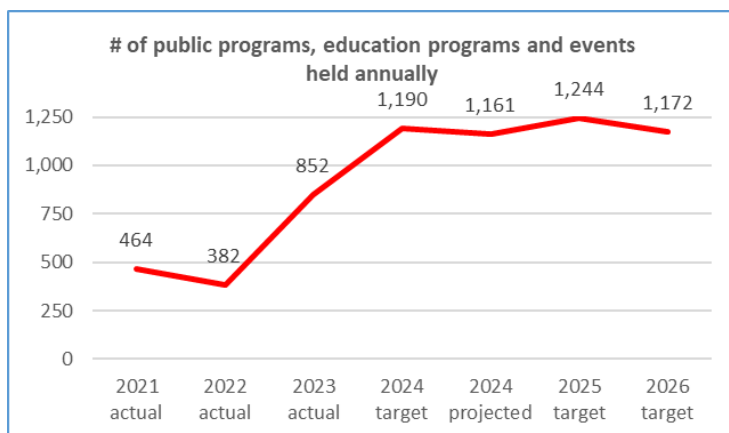
How Well We Are Doing – Behind the Numbers



- Annual film production rebounded in 2022 rapidly recovering to pre-pandemic levels; however, fell again in 2023 due to labour disruption in the film sector.
- For 2024, the production volumes did not rebound to anticipated levels due to impacts of the extended labour disruption in 2023.
- Production volumes are expected to rise to record levels in 2025 and 2026 as production houses work through the backlog created from the labour disruption, and further studio expansions come online to drive industry growth.



- Attendees at City-produced events rapidly rebounded to exceed pre-pandemic levels in 2022 and 2023 representing pent-up demand from attendees as the city recovered from COVID-19 impacts and event cancellations.
- Attendance in 2024 reflected a return to sustainable levels of attendance more in line with pre-pandemic attendance with the exception of lower registration numbers for arts classes and education programs.



- The annual number of City-produced public programs, education programs and events saw a rapid increase in 2023 and 2024 as programming returned to pre-pandemic levels.
- The number of programs is anticipated to be relatively stable in 2025 and 2026 in line with a sustainable level of resources.
- The number of programs will fall slightly in 2026 due to a major capital project that will close key studios at a cultural centre impacting programming.

How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Entertainment Industry Services	\$ annual film production spend in Toronto	\$2.5B	\$1.6B	\$2.8B	\$2.0B	●	\$3.0B	\$3.0B
Arts Services and Museum and Heritage Services	# of attendees at City-produced cultural programs and events	2,082,373	2,411,322	1,195,642	1,960,463	●	2,038,977	2,050,139
Business Services	# of businesses provided with material support (to retain / create jobs) ¹	1,659	3,283	1,270	2,643	●	1,096	2,131
Service Level Measures								
Entertainment Industry Services	# of productions supported through film permitting	1,143	1,160	1,660	1,660	●	1,800	1,850
Entertainment Industry Services	# of film permits issued	2,341	2,000	3,000	2,400	●	3,250	3,300
Art Services and Museum and Heritage Services	# of public programs, education programs, and events held annually ²	382	852	1,190	1,161	●	1,244	1,172
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 indicators in previous years.

2024 Projection to 2024 Target Comparison

● 80-100% (MET TARGET)

● 70 - 79% (LOW RISK)

● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- New supports introduced for local festivals to boost local vibrancy across Toronto.
- Successfully positioned Toronto's creative industries to attract investment and engage citizens.
- Completed the Toronto Mainstreet Recovery and Rebuild Initiative, supporting small businesses and entrepreneurs.
- Modernized the International Alliance Program to strengthen market access and investment opportunities.
- Supported the expansion of Toronto's BIAs outside the core.
- Expects to allocate \$36.9 million in arts-sector focused grants and \$7.5 million in business-sector focused grants.

Key Challenges and Risks

- Cultural funding needs to be redistributed to support more new and emerging organizations.
- Retaining and expanding access to affordable performance, rehearsal, and production spaces remains challenging, particularly for the Night Economy.
- Addressing labour gaps and entry barriers to enable growth for Toronto business and creative enterprises while also addressing specific barriers facing Black, Indigenous, and racialized people.
- Significant dependencies exist on stable and predictable federal funding, such as addressing volatility in the cultural sector and the City's efforts to support main streets and neighbourhoods.
- Meeting the City's Reconciliation commitments requires sensitive handling and comprehensive policy updates.

Priority Actions

- Economic Development and Culture's priority actions will be governed by the new cultural and economic action plans passed by City Council in November 2024.
- Distribute arts funding more fairly to address historic underinvestment outside the downtown core.
- Use municipal tools to secure city-wide access to spaces for performance and production, with an emphasis on supporting the Night Economy.
- Create regularly updated data to better address labour gaps and inclusivity, including the specific needs of Black, Indigenous, and racialized people.
- Establish a 3-year rolling exhibition plan to highlight City collections and increase public awareness of and visitation to City museums.
- Develop a repatriation policy governing the City's historical holdings and update procedures to align with Reconciliation efforts.
- Set up the Office for the Tech and Innovation Sector in 2025 to support growth in this area.
- Introduce the Economic Development and Growth in Employment program to provide diverse employment opportunities across the city.
- Enable commercial land trusts through a new Community Improvement Plan.

CITY STAFF PREPARED BUDGET

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

1. The 2025 Operating Budget for Economic Development and Culture of \$108.044 million gross, \$16.165 million revenue and \$91.879 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Art Services	57,438.2	2,878.0	54,560.2
Business Services	24,934.2	6,642.1	18,292.1
Entertainment Industries Services	7,493.9	2,128.7	5,365.2
Museums and Heritage Services	18,177.2	4,515.8	13,661.4
Total Program Budget	108,043.5	16,164.6	91,878.9

- The 2025 staff complement for Economic Development and Culture of 324.1 positions comprised of 12 capital positions and 312.1 operating positions.
2. The 2025 Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$48.919 million as detailed by project in [Appendix 5a](#).
 3. The 2026-2034 Capital Plan for Economic Development and Culture totalling \$145.531 million in project estimates as detailed by project in [Appendix 5b](#).
 4. That all third-party funding included in the 2025 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2025 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

2025 OPERATING BUDGET

2025 OPERATING BUDGET OVERVIEW

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
Arts Services	2,113.9	6,090.1	5,775.5	2,878.0		2,878.0	(3,212.1)	(52.7%)
Business Services	12,635.8	8,800.9	8,165.7	6,552.4	89.8	6,642.1	(2,158.7)	(24.5%)
Entertainment Industries Services	1,605.9	1,975.2	1,555.8	1,983.7	145.0	2,128.7	153.5	7.8%
Museums & Heritage Services	3,335.1	2,787.2	2,541.9	4,515.8		4,515.8	1,728.6	62.0%
Total Revenues	19,690.7	19,653.4	18,039.0	15,929.9	234.8	16,164.6	(3,488.7)	(17.8%)
Expenditures								
Arts Services	50,656.9	54,860.2	55,700.2	52,042.2	5,395.9	57,438.2	2,577.9	4.7%
Business Services	26,470.1	25,317.2	24,594.7	23,184.8	1,749.4	24,934.2	(383.0)	(1.5%)
Entertainment Industries Services	6,248.5	6,629.9	6,766.2	6,898.2	595.7	7,493.9	863.9	13.0%
Museums & Heritage Services	14,745.3	16,392.2	14,992.3	18,103.6	73.7	18,177.3	1,785.1	10.9%
Total Gross Expenditures	98,120.8	103,199.6	102,053.4	100,228.8	7,814.7	108,043.5	4,843.9	4.7%
Net Expenditures	78,430.2	83,546.2	84,014.4	84,298.9	7,579.9	91,878.8	8,332.6	10.0%
Approved Positions**	312.6	316.6	N/A	315.6	8.5	324.1	7.5	2.4%

*2024 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2025 Budget expenditures of \$108.044 million gross reflects an increase of \$4.844 million in spending above the 2024 Budget, predominantly arising from:

- New and enhanced investment supporting two major strategic action plans, the Action Plan for Culture in Toronto and the Action Plan for Toronto's Economy, staffing resource to support the Night Economy, and to support festivals through the Special Events Stabilization initiative (\$7.815 million).
- Offsets and efficiencies offered on a one-time basis including salary and benefit adjustments, international funding, international event support, facilities maintenance and permanent elimination of Mayor/Council travel and constituent event funding (-\$1.745 million).
- Reversal of one-time 2024 reductions, non-recurring initiatives, and changes to multi-year grant funding including for Main Street Recovery and Rebuild Initiative (MRRI) and Starter and Summer Company grant program from prior year decisions (-\$4.080 million).
- Inflationary and other adjustments including salary and benefit adjustments and contractual inflation (\$0.845 million).
- Contribution to the Casa Loma Capital Maintenance Reserve Fund ensuring long-term capital sustainability, subject to the availability of accumulated surplus from the corporation (\$2.008 million).

EQUITY IMPACTS OF BUDGET CHANGES

The changes in the Economic Development and Culture Division's 2025 Operating Budget will have an **overall medium-positive equity impact**. During the past year, EDC led the development of two major strategic plans, the [Action Plan for Toronto's Economy](#) and the [Action Plan for Culture in Toronto](#). Combined, these plans integrate diverse commitments to advance equitable, accessible and inclusive outcomes through various programs, initiatives, and policies to be developed, executed, or leveraged across all communities in Toronto, including Neighbourhood Improvement Areas (NIAs) and outside-the-core communities.

Multiple new and enhanced services, authorizing increased funding and staffing will not only contribute to driving the implementation of the commitments in the Action Plans, but also benefit Indigenous, Black, and equity-

deserving communities, inclusive of 2SLGBTQIA+, low-income individuals and families, youths, and persons living with disabilities. These new and enhanced services seek to address historic and growing inequities in Toronto's culture sector, and broadly work towards prioritizing increasing access to critical funding, career advancement opportunities and other critical supports to Indigenous, Black, and equity-deserving communities.

Economic Development and Culture will continue to advance inclusive economic development and culture through various programs, initiatives and policies as the multiple new and enhanced services are implemented and scaled; enabling positive benefits to be actualized in Toronto's culture sector and more broadly, the local economy.

2025 OPERATING BUDGET KEY COST DRIVERS

The 2025 Net Operating Budget for Economic Development and Culture of \$91.879 million is \$8.333 million or 10.0% greater than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

Table 2: 2025 Key Cost Drivers

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2024 Projection*	18,039.0	102,053.4	84,014.4	316.6	N/A
2024 Budget	19,653.4	103,199.6	83,546.2	316.6	N/A
Key Cost Drivers:					
Prior Year Impacts					
Reversal of non-recurring grant funding	(4,298.7)	(3,777.1)	521.7	(1.0)	135.4
Reversal of non-recurring initiatives	(1,502.0)	(1,502.0)			
Reversal of one-time 2024 reductions		1,059.6	1,059.6		570.4
Salary & Benefits					
Salary and benefit adjustments	102.0	(227.8)	(329.9)		773.6
Non-Salary Inflation & Other					
Non-salary and benefit inflationary changes and inflationary increases for contractual agreements	21.4	126.3	104.9		
Casa Loma reserve contribution	2,000.0	2,008.4	8.4		
Other	(125.2)	(53.1)	72.1		
Revenue Changes					
User fee volume changes & annualization rate increase	79.0		(79.0)		(28.3)
Sub-Total - Key Cost Drivers	(3,723.5)	(2,365.7)	1,357.7	(1.0)	1,451.1
Sub-Total - Affordability Measures		(605.0)	(605.0)		550.0
Sub-Total - Base Budget	15,929.9	100,228.8	84,298.9	315.6	2,001.1
Sub-Total - 2025 New / Enhanced	234.8	7,814.7	7,579.9	8.5	(190.0)
2025 Budget	16,164.6	108,043.5	91,878.8	324.1	1,811.1
Change from 2024 Budget (\$)	(3,488.7)	4,843.9	8,332.6	7.5	N/A
Change from 2024 Budget (%)	(17.8%)	4.7%	10.0%	2.4%	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

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

- Reversal of non-recurring or changes to multi-year federal and provincial grants including Celebrate Canada, Experience Ontario, Ministry of Economic Development, Job Creation and Trade, and Federal Economic Development Agency for Southern Ontario (MRRI and Indigenous Centre for Innovation and Entrepreneurship).
- Reversal of one-time reserve funded Initiatives including the Blackhurst Cultural Centre, Artscape receivership, and new skating rink at Harbourfront Centre.
- Reinstatement of 2024 deferrals includes funding for the Business Incubation and Commercialization program and marketing.

Salaries and Benefits:

- Salary and benefits adjustments includes adjustments for vacant positions.

Non-Salary Inflation and Other:

- Non-salary inflation includes inflationary increases to utilities as well as contractual agreements.
- Contribution to the Casa Loma Capital Maintenance Reserve Fund, funded from a distribution of accumulated surplus from Casa Loma Corporation.
- Other adjustments mainly from changes to Canadian Artists' Representation/Le Front des artistes Canadiens standards.

Revenue Changes:

- Annual rate and volume adjustments for art centres, museum sites, and film permits.

Affordability Measures:

Table 3: Offsets and Efficiencies

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2025				2026 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
One-time reduction to international funding	Base	No Impact		(100.0)	(100.0)		100.0	100.0	
One-time reduction to international event supports	Base	No Impact		(250.0)	(250.0)		250.0	250.0	
One-time reduction to facilities maintenance	Base	No Impact		(200.0)	(200.0)		200.0	200.0	
Eliminate Mayor/Council travel & constituent event funding	Efficiencies	No Impact		(55.0)	(55.0)				
Total Affordability Measures				(605.0)	(605.0)	0.0	550.0	550.0	0.0

- Base Budget Reductions:** Considering the EDC budget pressures for 2025, several balancing actions outlined above will continue to help mitigate the overall financial challenges of the City. These initiatives are being identified as one-time measures that defer \$0.550 million in expenditures primarily for international funding, supports towards international events, and facilities maintenance to balance the 2025 Operating Budget.
- Efficiencies:** Efficiency measures are specific actions taken by EDC that achieve cost reductions without impacting service levels. Efficiency savings of \$0.055 million are achieved through the elimination of Mayor and Council travel and constituent event budgets.

New and Enhanced Service Priorities:

Table 4: New / Enhanced Requests

New / Enhanced Request	2025				2026 Annualized Gross	Equity Impact	Supports Key Outcome / Priority Actions
	Revenue	Gross	Net	Positions			
In \$ Thousands							
1 Improving Access to Culture through Increased Funding to the Toronto Arts Council		2,000.0	2,000.0		4,000.0	Medium-positive	The proposed funding for the Toronto Arts Council supports the Corporate Strategic Plan by expanding programs for Indigenous, Black, and equity-deserving communities, aligning with key strategies like the Reconciliation Action Plan and Action Plan to Confront Anti-Black Racism
2 Expanding Cultural Programming through the Local Arts Service Organizations		379.0	379.0		758.0	Low-positive	The proposed increase in funding for Local Arts Service Organizations (LASOs) supports the Corporate Strategic Plan's goal to "Invest in People and Neighbourhoods" by enhancing local, equity-focused programming aligned with strategies like the Reconciliation Action Plan and the Toronto Strong
3 Creating a More Vibrant Toronto through Increased Funding for Festivals and Events		645.4	645.4	1.0	929.7	Medium-positive	The proposed increase in support for special events aligns with the Corporate Strategic Plan and the Mayor's "Back on Track" agenda, while celebrating the City's diversity and advancing equity-focused strategies like the Reconciliation Action Plan and Poverty Reduction Strategy.
4 Supporting Torontonians in the Creative Industries		453.0	453.0			Low-positive	This investment advances the objectives of Culture Connects: An Action Plan for Culture in Toronto (2025-2035) and EDC's Strategic Directions to increase global competitiveness, combat economic inequity, and grow cultural vibrancy, while aligning with equity-focused strategies like the Reconciliation Action Plan and Poverty Reduction Strategy.
5 Expanding Community Connections to Culture with New Outreach Staff Supports		192.4	192.4	3.5		Medium-positive	The proposed funding increase for Local Arts Service Organizations (LASOs) supports the Corporate Strategic Plan to Invest in People and Neighbourhoods, aligning with equity-focused strategies and Culture Connects: An Action Plan for Culture in Toronto, enabling LASOs to better serve local artists and
6 Improving the City's Support for Culture through Inflationary Increases to Cultural Grants		966.1	966.1		1,805.9	Medium-positive	The proposed inflationary increase to cultural grants supports the Corporate Strategic Plan's objective to Invest in People and Neighbourhoods and advances Culture Connects: An Action Plan for Culture in Toronto (2025-2035) by targeting grants to benefit Indigenous, Black, and equity-deserving communities, aligning with strategies like the Reconciliation Action Plan and Toronto's Action Plan to Confront Anti-Black Racism.
7 Strong Main Streets	89.8	1,224.4	1,134.6	3.0		Medium-positive	This proposal outlines new and enhanced services to implement Sidewalks to Skylines: An Action Plan for Toronto's Economy, aligning with multi-year strategies like the Poverty Reduction Strategy, TransformTO, and the Reconciliation Action Plan, while supporting Toronto's Official Plan to build a more livable, inclusive, and competitive regional economy.
8 Globally Competitive Economy		500.0	500.0			High-positive	This proposal introduces new and enhanced services to implement Sidewalks to Skylines: An Action Plan for Toronto's Economy, aligning with existing strategies like the Poverty Reduction Strategy and TransformTO, while supporting the Toronto Official Plan's goal of fostering an inclusive, livable, and competitive
9 Creating Green Jobs		25.0	25.0		70.0	Low-positive	The proposed EDC initiatives align with the City's strategic priorities to tackle climate change and foster green innovation by reducing greenhouse gas emissions, advancing the Green Job Strategy, and supporting cleantech development, as outlined in the Corporate Strategic Plan and Igniting Innovation report.
10 Staff Resource to Support Night Economy		74.8	74.8	1.0		Medium-positive	This proposal supports the corporate priority Invest in People and Neighbourhoods by fostering economic growth, workforce expansion, and vibrancy outside the core, aligning with the Supporting the Growth of the Night Economy report and Toronto Nightlife Action Plan, as well as the Toronto Music Industry Strategy 2022-2026 to improve infrastructure for Toronto's night
11 New Film Rush Hours Exemption User Fee	145.0		(145.0)		173.6	No Impact	To address traffic congestion caused by film production road permits during rush hours, the Toronto Film Office proposes a new fee to discourage unnecessary rush-hour activity, limit downtown footprints, and generate revenue for xTO Givebacks initiatives, promoting sustainability and thanking Torontonians for their
12 Supporting Festivals through the Special Events Stabilization Initiative		1,354.6	1,354.6			Low-positive	Increasing support for festivals and special events aligns with the Corporate Strategic Plan to Invest in People and Neighbourhoods and the Mayor's "Back on Track" agenda, while celebrating the City's diversity and advancing equity-focused strategies like the Reconciliation Action Plan and Poverty Reduction Strategy.
Total New / Enhanced	234.8	7,814.7	7,579.9	8.5	7,737.2		

Note:

- For additional information, please refer to [Appendix 3](#) for the 2025 New and Enhanced Service Priorities and [Appendix 4](#) for Operating Program Provincial/Federal Funding Streams by Funding Source, respectively.

2026 AND 2027 OUTLOOKS**Table 5: 2026 and 2027 Outlooks**

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
Revenues			
Fees, Rentals and Permits		57.0	122.0
Reversal of one time grant funding		(1,628.6)	(241.7)
Recovery from capital		(216.9)	
Change to Casa Loma reserve contribution		2,500.0	(3,500.0)
Total Revenues	16,164.6	711.5	(3,619.7)
Gross Expenditures			
Salaries and benefits		(172.7)	19.1
Reversal of one time grant funding		(1,493.6)	(204.0)
Reinstatement of one-time reductions		1,940.0	
Change to Casa Loma reserve contribution		2,500.0	(3,500.0)
New and enhanced request		(251.1)	3,323.7
Total Gross Expenditures	108,043.5	2,522.6	(361.2)
Net Expenditures	91,878.8	1,811.1	3,258.5
Approved Positions	324.1	(8.5)	(1.0)

**YoY comparison based on approved positions

Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$110.566 million reflects an anticipated \$2.523 million or 2.3% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a decrease of \$0.361 million or 0.3% below the 2026 Outlook.

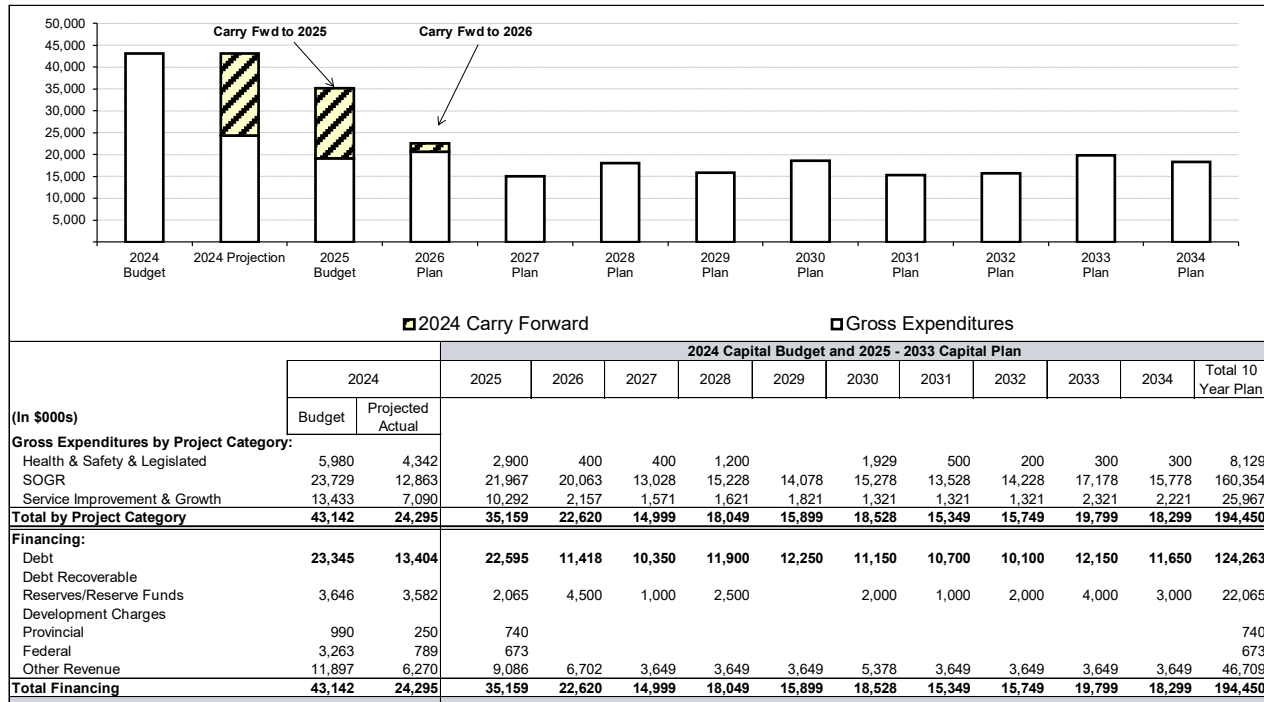
These changes arise from the following:

- **Salary and Benefits:** Full year impacts of prior year vacancies, reinstatement of Info-To-Go program, offset by 8.5 temporary new and enhanced positions ending in 2026, with one further temporary position ending in 2027.
- **Impacts from 2025 in 2026:** Reversal of multi-year grant funding for the Starter and Summer Company grant and MRRRI program, reinstatement of 2025 one-time reductions including international funding, international event supports and facilities maintenance, anticipated contribution change to the Casa Loma reserve, and reversal of one-time funded new and enhanced initiatives.
- **Impacts from 2026 in 2027:** Conclusion of multi-year Starter and Summer Company grant funding, anticipated contribution change to the Casa Loma reserve and incremental increases to 2025 new and enhanced request including: annual increase and inflationary increase to Toronto Arts Council, Local Arts Service Organizations, cultural grants, cultural funding for festivals and events and investment in creating green jobs.

2025 – 2034 CAPITAL BUDGET AND PLAN

2025 – 2034 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



Project Updates
(-\$0.410 Million)

The 2025-2034 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2025-2033):

- \$(2.350) million – Decrease in BIA Financed Funded Project due to lower uptake of this program from the BIAs.
- \$0.700 million – Increase in BIA Capital Cost-Sharing Program due to higher uptake of this program from BIAs.
- \$0.700 million – Increase in Outdoor Public Art - Salmon Run to restore the public artwork and fountain.

New Projects
(\$8.540 Million)

The 2025-2034 Capital Budget and Plan includes new key projects as follows:




- \$4.000 million - Casa Loma Exterior Restoration South Terrace to complete the structural rehabilitation of the south retaining wall and restoration of the terrace.
- \$1.150 million - Assembly Hall Masonry for repointing and brick replacement of the entire building envelope.
- \$1.090 million – BIA support via Action Plan Toronto Economy (APTE) to provide SOGR funding for stronger main streets.
- \$0.700 million - Cultural Assets Storage Workshop SOGR for rehabilitation of basement to remove abandoned boiler and repurpose space.
- \$0.550 million - Zion Schoolhouse Roof and Masonry to complete cedar roof replacement and repointing of related masonry.

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2025 and 2026-2034 Capital Budget and Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Deliver Review; and [Appendix 8](#) for a Summary of Capital Delivery Constraints, [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2025 – 2034 CAPITAL BUDGET AND PLAN

\$194.4 Million 10-Year Gross Capital Program

		
Aging Infrastructure/SOGR	Health and Safety and Legislated	Service Improvement, Enhancement and Growth
\$160.3 M 82.5%	\$8.1 M 4.2%	\$26.0 M 13.3%
<ul style="list-style-type: none"> • Assembly Hall Mechanical and Masonry • Cedar Ridge Creative Arts Centre Restoration <input checked="" type="checkbox"/> • Casa Loma Exterior Restoration - South Terrace • Todmorden Mills Centre <input checked="" type="checkbox"/> • Various Heritage, Public Arts Buildings and Museums Maintenance • Various BIA Projects 	<ul style="list-style-type: none"> • Legislated Mechanical and Electrical <input checked="" type="checkbox"/> • Theatre Passe Muraille <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> • Outdoor Public Art - Salmon Run • Alumnae Theatre AODA • Lambton House AODA 	<ul style="list-style-type: none"> • Indigenous Centre for Innovation and Entrepreneurship • EDC Digital Service Delivery • Streetscape Master Plan Program • Commercial Façade Improvement Program • Mural Program

- 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 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

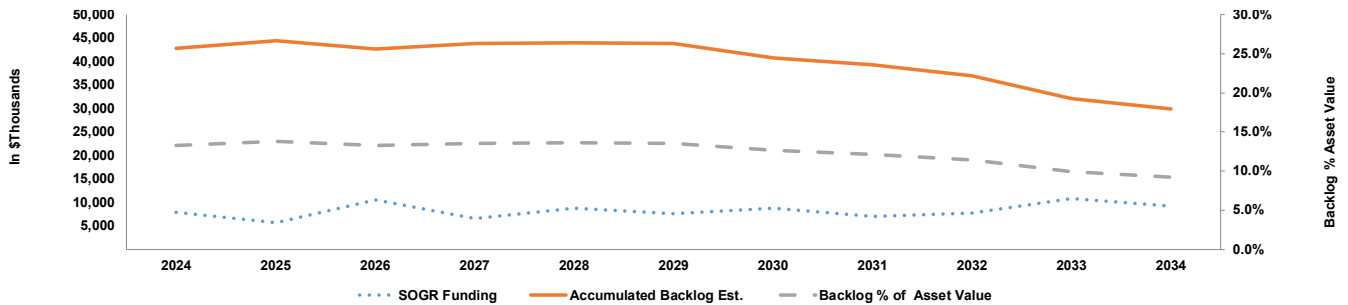
How the Capital Program is Funded

City of Toronto		Provincial Funding		Federal Funding	
\$193.0 M 99.3%		\$0.8 M 0.4%		\$0.7 M 0.3%	
Debt	\$ 124.3 M	Investing in Canada Infrastructure Program (ICIP)	\$ 0.8 M	Investing in Canada Infrastructure Program (ICIP)	\$ 0.7 M
Reserve / Reserve Fund	\$ 22.0 M				
Other – BIA Cost Share 50/50 Recovery and BIA Financed	\$ 46.7 M				

STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG

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

Chart 2: Total SOGR Funding and Backlog



\$ Thousands	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
SOGR Funding	7,890	5,620	10,500	6,550	8,700	7,550	8,750	7,000	7,700	10,850	9,250
Accumulated Backlog Est.	42,889	44,445	42,742	43,863	44,033	43,796	40,816	39,270	36,924	32,071	29,926
Backlog % of Asset Value	13.3%	13.8%	13.3%	13.6%	13.6%	13.5%	12.6%	12.1%	11.4%	9.9%	9.2%
Total Asset Value	322,419	322,419	322,419	323,619	323,619	323,619	323,619	323,619	323,619	323,619	323,619

*Excludes projects supporting capital improvements in the BIAs, IT infrastructures and outdoor public arts that are not part of EDC's asset portfolio, as well as carry-forward amounts.

- Economic Development and Culture is responsible for close to 400 public art works 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 2025-2034 Capital Budget and Plan will fund \$149.690 million of SOGR projects (\$82.470 million excluding BIAs, IT infrastructures and outdoor public art works) for EDC. Based on current capacity to deliver and level of SOGR funding, the accumulated backlog for assets that are part of the Division's portfolio will decrease from \$42.889 million (or 13.3% of total asset value) in 2024 to an anticipated \$29.926 million by 2034, reducing the backlog to approximately 9.2% of asset value.
- As the assets age, new SOGR issues will continue to be identified. It is anticipated that EDC's SOGR backlog will continue to grow over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed. Economic Development and Culture would require \$1.000 million in additional funding associated with ongoing Building Condition Audits which have been included on the list of Capital Delivery Constraints as outlined in Appendix 8 and will be considered during future year budget processes.

APPENDICES

Appendix 1

2025 Operating Budget by Category

Category (In \$000s)	2022	2023	2024	2024	2025	2025 Change from 2024	
	Actual	Actual	Budget	Projection*	Budget	Budget	Budget
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	2,577.7	2,107.7	1,950.5	1,950.5	2,312.7	362.3	18.6%
Federal Subsidies	8,763.1	7,273.2	5,890.9	5,669.3	2,856.3	(3,034.6)	(51.5%)
User Fees & Donations	3,262.4	2,629.5	3,875.1	3,077.3	4,083.8	208.7	5.4%
Transfers From Capital	904.0	1,154.9	1,429.2	1,374.2	1,506.9	77.7	5.4%
Contribution From Reserves/Reserve Funds	129.4	3,789.6	3,589.8	2,964.8	482.8	(3,107.0)	(86.6%)
Sundry and Other Revenues	2,095.3	2,375.1	2,918.0	3,003.0	4,922.1	2,004.2	68.7%
Inter-Divisional Recoveries	55.0	360.7					
Total Revenues	17,787.0	19,690.7	19,653.4	18,039.0	16,164.6	(3,488.7)	(17.8%)
Salaries and Benefits	30,014.0	31,187.5	34,769.9	33,545.3	36,349.0	1,579.2	4.5%
Materials & Supplies	1,013.2	1,021.2	1,579.9	1,395.5	1,449.4	(130.5)	(8.3%)
Equipment	443.5	380.2	378.7	515.0	495.9	117.2	30.9%
Service and Rent	13,444.0	10,440.6	10,978.2	10,184.5	11,271.5	293.3	2.7%
Grants and Transfers	52,333.4	54,529.2	55,257.5	56,005.1	56,323.2	1,065.7	1.9%
Contribution To Reserves/Reserve Funds	446.4	94.6	183.2	183.1	2,095.0	1,911.8	1043.7%
Other Expenditures	190.8	(17.9)	52.2	224.8	59.4	7.2	13.8%
Inter-Divisional Charges	92.9	485.4					
Total Gross Expenditures	97,978.1	98,120.8	103,199.6	102,053.4	108,043.5	4,843.9	4.7%
Net Expenditures	80,191.1	78,430.2	83,546.2	84,014.4	91,878.8	8,332.6	10.0%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2025 Service Changes

N/A

Appendix 3

Summary of 2025 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			2026 Plan Net Change	2027 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net			Approved Positions
32379		Vibrant Toronto by Increased Funding for Festivals & Events						
74	Positive	Description:						
		<p>A) Increased Budget for Cultural Festivals Funding Program.</p> <p>The City launched the Cultural Festivals Funding Program (CFFP) in 2022. The program provides financial support to recurring cultural festivals whose programming supports community-building, focuses on engaging with the people of Toronto, serves Toronto residents across the city, and promotes opportunities for emerging artists, and artists from Indigenous, Black, and equity-deserving communities.</p> <p>Funding of \$565,000 is requested beginning in 2025 to increase the budget for the Cultural Festivals Funding Program and fulfill Council direction to improve the level and distribution of City funding for festivals.</p> <p>B) Increase Staffing Support for Festivals and Events.</p> <p>EDC is requesting \$150,000 to hire one position in 2025 to begin the improvement of services and supports for festivals and events through the implementation of the forthcoming Festivals Strategy. Core duties for this position could include: Internal Oversight and Cross-Divisional Reporting; Industry Engagement; and Improved Customer Service.</p> <p>This new position is critical to ensuring that EDC has the resources to provide support to the industry and address longer term planning and capacity building to support healthy growth of the special events and tourism sectors.</p> <p>Service Level Impact:</p> <p>The additional funding in 2025 will increase the program budget to \$2.5 million. Assuming that the number of requests for funding remains close to 2024 levels, CFFP will be able to address 34% of sector demand (an increase of 30.7%) which is in line with other cultural grant programs delivered by EDC and the Toronto Arts Council. The additional funding will also allow staff to review and consider expanding the eligibility criteria and maximum funding amounts to ensure that the program is supporting a broader range of festivals and community programming opportunities, and Council's objectives related to improved distribution of funding across the city. This will include the ability to bring a new Festivals Strategy to Council in 2025 to better address the provision of overall City funding and in-kind services to achieve greater stability in the sector and access to Toronto residents and visitors to these important events.</p> <p>The new position is essential to advancing core strategic objectives and ensuring that the City is an active partner to the special events sector, offering expert guidance, operational support including in-kind staff resources and permits, and direct funding support to event organizers.</p> <p>Equity Statement:</p> <p>The proposal to increase funding for festivals and events has a medium positive equity impact. Increased funding is expected to positively impact Indigenous, Black and equity-deserving communities' ability to organize and participate in festivals and other events. Given that 79% of organizations that receive funding for festivals and events were led by or served Indigenous, Black and equity-deserving communities, the funding increase contributes to the City's ability to create opportunities to participate in culturally relevant festivals, events and programming that celebrates culture, increases a civic sense of belonging and pride for these communities.</p> <p>Festivals and events are an accessible way for all residents across the city to participate in high-quality, free public programming close to where they live. Toronto's festivals and events showcase Toronto's diversity, with many celebrating the cuisine, music, art, language, and traditions of the many Indigenous, Black, and equity-deserving communities that call Toronto home.</p> <p>Service: Arts Services</p>						
		Total Staff Prepared Budget Changes:	645.4	0.0	645.4	1.00	284.2	0.5
		Staff Prepared New/Enhanced Service Priorities:	645.4	0.0	645.4	1.00	284.2	0.5

32499		Improving Access to Culture through Increased Funding to TAC					
74	Positive	Description:					
		<p>EDC is proposing to increase the Toronto Arts Council's (TAC's) budget by \$2 million. This investment will help to expand access to opportunities for residents across Toronto to engage with arts and culture. Currently, TAC-funded organizations present over 20,000 cultural programs and events annually and with increased investment, TAC can support even more opportunities for Torontonians to experience accessible arts and culture programs, especially in areas of the city outside of downtown.</p> <p>Service Level Impact:</p> <p>Toronto Arts Council programs have a broad reach across Toronto. The most recent service level information (2023) includes \$23.6 million in grant dollars delivered to fund 400 individual artists and 511 organizations and collectives.</p> <p>Increased funding will enhance this service level, while addressing service gaps. Through this funding increase, the City will work with TAC to ensure its funding reaches a broader range of communities across the city, with a focus on arts access and opportunities outside the downtown core. In addition, EDC and TAC will continue developing a renewed memorandum of understanding to affirm shared funding priorities that will guide TAC's operations over the coming years, and to support the implementation of "Culture Connects: An Action Plan for Culture in Toronto (2025-2035)".</p>					

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net		
Equity Statement:		<p>The proposal to increase funding to TAC will have an overall medium-positive equity impact. It is expected that the increased funding will address historical and growing inequities in Toronto's culture sector, where many artists and smaller organizations, especially those representing Indigenous, Black, and equity-deserving communities, as well as communities outside the downtown core, are struggling to access sufficient funding. These groups are often underrepresented in traditional grant models, making it harder for them to survive in a competitive funding environment. With additional resources, Indigenous, Black and equity-deserving communities' ability to expand their outreach efforts, build deeper connections with audiences and access to critical funding will be positively impacted. Increased funding will allow for the City, through the TAC, to prioritize supporting underfunded voices and therefore ensure that the arts remain a reflection of the full diversity of Toronto's population. This proposal is keeping with the objectives of the City's new Action Plan for Culture in Toronto, which is prioritizing "Culture for All".</p>					
Service: Arts Services							
Total Staff Prepared Budget Changes:		2,000.0	0.0	2,000.0	0.00	2,000.0	2,000.0
Staff Prepared New/Enhanced Service Priorities:		2,000.0	0.0	2,000.0	0.00	2,000.0	2,000.0
32617		Creating Green Jobs					
74	Positive	Description:					
		Economic Development and Culture is proposing the implementation of a Green Job Strategy to address our Net Zero Strategy action.					
		The transition to a green economy requires a well-prepared labor force equipped with the necessary skills for emerging green occupations. However, there is a significant gap in data on green industry jobs, insufficient training programs, and a lack of support for non-unionized skilled trades. The City must develop a comprehensive strategy to build this green labour force, ensuring that all Torontonians, particularly those from equity-seeking communities, can access good-paying green jobs.					
		Actions could include:					
		<ul style="list-style-type: none"> - establishment of a Green Jobs Action Group - conduct feasibility study for a Green Industry Innovation Park - develop and launch a Toronto Green Jobs Summit - Micro-Mobility Industry workforce development committee activities. 					
Service Level Impact:		At present, Toronto's approach to green job development is fragmented and lacks a unified strategy. Implementing the Green Job Strategy will provide a comprehensive, city-wide framework for creating and supporting green jobs, including targeted training and workforce development programs. This will require funding for program development, and operational support. The strategy will result in a more skilled workforce and increased green job creation, aligning Toronto's workforce with emerging industry needs.					
Equity Statement:		The proposal to develop a Toronto Green Job Strategy will have a low positive equity impact. Indigenous, Black and equity-deserving communities' and businesses' access to green jobs, training opportunities and participation in decision-making processes will increase.					
		The Green Job Strategy enhances workforce development activities for Indigenous, Black and equity-deserving communities. In particular, these activities will be tailored to the unique needs of Indigenous, Black and equity-deserving communities in a manner that meaningfully addresses barriers to accessing employment opportunities in the green sector and therefore contributes to advancing the socioeconomic upward mobility for Indigenous, Black and equity-deserving communities.					
Service: Business Services							
Total Staff Prepared Budget Changes:		25.0	0.0	25.0	0.00	45.0	40.0
Staff Prepared New/Enhanced Service Priorities:		25.0	0.0	25.0	0.00	45.0	40.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			Approved Positions	2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net			
33333		Growing Cultural Programming through the Local Arts Service						
74	Positive	Description:						
<p>The City of Toronto has been providing support to the Local Arts Service Organizations (LASOs) since amalgamation in 1999 (Arts Etobicoke, Lakeshore Arts, Scarborough Arts and Urban Arts). East End Arts and North York Arts came on stream as a result of the City's Creative Capital Gains Action Plan (2011), which called for the creation of two new LASOs. These organizations are independent, not-for-profit, community arts organizations that deliver responsive arts and culture programs, events and services at a local level in outside-the-core neighbourhoods across the city. The LASOs offer low-barrier, free and low-cost arts participation opportunities to communities. The LASOs also provide critical support and capacity-building opportunities to local artists and arts organizations.</p> <p>Through Economic Development and Culture (EDC), the City provides financial support to the six LASOs, subject to annual contribution agreements. The budget for the LASOs has remained relatively unchanged since 2019 and has not kept pace with inflation or with increased community needs and demands for programming and services.</p> <p>The cultural sector is facing substantial challenges, with the loss of arts spaces, increased costs, and more precarious works for artists and cultural workers. Increased funding to the LASOs will enable the LASOs to maintain and expand their programming for communities outside the downtown core and increase collaboration and programming, connect artists to work, develop audiences and artists for the future, create more robust local tourism and provide essential art services meeting identified community needs.</p>								
Service Level Impact:								
<ul style="list-style-type: none"> - With a current budget of \$1.898 million and a need for more equitable allocation of LASO funding, without the influx of additional funding, EDC would shift funding amongst the LASOs within the current funding envelope. The effect of taking this action would lead to destabilizing four of the six organizations. - Destabilizing these organizations operating robust programs and services to equity-deserving communities in outside-the-core neighbourhoods would be detrimental, reducing the ability to adequately provide access to arts and culture programming and services. - Increased funding to LASOs would avoid destabilizing any of the organizations and would enable the organizations to have even greater impact. 								
Equity Statement:								
<p>The proposal to provide a sustained inflationary funding increase to LASOs has a medium-positive equity impact. Indigenous, Black and equity-deserving artists and community members living in Toronto, in particular those who may be low-income, youth, racialized, persons living with disabilities and 2SLGBTQIA+, may be positively impacted and is aligned with (1) the City's Strong Neighbourhoods Strategy and (2) the Youth Equity Strategy. A sustained increase in funding will allow for an enhanced degree of opportunities and supports for artists and community members to engage in arts and culture programming locally and to develop their careers. LASOs operate in underserved communities and in Neighbourhood Improvement Areas (NIAs) and impact outside-the-core communities through programs and services, effectively helping to advance addressing the lack of equitable funding for arts and culture across the city.</p>								
Service: Arts Services								
Total Staff Prepared Budget Changes:			379.0	0.0	379.0	0.00	379.0	379.0
Staff Prepared New/Enhanced Service Priorities:			379.0	0.0	379.0	0.00	379.0	379.0

33435		Supporting Torontonians in the Creative Industries						
74	Positive	Description:						
<p>This proposal intends to safeguard and grow jobs and businesses in Toronto's creative industries by developing a program that advance business skills, connect creators to markets, enable partnerships across sectors, promote Toronto's creative tech, and enable ongoing technological and skills evolution to enhance financial sustainability.</p> <p>Further, this program will grow workforce responsive to labour gaps, focusing on transferrable skills that can be used across creative industries as sectors grow or contract. xoTO Screen Pathways is a program that develops workforce for high-demand roles in the film industry. Expanding this program across sectors and including more highly technical skills will allow the development of transferrable skills that are needed in film, post, VFX, video game production, immersive experiences, and more. These programs will continue to have a strong focus on diversity, equity, and inclusion, working closely with non-profit community groups, unions, and post-secondary institutions to develop both professional and life skills. This expansion allows the programs to benefit more Torontonians, builds higher-level skills, and ensures employability across creative industries.</p>								
Service Level Impact:								
<p>Currently, xoTO Screen Pathways mainly offers programming focused on trades and below-the-line crew roles in film production. This programming is substantially funded from revenues generated through film permit fees, which vary year over year. With a \$0.2 million enhancement, xoTO Screen Pathways will retain existing training and expand to include training in software technology that is pervasive across creative digital disciplines and will offer more training in high-demand roles in post, VFX, and other sectors challenged by workforce availability. This allows us to serve more Torontonians, putting them on a pathway to consistent, remunerative employment in creative industries.</p> <p>Toronto currently does not have any programming that offers those in creative industries, or aspiring to be, the business development skills and opportunities presented in this proposal. Stakeholders across sectors frequently request a framework for collaboration, finding new partnerships, and developing business skills specific to their sectors. The additional \$0.253 million enhancement will enable new programming to be built in partnership with external organizations. This strengthens creative businesses, contributing to Toronto's economy, job base, and to tourism.</p>								

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net		
Equity Statement:		The proposal to enhance EDC's existing creative industries incubator program has a low positive equity impact. The additional funding requested is expected to be used to enhance the program's scope in the delivery of skills development curricula to participants. The expanded scope is expected to increase knowledge transfer of business and collaboration skills to participants of the program, which include Indigenous, Black and equity-deserving communities. This enhancement reduces barriers to accessing training and/or employment and economic development opportunities for participants, including those that are from Indigenous, Black and equity-deserving communities, and to benefit from enhanced skills development opportunities, which can, in turn, then be harnessed to obtain and retain enhanced employment opportunities.					
Service: Entertainment Industries Services							
Total Staff Prepared Budget Changes:		453.0	0.0	453.0	0.00	(453.0)	0.0
Staff Prepared New/Enhanced Service Priorities:		453.0	0.0	453.0	0.00	(453.0)	0.0

33436	Staff Resource to Support Night Economy						
74	Positive	Description:	Economic Development and Culture is proposing to hire a temporary Project Manager to support the implementation of various Council directives related to the Night Economy (NE). This position would be within the Visitor Economy Office of the Film and Entertainment Industries section and would undertake activities including but not limited to:				
		<ul style="list-style-type: none"> - Create an annual NE workplan - Work with other City Divisions to connect cultural and community groups to City-owned and other spaces to ensure vibrancy across the city and a mixed offering of activities at night, including family-oriented events and events that are not alcohol-centred - Spearhead Night Economy communications with stakeholders; - Execute NE Council directives including the remaining items in the Toronto Nightlife Action Plan and Night Economy Review Consultations - Complete the biannual update of the Good Neighbour Guide 					
		Anticipated additional responsibilities would also include the alignment between the NE and the Culture Plan, Action Plan for Toronto's Economy (APTE), Marketing Strategy, and the updated Festival Strategy.					
		Service Level Impact:	There is currently no staff dedicated full time to the Night Economy. Approving a dedicated staff will enable the advancement of the Council-approved recommendations set out in the Night Economy reports. It will also support the Culture Plan's goal of having a free cultural event in every neighbourhood and open up new spaces and opportunities for communities and creators to gather.				
		The Night Economy spans stakeholders from residents associations to musicians and venue operators, to transit and harm reduction. A single point of contact is needed to connect stakeholders to ensure the Night Economy is pursued in a manner that is sustainable and to enable more nighttime events (particularly non-alcohol centred and family-friendly, e.g. night markets) enabling a more diverse offering of nighttime activities.					
		Equity Statement:	This proposal will have an overall low positive equity impact. It is expected that this added resource will better position the City to support Indigenous, Black and equity-deserving communities, particularly those located outside of the downtown core. These communities often face barriers to accessing space, City services and financing projects which contributes to hindering their ability to participate in the city's night economy.				
		The addition resource will also help the City better align its goals of creating opportunities for underserved communities by enabling the Visitor Economy Office to provide tailored support to Indigenous, Black and equity-deserving groups and advance the corporate objectives of the Visitor Economy Office.					
Service: Entertainment Industries Services							
Total Staff Prepared Budget Changes:		74.8	0.0	74.8	1.00	(74.8)	0.0
Staff Prepared New/Enhanced Service Priorities:		74.8	0.0	74.8	1.00	(74.8)	0.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			Approved Positions	2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net			
33534		Inflationary Increase to Cultrual Grants						
74	Positive	<p>Description:</p> <p>As part of "Culture Connects: An Action Plan for Culture in Toronto", EDC proposes to introduce an annual inflationary increase to cultural grants beginning in 2025 to help organizations across the city manage increasing costs of operations and production while continuing to offer programs, events and experiences for Torontonians across the city.</p> <p>The inflationary increase will be applied across EDC's portfolio of cultural grants based on the total budget for each program, benefitting well over 1,000 organizations across the city. This includes organizations receiving operating and project funding through programs such as:</p> <ul style="list-style-type: none"> - Toronto Arts Council operating and project programs, reaching cultural organizations, artists, and artist collectives - Cultural Organization Operating Partnership (COOP), provides operating support to not-for-profit cultural organizations - Cultural Festivals Funding Program (CFFP), benefitting recurring community events in all wards across Toronto - Local Arts Service Organizations, who deliver essential arts programming to communities outside the downtown core - Cultural Hotspot, provides a variety of funding opportunities fostering community programs through workshops - Youth Cultural Incubators Stabilization Initiative, supporting new and growing youth-serving organizations - Indigenous Arts and Culture Partnerships Fund, enabling Indigenous-led arts and cultural programming determined and guided by the community - Toronto Significant Event Investment (TSEIP), supports not-for-profit or charitable status organizations offering non-reoccurring (annually or within five years) events to the public <p>The total recommended increase is based on the projected rate of inflation (2.5% in 2025, and 2% in 2026 and 2027). This represents \$0.966 million in 2025, \$0.840 million in 2026 and \$0.904 million in 2027.</p> <p>Service Level Impact:</p> <p>EDC has never provided regular inflationary increases for cultural grants, which has constrained the cultural sector's ability to deliver high-quality programs for Toronto residents and limited their ability to expand services as community demand increases. Maintaining funding at the same levels year-over-year is equivalent to absorbing cuts, and this has become particularly challenging for the cultural sector in recent years as many core expenses have increased well beyond the rate of inflation (for example, with many festivals reporting increases in security expenses at upwards of 30% per year).</p> <p>Introducing an annual funding increase is key to stabilizing organizations and providing them with the predictability they need to plan their operations. An increasing number of Toronto-based cultural organizations have failed over the last year, and many others have approached the City with emergency funding requests to address cash flow pressures related to rising costs. The proposed inflationary increase will help to address the underfunding of the sector, ultimately saving the City time and money that would otherwise be needed to respond to emergency issues facing arts organizations.</p> <p>Equity Statement:</p> <p>The proposal to provide a dedicated inflationary increase to cultural grants will have an overall medium-positive equity impact. The cultural sector is a critical source of employment and entrepreneurship for women and residents from various Indigenous, Black and equity-deserving communities. It is expected that the increase in grant funding will ensure a greater access to relevant, community-based arts programming to those in Toronto's cultural sector, especially for those from Indigenous, Black and equity-deserving communities that have historically faced financial barriers to cultural participation. This increase to cultural grants is part of EDC's significant efforts to ensure that a growing portion of cultural funding benefits Indigenous, Black and equity-deserving artists, cultural organizations, and residents.</p> <p>Service: Arts Services</p>	966.1	0.0	966.1	0.00	839.8	904.2
Staff Prepared New/Enhanced Service Priorities:			966.1	0.0	966.1	0.00	839.8	904.2

33917		Strong Main Streets						
74	Positive	<p>Description:</p> <p>This proposal recommends the creation of a Main Street Resiliency Fund in 2025. Multiple long term transit construction projects represent an opportunity to support inclusive growth and inclusion within Toronto. However, short-term impacts threaten small businesses and retail corridors. The Main Street Resiliency Fund builds on the successful Transit Construction Mitigation Grant, ending March 2025. The program grants funding for BIAs and Non-profit Organizations supporting businesses in areas impacted by long term transit construction. An increase in the budget will allow staff to build on the momentum of the previous funding and help protect small businesses from the threat of major transit construction projects.</p> <p>Staffing Requests - The majority of EDC staff positions are very specialized where 67% of staff are dedicated to delivering front line cultural and creative industries programs and services and less than 20% of EDC's staff are dedicated to supporting the business sector. For example, there are six staff supporting 85 BIAs. The number of BIAs is expected to grow significantly in the coming years. This proposal includes:</p> <ol style="list-style-type: none"> two additional temporary BIA advisors to address emerging BIA issues, which are becoming more complex, along with the addition of 11 new BIAs currently in the pipeline and a total growth of 41 additional BIAs over the next 10 years; one temporary Streetscape Designers to provide project management and landscape architecture services to BIAs undertaking capital projects. In order to meet current and future demands. 						

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service Level Impact:						
		With federal funding set to expire in March 2025, the City's transit construction mitigation efforts for businesses will be seriously depleted. The federal funding has been a critical lifeline for local communities to host events, increase marketing, provide one to one support to small business owners, put up signage, and more. Additional funding will allow staff to build on the momentum of the previous funding and help protect small businesses from the severe impacts of major transit construction projects.						
		Increasing resources to support growth of Toronto's BIAs:						
		- The new positions will advance core strategic objectives and provide fundamental governance support to the current and new BIAs.						
		- There is currently a queue for BIAs to commence work on eligible streetscape capital cost share programs. In addition, there is also a greater number of BIAs requesting assistance in developing Streetscape Master Plans.						
		Equity Statement:						
		The proposal has a medium positive equity impact. It is expected that increased funding for the Main Street Resiliency Fund program and the Streetscape Capital Program will improve access to economic development opportunities, City spaces and further develop a sense of identity and belonging.						
		Increased funding for the Main Street Resiliency Fund will provide a variety of targeted supports to alleviate the impacts of disruption caused by current and planned major transit construction activities on businesses, including businesses that are owned/operated or provide goods and services to Indigenous, Black and equity-deserving communities, such as those in Little Jamaica and Scarborough. Targeted supports through this fund will reduce business losses for those businesses that are located in areas that have historically been underserved and therefore contribute to the increase in economic development opportunities and assist in maintaining a sense of identity and belonging during construction disruption.						
		Increased funding for the Streetscape Capital Program will contribute to making existing public spaces more accessible, with a focus on spaces outside of the core. Increased funding will also ensure that funding is readily available during the planned and ongoing expansion of BIAs, which are predominantly occurring in areas outside of the core, in areas that have a higher population of Indigenous, Black and equity-deserving people and businesses and in areas that have been historically underserved by the City.						
		Service: Business Services						
		Total Staff Prepared Budget Changes:	1,224.4	89.8	1,134.6	3.00	(1,134.6)	0.0
		Staff Prepared New/Enhanced Service Priorities:	1,224.4	89.8	1,134.6	3.00	(1,134.6)	0.0

33918	Globally Competitive Economy	
74	Positive	<p>Description:</p> <p>The Competitiveness Study project is key to implementing the "Global Competitiveness" priority of the Action Plan for Toronto's Economy. The primary goal of this priority is for Toronto to rank top 10 in North America by 2035 in its specialized and globally competitive sectors. This proposal implements Action 22 - Grow Toronto's global competitiveness in key anchor and high growth sectors. Lead and invest in specific strategies that provide resources, services, and sector specific branding to drive growth in the manufacturing, life sciences, food and beverage, green, creative industries and tech sectors.</p> <p>The City faces unprecedented economic changes, including changing international trading partnerships, new technological advancements, shifts in global trade, and increasing competition from other cities. Toronto's economy has grown, yet systemic challenges persist, including housing affordability, talent retention, infrastructure capacity, and inequitable access to economic opportunity. Without an up-to-date competitiveness analysis, the city risks lagging behind in attracting investment, retaining talent, and supporting businesses in adapting to the changing landscape.</p> <p>The City of Toronto proposes to conduct a comprehensive competitiveness study for economic development, the first of its kind in two decades. This project will analyze Toronto's competitive positioning across key economic sectors, focusing on understanding shifts in market dynamics, investment trends, and talent migration. It will also evaluate the impact of changing trade dynamics and the impact of global trends on Toronto's economy and competitiveness.</p> <p>This will enable targeted economic policies and initiatives, ensuring Toronto remains an attractive, inclusive, and competitive hub for investment and talent. The preferred approach includes engaging external experts, consulting stakeholders, and leveraging both quantitative data and qualitative insights. This will produce a set of actionable recommendations for economic growth and resilience.</p> <p>Service Level Impact:</p> <p>Currently, Toronto lacks a comprehensive, up-to-date analysis of its economic competitiveness, which has resulted in a reactive rather than proactive approach to economic development. This has limited the City's ability to identify emerging strengths and challenges, and benchmark against peer cities, resulting in missed opportunities for strategic growth and investment attraction. Conducting the proposed Competitiveness Study will establish a formal, data-driven framework to guide economic policy and support, enabling Toronto to better anticipate and respond to market changes, attract global talent, and optimize resources for sustained growth. The Competitiveness Study will require initial funding for external experts to perform the analysis, alongside data acquisition and analytical tools. This investment will equip Toronto with the insights needed to support a thriving and competitive local economy that meets future demands.</p>

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
Equity Statement:								
<p>The Toronto Competitiveness Study is designed to have significant positive equity impacts by providing insights that will inform inclusive economic policies and support equitable growth across the city. By benchmarking Toronto against peer cities and analyzing barriers that underserved communities face in accessing economic opportunities, the study will help identify strategies to create a more inclusive business environment. This will include highlighting areas where targeted investments or policy adjustments can improve access to resources, support diverse talent, and promote inclusive business practices across sectors.</p> <p>Moreover, the study's focus on data-driven analysis of Toronto's competitive strengths and gaps will contribute to creating equitable economic benefits by ensuring that communities historically underrepresented in high-growth sectors have greater access to the emerging opportunities identified. Ultimately, the Competitiveness Study aims to strengthen Toronto's position as a diverse, resilient economy that fosters upward mobility and economic security for all Torontonians, including marginalized and equity-deserving groups.</p>								
Service: Business Services								
Total Staff Prepared Budget Changes:			500.0	0.0	500.0	0.00	(500.0)	0.0
Staff Prepared New/Enhanced Service Priorities:			500.0	0.0	500.0	0.00	(500.0)	0.0

33923	Expanding Community Connections to Culture with Staff	
74	Positive	<p>Description:</p> <p>In order to ensure that more residents across Toronto can experience culture, EDC is requesting staffing resources to support the implementation of Culture Connects beginning in 2025, including:</p> <ul style="list-style-type: none"> - 1.5 temporary Coordinator Policy and Program and one temporary Cultural Outreach Officers to support connecting communities with cultural experiences across the city, and particularly outside of the downtown core - one temporary Sector Development Officer to enable Film and Entertainment Industries to address the urgent need for sector support through protecting and growing creative space, offering workforce development to fill labour gaps with a priority on equity, diversity, and inclusion, and developing business skills and connections to markets to help sustain creative organizations. <p>The Coordinator Policy and Programs and Cultural Outreach Officer will work locally in neighbourhoods across the city including in the City museums and cultural centres, building on the successful community development model currently used by EDC's Arts Services Unit and the Social Development, Finance and Administration division. These staff members will be tasked with developing and leading community partnerships to provide deep support for and to local communities and cultural, which will help to build the cultural ecosystem of programs and events and improve community attendance and participation.</p> <p>The Sector Development Officer will lead program and policy initiatives to deliver on key priorities in Culture Connects and the City's music, film, and nighttime economy strategies, including efforts to develop and expand tools to protect cultural spaces from displacement, and advance sector development through workforce development and programs that address business precarity. This position is key to meeting the high demand for service and support for the creative industries.</p> <p>Service Level Impact:</p> <p>The new Coordinator Policy and Programs and Cultural Outreach Officer will allow the City to embed staff resources directly in communities to provide direct outreach and partnership development services.</p> <p>The City currently does not have a dedicated Sector Development Officer to support job creation and business stabilization in creative industries. A study conducted on Canada's production companies indicated that only 7% are financially sustainable. The need to build business skills, partnerships, and connection to finance will minimize the damage of challenging industry trends and create a pathway to future stability. This results in greater economic impact and employment numbers in creative sectors.</p> <p>Equity Statement:</p> <p>This proposal will have a medium-positive equity impact. It is expected that Indigenous, Black and equity-deserving populations access to City information, City spaces, civic engagement and community participation, training and/or employment and economic development opportunities will be positively impacted.</p> <p>The Coordinator Policy and Programs and a Cultural Outreach Officer will provide direct outreach and engagement to reduce barriers faced by Indigenous, Black, and equity-deserving artists, organizations, and residents in accessing and delivering cultural programs and initiatives, and therefore economic development opportunities. From a geographic perspective, Coordinator Policy and Programs and a Cultural Outreach Officer will also provide dedicated support for neighbourhoods outside the downtown core, which historically have had less access to cultural venues, information and services.</p> <p>The Sector Development Officers will provide support for working with Indigenous, Black and equity-deserving peoples to develop pathways to creative employment, enhance capacity of businesses owned by historically underrepresented people, and find solutions to combat the displacement of cultural spaces.</p>

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments				2026 Plan Net Change	2027 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Service: Arts Services						
		Total Staff Prepared Budget Changes:	50.8	0.0	50.8	1.00	(50.8)	0.0
		Service: Entertainment Industries Services						
		Total Staff Prepared Budget Changes:	67.9	0.0	67.9	1.00	(67.9)	0.0
		Service: Museums & Heritage Services						
		Total Staff Prepared Budget Changes:	73.7	0.0	73.7	1.50	(73.7)	0.0
		Staff Prepared New/Enhanced Service Priorities:	192.4	0.0	192.4	3.50	(192.4)	0.0

34120	Supporting Festivals-Special Events Stabilization initiative	
74	Positive	<p>Description: Economic Development and Culture is proposing to renew the Special Events Stabilization Initiative (SESI) for 2025 to help festivals and event organizers manage increasing costs of production and operations, ensuring that they can continue to benefit residents with free, accessible programming.</p> <p>Launched in August 2024, SESI was initially developed as a one-time program. Aligned with “Culture Connects: An Action Plan for Culture in Toronto (2025-2035)”, which aims to strengthen the city’s cultural landscape and sustain its vibrant arts and cultural sector, this initiative supported organizations in delivering unique programming that enhances both cultural vibrancy and economic impact. To date, 81 festivals and events have received over \$1.64 million through the SESI program, with additional grants to be awarded in a second intake of the program.</p> <p>Information about the program can be found at: https://www.toronto.ca/services-payments/grants-incentives-rebates/arts-culture-grants/special-events-stabilization-initiative/.</p> <p>Service Level Impact: Renewing SESI will ensure that the City can continue to deliver the high service standard set for festivals in 2025. The process is designed to ensure that event organizers can access the program in a way that minimizes administrative burdens, including: - Broad outreach and promotion: ensure broad awareness and participation in the program, particularly for Indigenous, Black and equity-deserving communities - Simple application process for users: staff to design application form that collects key information while minimizing burden on applicants, to be submitted through an online form. - Straightforward evaluation process: ensure timely decisions on applications by standardizing evaluation criteria that are clearly communicated to prospective applicants - Meaningful funding contribution: the recommended budget contribution will ensure that event organizers receive a meaningful amount to offset expenses.</p> <p>Equity Statement: The proposal to renew the Special Events Stabilization Initiative has a low-positive equity impact. Funding is expected to positively impact Indigenous, Black and equity-deserving communities’ capacity to access, organize, and participate in festivals and other events. Given that a high portion of organizations that receive City funding for festivals and events are led by or served Indigenous, Black and equity-deserving communities, SESI funding supports the City’s capacity to foster opportunities to participate in culturally relevant festivals, events and programming that celebrates culture, increases a civic sense of belonging and pride for these communities.</p> <p>Festivals and events are an inclusive and accessible way for all residents across the city to participate in high-quality, free public programming close to where they live. Toronto’s festivals and events showcase Toronto’s diversity, with many celebrating the cuisine, music, art, language, cultures, and traditions of the many diverse Indigenous, Black, and equity-deserving communities that call Toronto home.</p>
		<p>Service: Arts Services</p> <p>Total Staff Prepared Budget Changes:</p>
		1,354.6 0.0 1,354.6 0.00 (1,354.6) 0.0
		Staff Prepared New/Enhanced Service Priorities:
		1,354.6 0.0 1,354.6 0.00 (1,354.6) 0.0

Appendix 3 (continued)

Form ID		Community and Social Services Program - Economic Development & Culture	Adjustments			2026 Plan Net Change	2027 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net			Approved Positions
33575		New Film Rush Hours Exemption User Fee						
75	No Impact	<p>Description:</p> <p>The Toronto Film Office is aiming to achieve messaging to the film industry that road occupation during rush hours is an issue in the City of Toronto, and we need to work together to keep roads clear during peak travel times in the downtown core. If unavoidable for a production, a new fee will be charged to the production in the amount of \$500. This new rush-hour exemption fee is being proposed by the Toronto film office to curb rush hour road occupation. This additional fee would be a one-time fee per permit for approval for a production to park during the rush-hour on arterial roads.</p> <p>Challenges exist for internal and external stakeholders. Internal challenges include the transportation unit needing to minimize road occupation during rush hours to keep traffic moving, while the film office is providing service to an industry that requires the rush-hour in some cases to conduct their work. There are two competing interests, and the proposed new fee aligns with City of Toronto initiatives to lower impact of traffic.</p> <p>The Film Office has an opportunity to control road usage during key travel times by introducing a fee for usage and dissuading some productions that may not require it. This new revenue can be utilized as a giveback from productions to City of Toronto sustainability initiatives and lowering traffic impact. Productions parking in the downtown core will have smaller units and will coordinate times of road usage in a more efficient manner.</p> <p>The recommended option for addressing this business need is to charge \$500 to a production requesting a rush hour exemption per permit. The proposed fee structure is: Tier 1 (Feature, Series, Mini-Series, Pilots): \$500 per permit, Tier 2 (Commercials, Documentaries, Reality Television, Music Videos, Short Films): \$500 per permit, Tier 3 (Student Projects): \$0.</p> <p>The core issues at play are traffic congestion and the role that the Toronto film office plays in this issue. The Toronto film office issues road occupancy and road closure permits on all city of Toronto roads at all times of day, including rush-hour. Rush-hour permits and road closures both have an impact on traffic and congestion and currently fees are being charged for only one of these issues, a road closure. The Toronto Film Office would like to align with other jurisdictions as well as with our current fee structure, to minimize impact on City of Toronto roads. Previously a road closure fee was included in the Film Office permit fee structure to dissuade productions from closing roads that will have a negative impact on traffic.</p> <p>Service Level Impact:</p> <p>Film permits that are issued and road occupation that is being requested are dependent on no other road occupation and conflicts existing. Conflicts and pre-existing road occupation from construction or special events would impact the rush hour exemption due to roads being unavailable for use.</p> <p>Equity Statement:</p> <p>Service: Entertainment Industries Services</p> <p>Total Staff Prepared Budget Changes:</p>	0.0	145.0	(145.0)	0.00	(28.6)	(28.5)
Staff Prepared New/Enhanced Service Priorities:			0.0	145.0	(145.0)	0.00	(28.6)	(28.5)
Summary:								
Staff Prepared New/Enhanced Service Priorities:			7,814.7	234.8	7,579.9	8.50	(190.0)	3,295.2

Appendix 4

Operating Program Provincial/Federal Funding Streams by Program

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026	2027
Community Museums Operating Grant (CMOG) - Museums operating fund	Provincial	430.4	430.4	430.4
Experience Ontario - Nuit Blanche	Provincial	150.0	150.0	150.0
Ministry of Economic Development, Job Creation and Trade (MEDJCT) - Starter/Summer Company grant program	Provincial	1,732.3	103.3	
Sub-Total - Provincial Funding		2,312.7	683.7	580.4
Young Canada Works - Short term job program fund for Museums	Federal	36.8	36.8	36.8
Federal Economic Development Agency for Southern Ontarian - Main Street Recovery and Rebuild Initiative	Federal	2,755.1	2,755.1	2,755.1
Immigration, Refugees and Citizenship Canada - Intergovernmental Committee for Economic and Labour Force Development (ICE Committee)	Federal	52.3	52.3	52.3
Federal Economic Development Agency for Southern Ontario - Indigenous Centre for Innovation and Entrepreneurship (ICIE)	Federal	12.0	12.0	12.0
Sub-Total - Federal Funding		2,856.3	2,856.3	2,856.3
Total Funding		5,169.0	3,540.0	3,436.7

Appendix 5

2025 Capital Budget; 2026 - 2034 Capital Plan Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2025 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>BIA</i>	11,945	10,634	7,549	7,549	7,549	7,549	7,549	7,549	7,549	7,549	82,971		68,503	14,468
<i>Collections Care</i> <input checked="" type="checkbox"/>	1,759	600	150	500	400	200	700	1,300	900	200	6,709		6,376	333
<i>Cultural Infrastructure Development</i>	666			300	800	1,729		400			3,895	1,729	943	1,223
<i>Economic Competitiveness Data Mgmt. System</i>	419	490	250								1,159			1,159
<i>Indigenous Ctr for Innovation & Entrepreneurship</i>	3,355										3,355			3,355
<i>Major Maintenance</i> <input checked="" type="checkbox"/>	4,974	850		1,500	2,850	2,250	900	800	2,050	800	16,974	4,210	12,764	100
<i>Refurbishment and Rehabilitation</i>	100	750	700	300	200	700	200			800	3,750		3,650	100
<i>Restoration/Preservation of Heritage Elements</i> <input checked="" type="checkbox"/>	8,808	8,596	4,950	6,500	2,600	5,800	5,700	5,300	7,500	6,050	61,804	2,190	59,268	346
<i>Service Enhancement</i>	3,133	700	1,400	1,400	1,500	300	300	400	1,800	2,900	13,833		8,850	4,983
Total Expenditures (including carry forward from 2024)	35,159	22,620	14,999	18,049	15,899	18,528	15,349	15,749	19,799	18,299	194,450	8,129	160,354	25,967

- 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 2025-2034 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 5a

2025 Cash Flow and Future Year Commitments Including Carry Forward Funding

Projects (In \$000s)	2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	Total 2025 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<i>BIA</i>	11,945	5,745									17,690	11,141		6,549
<i>Collections Care</i>	1,759	200									1,959	1,259		700
<i>Cultural Infrastructure Development</i>	666					1,729					2,395	2,395		
<i>Economic Competitiveness Data Mgmt. System</i>	419	240									659	659		
<i>Indigenous Ctr for Innovation & Entrepreneurship</i>	3,355										3,355	3,355		
<i>Major Maintenance</i>	4,974	750									5,724	4,474	100	1,150
<i>Refurbishment and Rehabilitation</i>	100	250									350			350
<i>Restoration/Preservation of Heritage Elements</i>	8,808	4,296	300								13,404	6,804	2,050	4,550
<i>Service Enhancement</i>	3,133	250									3,383	3,083		300
Total Expenditure (including carry forward from 2024)	35,159	11,731	300			1,729					48,919	33,170	2,150	13,599

Appendix 5b

2026 - 2034 Capital Plan

Projects (In \$000s)	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2026 - 2034 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>BIA</i>	4,889	7,549	7,549	7,549	7,549	7,549	7,549	7,549	7,549	65,281		53,692	11,589
<i>Collections Care</i>	400	150	500	400	200	700	1,300	900	200	4,750		4,750	
<i>Cultural Infrastructure Development</i>			300	800			400			1,500		700	800
<i>Economic Competitiveness Data Mgmt. System</i>	250	250								500			500
<i>Major Maintenance</i>	100		1,500	2,850	2,250	900	800	2,050	800	11,250	1,500	9,750	
<i>Refurbishment and Rehabilitation</i>	500	700	300	200	700	200			800	3,400		3,400	
<i>Restoration/Preservation of Heritage Elements</i>	4,300	4,650	6,500	2,600	5,800	5,700	5,300	7,500	6,050	48,400	1,400	47,000	
<i>Service Enhancement</i>	450	1,400	1,400	1,500	300	300	400	1,800	2,900	10,450		8,550	1,900
Total Expenditures	10,889	14,699	18,049	15,899	16,799	15,349	15,749	19,799	18,299	145,531	2,900	127,842	14,789

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2024 Cash Flow			Total Project		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Project Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development and Culture											
Project Name: Casa Loma Garden Wall Restoration	3,339	2,836	3,339	5,000	3,497	Minor Delay	Jul-23	Dec-25	Jun-26	ⓐ	ⓐ
Comments:	<p>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 with a 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. The Capital Assets Project Manager and consultants have been monitoring the west wall for almost a decade, since the near structural failure and restoration of the east garden wall. The project was originally delayed to accommodate the tenant's operation, with the pandemic causing further delay.</p> <p>The first phase of the project was tendered in Q1 – Q2, 2023 and was awarded to a heritage contractor familiar with the vagaries of the site. Construction started November 1, 2023, and the contractor maintained an aggressive schedule in order to meet the contract requirement to be substantially performed by June 1, 2024 in time for Liberty's spring season. The contractor compiled the work, dealt with deficiencies and demobilised from site by the end of Q3. The last remaining scope of work is to install a new fence and gate which will be fabricated by the contractor and installed in February 2025. The first phase of this project will be 100% complete by the end of December 2024.</p>										
Explanation for Delay:	<p>Additional funds were added to the Casa Loma restoration budget to advance the next project which is to restore the section of the garden wall at the upper terrace between the two sets of stairs, and includes restoration of the parking structure. The plan is to tender this project in the spring of 2025 and complete the work by the end of June 2026.</p>										

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

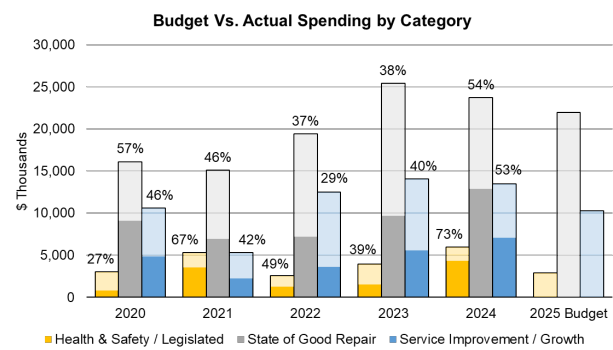
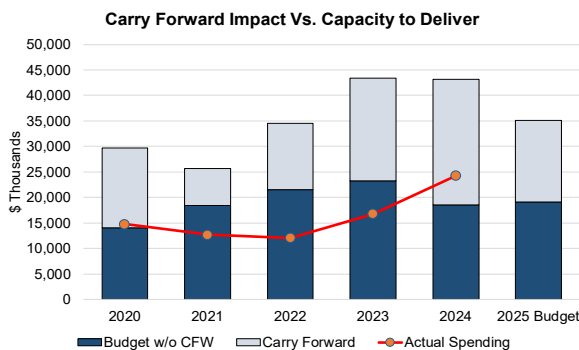
Appendix 7

Capacity to Deliver 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 EDC’s ability to deliver 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 3 below) as well as the level of projected 2024 underspending that will be carried forward into 2025 to complete capital work.

Chart 3 – Capacity to Deliver



Impact of Capacity to Deliver Review on the 10-Year Plan

- The 2025 Capital Budget of \$35.159 million (including carry forward funding of \$15.978 million) is slightly higher than the historic 5-year (2019-2023) average budget of \$33.302 million.
- Economic Development and Culture reviewed its historical capital spending trends and current capacity to deliver projects. Around \$2.000 million in capital spending originally cash flowed in 2025 has been decreased due to lower uptake of BIA Capital Cost-Sharing Program projects.
- Despite the key adjustment noted above, EDC requires cash flow funding of \$35.159 million in 2025 to continue the capital work. Economic Development and Culture's actual spending over the previous five years, from 2019 to 2023, has averaged \$14.251 million or 42.8% per year. In 2024, EDC is forecasting to spend \$24.295 million or 56.3% of the 2024 Capital Budget.
- The 2025 requested 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, Outdoor Public Art - Salmon Run) 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.
 - To invest in and complete Capital Streetscape Improvements Projects within the right of way, which not only create a safe and attractive public realm but also support a thriving local commerce through a valued partnership with Business Improvement Areas and their members.
 - 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 Delivery Constraints (In \$ Millions)

Projects	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
NOT INCLUDED														
<i>Museum of Toronto</i>	66.0		66.0					1.0	2.0	40.0	23.0			
<i>Guild Public Art & Monument Conservation</i>	1.3		1.3	0.2	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.2
<i>Building Condition Audits</i>	1.0		1.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
<i>Fort York Adding New Buildings</i>	2.2		2.2							0.7	0.5	1.0		
<i>BIA Action Plan Toronto Economy (APTE)</i>	20.4		11.4		2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
Total Delivery Constraints (Not Included)	90.8		81.8	0.3	2.6	2.5	2.5	3.5	4.5	43.1	26.0	3.5	2.5	

- Museum of Toronto:** This 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 projected \$66.000 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 which will include debt and funding from third party sources. As active planning for this project was suspended during COVID 19, EDC has not yet explored grant or sponsorship opportunities. A fund-raising and sponsorship strategy must be developed for the Museum of Toronto. Corporate Real Estate Management and CreateTO will continue with the feasibility review for potential options and capital improvements.
- Guild Public Art and Monument Conservation:** This project at the Guild requires \$1.250 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. As the site and the Guild of All Arts approaches its centenary in 2036, there is a demand from the local community to begin the work of bringing the collection to a state of good repair.
- Building Condition Audits:** This project requires \$1.000 million to complete building condition audits (BCA) for Heritage Properties within EDC's portfolio. Existing BCAs are out of date due to lack of funding. The industry standard is to update BCAs every five years. At \$0.100 million per year, EDC would not achieve that standard. Corporate Real Estate Management is initiating a city-wide real estate lifecycle asset management program in the next three years which may include BCAs for some or all City of Toronto buildings. Heritage properties require a more specialized investigation so the need for this project is even more acute to ensure that the best data is collected.
- Fort York Adding New Buildings:** Following the construction of the Visitor Centre and the re-positioning of the fort as a significant heritage attraction in 2012, reconstruction of one or two missing buildings within the fort walls is proposed as the next step toward accommodating the complete museum operation efficiently on site. Adding New Buildings - the Development Plan for Historic Fort York, and the latest business plan proposes strategies to raise the profile of the site, improve operational efficiencies and maximize the tourism potential of the entire site. This project was planned with a long lead and has since been deferred due to the pandemic and capacity to deliver.
- Business Improvement Areas in the Action Plan for Toronto's Economy (APTE):** This partnership program is cost-shared on a 50/50 basis between the City of Toronto and its BIAs to boost main street resilience and support thriving local commerce. Main streets are the traditional homes of small businesses, a key component to any vibrant urban centres and part of the fabric of local communities. Business Improvement Areas request capital funding annually for the improvement of municipally owned land, making their districts more attractive, more competitive, and safer for clients, shoppers, visitors and residents alike. Our BIAs are vital to supporting Toronto's image as a clean, safe, and culturally diverse city.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026-2034	Total
<i>Spadina Garage Restoration & AODA</i>	740	740		740
Sub-Total - Provincial Funding		740		740
<i>Spadina Garage Restoration & AODA</i>	673	673		673
Sub-Total - Federal Funding		673		673
Total Funding		1,413		1,413

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2025 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		7.0	7.0	7.0
Casa Loma Capital Maintenance	XR1501			
<i>Withdrawals (-)</i>				
<i>Economic Development and Culture Capital</i>		(2,000.0)	(4,500.0)	(1,000.0)
<i>Contributions (+)</i>				
<i>Economic Development and Culture Operating</i>		2,000.0	4,500.0	1,000.0
Total Reserve / Reserve Fund Draws / Contributions		7.0	7.0	7.0
Balance at Year-End		7.0	7.0	7.0

Corporate Reserve / Reserve Funds

Community Benefits - Original Section 37	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		568,650.7	550,086.8	481,400.4
Community Benefits - Original Section 37	XR3026			
<i>Withdrawals (-)</i>		(204.8)	(204.8)	(204.8)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		568,445.9	549,882.0	481,195.6
Other Program / Agency Net Withdrawals & Contributions		(18,359.1)	(68,481.6)	(33,806.7)
Balance at Year-End		550,086.8	481,400.4	447,389.0

Vehicle Reserve - Economic Dev. & Culture	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		270.4	63.4	158.4
Vehicle Reserve - Economic Dev. & Culture	XQ1200			
<i>Withdrawals (-)</i>				
<i>Contributions (+)</i>		95.0	95.0	95.0
Total Reserve / Reserve Fund Draws / Contributions		365.4	158.4	253.4
Other Program / Agency Net Withdrawals & Contributions		(302.0)	-	-
Balance at Year-End		63.4	158.4	253.4

Land Acquisition (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2025	2026	2027
		\$	\$	\$
Beginning Balance		317,164.0	297,769.0	189,232.0
Land Acquisition	XR1012			
<i>Withdrawals (-)</i>		(278.0)	(278.0)	(278.0)
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		316,886.0	297,491.0	188,954.0
Other Program / Agency Net Withdrawals & Contributions		(19,117.0)	(108,259.0)	(123,687.0)
Balance at Year-End		297,769.0	189,232.0	65,267.0

Inflows and Outflows to/from Reserves and Reserve Funds
2025 – 2034 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ4209 Museum Donation - Spadina	Beginning Balance	99	77	77	77	77	77	77	77	77	77
	<i>Withdrawals (-)</i>										
	<i>Spadina Garage Restoration & AODA</i>	(22)									
	Total Withdrawals	(22)	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
Balance at Year-End		77	77	77	77	77	77	77	77	77	77

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XQ4002 Public Arts Reserve Fund	Beginning Balance	664	621	621	621	621	621	621	621	621	621
	<i>Withdrawals (-)</i>										
	<i>Public Art Development Dundas-Islington</i>	(7)									
	<i>Ordnance Park Public Art</i>	(36)									
	Total Withdrawals	(43)	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>										
Total Contributions	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		621	621	621	621	621	621	621	621	621	621

Casa Loma Capital Maintenance (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR1501	Beginning Balance	7	7	7	7	7	7	7	7	7	7
Casa Loma Capital Maintenance	<i>Withdrawals (-)</i>										
	<i>Casa Loma Exterior Restoration</i>	(2,000)	(4,500)	(1,000)	(2,500)		(2,000)	(1,000)	(2,000)	(4,000)	(3,000)
	Total Withdrawals	(2,000)	(4,500)	(1,000)	(2,500)	-	(2,000)	(1,000)	(2,000)	(4,000)	(3,000)
	<i>Contributions (+)</i>										
	<i>Economic Development and Culture Operating</i>	2,000	4,500	1,000	2,500		2,000	1,000	2,000	4,000	3,000
	Total Contributions	2,000	4,500	1,000	2,500	-	2,000	1,000	2,000	4,000	3,000
Balance at Year-End		7	7	7	7	7	7	7	7	7	7

Corporate Reserve / Reserve Funds

Community Benefits - Original Section 37 (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR3026	Beginning Balance	568,651	550,087	481,400	447,389	399,244	399,317	401,239	405,251	409,304	413,397
Community Benefits - Original Section 37	<i>Withdrawals (-)</i>										
	<i>Economic Development & Culture</i>	(3,983)	(446)	-							
	Total Withdrawals	(3,983)	(446)	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		(14,580)	(68,240)	(34,011)	(48,145)	73	1,922	4,012	4,053	4,093	4,134
Balance at Year-End		550,087	481,400	447,389	399,244	399,317	401,239	405,251	409,304	413,397	417,531

Section 45 (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)									
		2025 Budget	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan
XR3028	Beginning Balance	24,377	21,809	19,394	15,278	15,431	15,585	15,664	15,821	15,979	16,139
Section 45	<i>Withdrawals (-)</i>										
	<i>Economic Development & Culture</i>	(192)	-	-							
	Total Withdrawals	(192)	-	-	-	-	-	-	-	-	-
	<i>Contributions (+)</i>										
	Total Contributions	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions		(2,377)	(2,415)	(4,116)	153	154	79	157	158	160	161
Balance at Year-End		21,809	19,394	15,278	15,431	15,585	15,664	15,821	15,979	16,139	16,300

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels in annual budget.

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 Deliver: Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

Capital Delivery 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 provide services.

Operating Impact of Completed Capital Projects: The Operating Budget Impact of Capital is the change in operating expenditure and / or revenue, which is projected to occur during the implementation of a capital project and / or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

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

Salary and Benefits Adjustment: General increases related to contractual obligations, such as cost of living, step increases, pay for performance and progression pay.

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

Tax Supported Budget: Budget funded by property taxes.

User Fees: Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).