



# Toronto 2015 BUDGET



## Economic Development and Culture

### 2015 OPERATING BUDGET OVERVIEW

Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by creating a thriving environment for businesses and culture.

#### 2015 Budget Highlights

The total cost to deliver this service to Toronto residents in 2015 is \$79.613 million, offset by revenue of \$25.744 million, for a net cost of \$53.869 million as shown below.

(in \$000's)	2014 Budget	2015 Budget	Change	
			\$	%
Gross Expenditures	72,394.1	79,613.0	7,218.9	10.0%
Gross Revenues	23,701.2	25,744.3	2,043.1	8.6%
<b>Net Expenditures</b>	<b>48,692.9</b>	<b>53,868.7</b>	<b>5,175.8</b>	<b>10.6%</b>

EDC's 2015 Operating Budget provides funds for several enhanced initiatives as EDC phases in ongoing tax-support for the Culture Phase-In Plan and delivers 8 special projects celebrating the Pan Am Games.

### Contents

#### Overview & Recommendations

I: 2015–2017 Service Overview and Plan	5
II: 2015 Budget by Service	14
III: Issues for Discussion	27

#### Appendices:

1. 2014 Performance	30
2. 2015 Operating Budget by Expense Category	32
3. 2015 Organization Chart	33
4. Summary of 2015 Service Changes	N/A
5. Summary of 2015 New & Enhanced Service Changes	34
6. Inflows/Outflows to / from Reserves & Reserve Funds	44
7. 2015 User Fee Rate Changes	46

### Fast Facts

- Re-affirmed commitment to increase per capita spending on the arts in Toronto from \$18 to \$25 over the next three years.
- Partnering with Provincial and Federal governments, EDC will successfully deliver Pan/Parapan Am Celebration and Showcase events in 2015.
- EDC manages 40 heritage properties and 200 Public Art Installations.

### Trends

- The number of cultural events will increase through 2017 as a result of Pan Am Celebration events, investments in City venues, and revitalization of City museums.

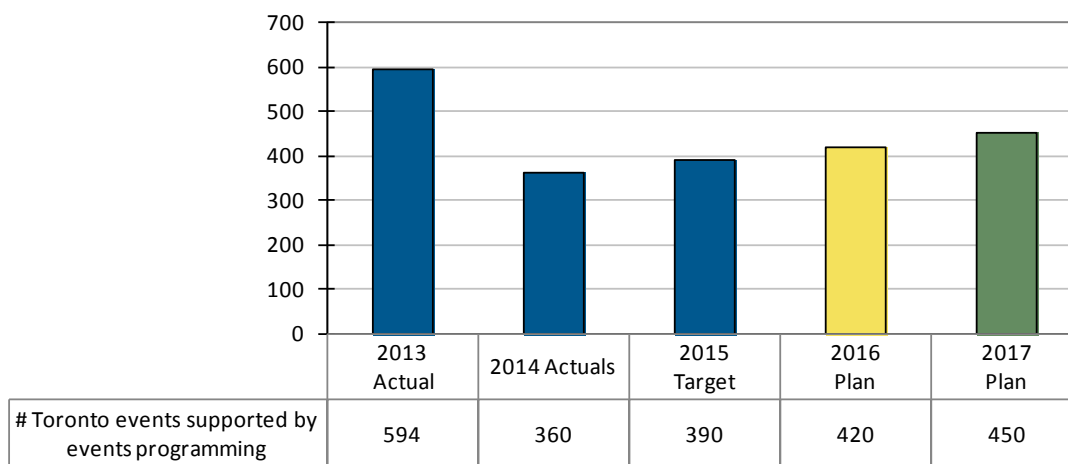
### Our Service Deliverables for 2015

EDC's services span the continuum between the economic development and cultural vibrancy of the City to capture the benefits of these linked forces. The programs are guided by two main strategies which are *Collaborating for Competitiveness – A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto 2013* (C for C) and *Creative Capital Gains 2011* (CCG). Both are designed to advance the City's prosperity, opportunity, and livability by creating an environment in which business and culture can thrive.

The 2015 Operating Budget will enable staff to:

- Serve 30,000 entrepreneurs, prospective entrepreneurs and established micro business owners via Enterprise Toronto inquiry and business registration services, one-on-one business consultations, seminars, special events and outreach activities.
- Sustain City grants support to arts and culture.
- Support the preparations to host the 2015 Pan/Parapan Am Games.
- Launch the new Toronto Information Centre in Union Station to profile Toronto's economic and cultural landscape.
- Increase the arts and culture spending from \$18 to \$25 per capita by 2017, achieving 92% of the target in 2015.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.

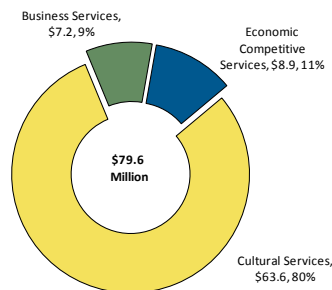
**Toronto Events supported by Events Programming**



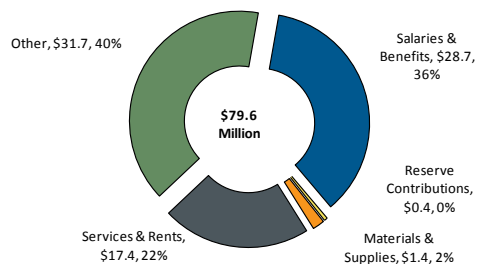
### 2015 Operating Budget Expenses & Funding

#### Where the money goes:

##### 2015 Budget by Service \$79.6 Million

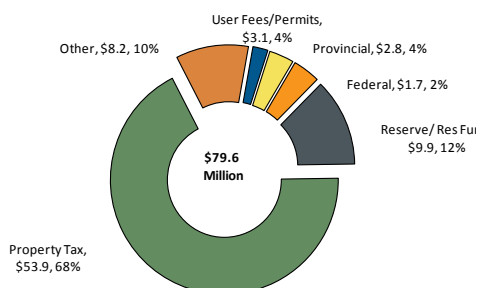


##### 2015 Budget by Expenditure Category



#### Where the money comes from:

##### 2015 Budget by Funding Source



### Our Key Challenges & Priority Actions

- Continue to address economic competitiveness opportunities focusing on art sector development, delivering economical and cultural services for the Pan Am Games and supporting BIA growth.
- Support the growth of private enterprise by providing funding for entrepreneur-led business incubation.
- Address the historic cultural under-investment by investing strategically to expand culture and arts spending as directed by City Council with an additional \$2.0 million in 2015.
- Increase public service by opening the Union Station Toronto Information Centre.
- Meet the need for additional support as the number of BIAs has grown from 45 to 80 between 2003 and 2014 and continues to grow.

### 2015 Operating Budget Highlights

- Current commitment to increase spending on the arts in the City of Toronto from \$18 to \$25 per capita by 2017 with \$2.0 million of increased funding in 2015.
- Partner with Provincial and Federal governments to successfully deliver Pan Am/ Parapan Celebration and Showcase events funded from Provincial and Federal grants and Major Special Events Reserve Fund.
- Serve 30,000 entrepreneurs and established micro-business owners via business consultations, business incubation support, and training and workshops.
- Provide legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Partner with cultural and community groups in South Etobicoke to deliver a Cultural Hotspot program in that community.

## COUNCIL APPROVED BUDGET

City Council approved the following recommendations:

1. City Council approve the 2015 Operating Budget for Economic Development and Culture of \$79.613 million gross and \$53.869 million net, for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Economic Competitiveness Services:	8,858.7	5,459.1
Cultural Services:	63,580.5	44,747.8
Business Services:	7,173.8	3,661.8
<b>Total Program Budget</b>	<b>79,613.0</b>	<b>53,868.7</b>

2. City Council approve the 2015 recommended service levels for Economic Development and Culture as outlined on pages 16, 20, and 24 of this report, and associated staff complement of 309.6 positions.
3. City Council approve the 2015 recommended user fee changes above the inflationary adjusted rate for Economic Development and Culture identified in Appendix 7a for inclusion in the Municipal Code Chapter 441 "Fees and Charges".
4. City Council request the General Manager, Economic Development and Culture together with the General Manager, Toronto Water and in consultation with the manufacturing industry, environmental experts and other key stakeholders, to report to Budget Committee prior to the 2016 Budget Process on:
  - a) all costs levied locally on manufacturers by the City of Toronto and its agencies and corporations, including an assessment of how competitive these charges are with respect to competitive jurisdictions in North America, including a consideration of all key cost drivers; and
  - b) an assessment of the impacts of various alternatives for charging for all aspects of water use (volume, waste water, storm water, parameters, etc.).
5. City Council request the General Manager, Economic Development and Culture to report to the July 7 and 8, 2015 Council meeting on how to better measure the impact of grant funding and on tracking spending in order to ensure transparency.

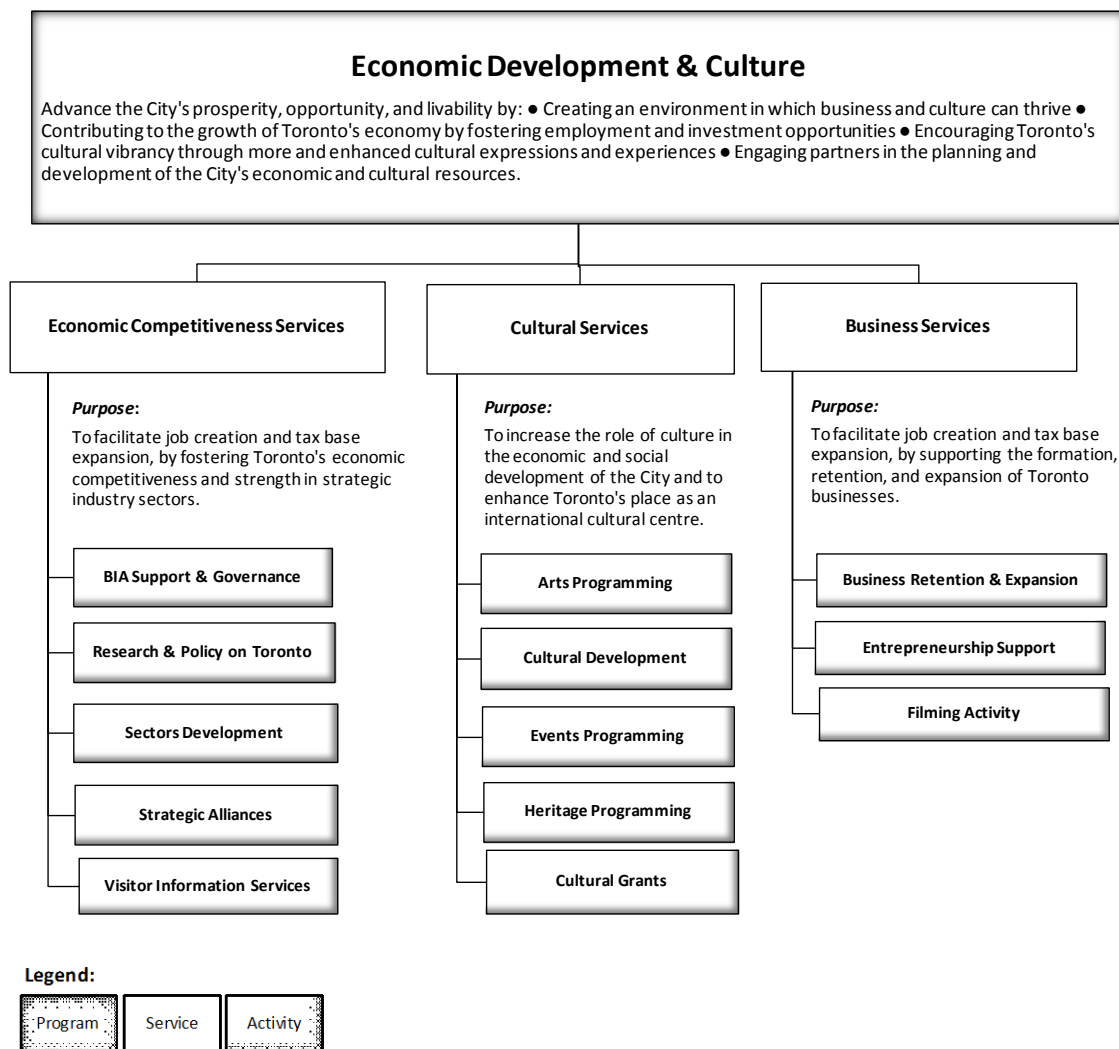


## **Part I:**

2015 – 2017

Service Overview and  
Plan

## Program Map



### Service Customers

#### *Economic Competitiveness Services*

- Business and Labour Organizations
- Sectors
- Business Improvement Areas
- Canadian, International, and Toronto businesses, residents, and visitors
- Academia
- Mayor's Office and members of Council
- City Manager's Office & Divisions, Agencies
- Other Orders of Government and municipalities

#### *Cultural Services*

- Local and international businesses and events
- Not-for-profit groups
- Residents
- Visitors
- Arts and cultural organizations

#### *Business Services*

- Local real estate, investment, and development community
- Business groups and associations (incl. Business Improvement Areas, film producers, foreign studios/independent production houses, incubators, local industrial/business alliances and organizations)
- Business owners, managers, and entrepreneurs
- Film festivals
- Industry associations (Union and guild members, hospitality)
- Not-for-profit organizations
- Other orders of government

**2015 Service Deliverables**

The 2015 Operating Budget of \$79.613 million gross and \$53.869 million net for Economic Development and Culture will provide funding to:

- Provide legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Accelerate economic growth and job creation in Toronto by implementing the strategic plan "Collaborating for Competitiveness".
- Continue to provide economic analysis and advice to various stakeholders including the Mayor's Office and City Council, Bond Rating Agencies, investors and businesses.
- Continue to implement initiatives that mobilize local capital, facilitate business to business networking and joint ventures, and workforce training and development.
- Partner with cultural and community groups in South Etobicoke to deliver a Cultural Hotspot program in that community.
- Implement 2015 objectives of the Creative Capital Gains strategy based on the Phase-In plan adopted by Council in June 2013 with the 2015 re-affirmed commitment to increase per capita spending on the arts from \$18 to \$25 by 2017.
- Secure an additional \$5.9 million through Provincial and Federal grants and partnerships to augment the Pan Am Celebrations.
- Implement and market revitalization of the City of Toronto Museums.
- Complete 33 Gold Star projects representing \$700 million in investment value, the construction / renovation of 4.4 million square feet of floor space, and 6,600 jobs retained or attracted to the City.
- Serve 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.

**Table 1**  
**2015 Operating Budget and Plan by Service**

(In \$000s)	2014		2015 Operating Budget			2015 vs. 2014		Incremental Change			
	Approved Budget	Actual	2015 Base	New/Enhanced	2015 Budget	Budget Approved Changes		2016 Plan		2017 Plan	
	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>By Service</b>											
<b>Economic Competitiveness Services</b>											
Gross Expenditures	9,080.8	7,875.0	8,858.7		8,858.7	(222.1)	(2.4%)	(1,643.7)	(18.6%)	4.3	0.0%
Revenue	3,391.3	2,084.7	3,399.5		3,399.5	8.3	0.2%	(1,679.7)	(49.4%)	(159.9)	(4.9%)
<b>Net Expenditures</b>	<b>5,689.5</b>	<b>5,790.3</b>	<b>5,459.1</b>	<b>-</b>	<b>5,459.1</b>	<b>(230.4)</b>	<b>(4.0%)</b>	<b>35.9</b>	<b>0.7%</b>	<b>164.3</b>	<b>2.9%</b>
<b>Cultural Services</b>											
Gross Expenditures	56,720.1	54,500.0	57,080.5	6,500.0	63,580.5	6,860.4	12.1%	(3,186.3)	(5.0%)	2,007.0	3.1%
Revenue	17,212.9	14,980.8	16,332.7	2,500.0	18,832.7	1,619.8	9.4%	(8,096.7)	(43.0%)	(3,499.6)	(22.8%)
<b>Net Expenditures</b>	<b>39,507.2</b>	<b>39,519.2</b>	<b>40,747.8</b>	<b>4,000.0</b>	<b>44,747.8</b>	<b>5,240.6</b>	<b>13.3%</b>	<b>4,910.5</b>	<b>11.0%</b>	<b>5,506.7</b>	<b>11.0%</b>
<b>Business Services</b>											
Gross Expenditures	6,593.2	6,553.3	7,173.8		7,173.8	580.7	8.8%	(847.7)	(11.8%)	13.7	0.2%
Revenue	3,097.0	3,177.2	3,512.0		3,512.0	415.0	13.4%	(918.8)	(26.2%)	13.8	0.4%
<b>Net Expenditures</b>	<b>3,496.2</b>	<b>3,376.1</b>	<b>3,661.8</b>	<b>-</b>	<b>3,661.8</b>	<b>165.7</b>	<b>4.7%</b>	<b>71.0</b>	<b>1.9%</b>	<b>(0.0)</b>	<b>0.0%</b>
<b>Total</b>											
Gross Expenditures	72,394.1	68,928.3	73,113.0	6,500.0	79,613.0	7,218.9	10.0%	(5,677.7)	(7.1%)	2,025.1	2.5%
Revenue	23,701.2	20,242.7	23,244.3	2,500.0	25,744.3	2,043.1	8.6%	(10,695.2)	(41.5%)	(3,645.8)	(16.5%)
<b>Total Net Expenditures</b>	<b>48,692.9</b>	<b>48,685.6</b>	<b>49,868.8</b>	<b>4,000.0</b>	<b>53,868.7</b>	<b>5,175.8</b>	<b>10.6%</b>	<b>5,017.4</b>	<b>9.3%</b>	<b>5,670.9</b>	<b>9.5%</b>
<b>Approved Positions</b>	<b>305.0</b>	<b>293.7</b>	<b>309.6</b>		<b>309.6</b>	<b>4.6</b>	<b>1.5%</b>	<b>(10.1)</b>	<b>(3.3%)</b>		

The 2015 Operating Budget for Economic Development and Culture is \$79.613 million gross and \$53.869 million net. The net budget increased by \$5.176 million or 10.6% due to the following:

- Base pressures of \$1.176 million net which were mainly due to \$1.673 million in net inflationary increases to salaries and benefits.
- The program increased sponsorship and film office revenues by \$0.200 million and reversed Major Civic Theatres Strategic and Business Plan one-time funding of \$0.200 million.
- The 2015 Operating Budget includes funding of \$4.0 million net for New and Enhanced Services as EDC phases in a tax-supported budget for arts and culture funding while maintaining the same level of grants.
- The 2016 and 2017 Plans reflect the continued Cultural tax funding phase-in to achieve and sustain a \$25 per capita investment, achieving 92% of the target in 2015.

Approval of the 2015 Operating Budget will result in EDC temporarily increasing its total staff complement by 4.6 positions from 305 to 309.6, as highlighted in the table below:

**Table 2**  
**2015 Total Staff Complement**

Changes	2015 Budget				Plan	
	Economic Competitiveness Services	Cultural Services	Business Services	Total	2016	2017
<b>2014 Approved Complement</b>	52.4	209.4	43.2	305.0	309.6	299.5
In-year Adjustments						
<b>Adjusted 2014 Staff Complement</b>	52.4	209.4	43.2	305.0	309.6	299.5
<b>Change in Staff Complement</b>						
Base Changes - Pan Am Temporary	5.8	(1.2)		4.6	(12.1)	
Service Changes - Cultural Funding Phase-In					2.0	
New / Enhanced Service Priorities						
<b>Total</b>	<b>58.2</b>	<b>208.2</b>	<b>43.2</b>	<b>309.6</b>	<b>299.5</b>	<b>299.5</b>
<b>Position Change Over Prior Year</b>	<b>5.8</b>	<b>(1.2)</b>		<b>4.6</b>	<b>(10.1)</b>	
<b>% Change Over Prior Year</b>	<b>11.07%</b>	<b>(0.57%)</b>		<b>1.51%</b>	<b>(3.25%)</b>	



The Program's total staff complement will increase by 1.51% or 4.6 positions to assist with the Pan Am/Parapan Host City Welcome and Engagement Program. These as well as other Pan Am positions will be reversed in 2016. Partially offsetting this decline is the projected addition of 2 positions to support the Culture Funding Phase-In Service Change in 2016 for a new Music Program.

The 2015 Operating Budget includes base expenditure pressures of \$1.176 million net primarily attributable to inflationary increases to salaries and benefits as detailed by service in Table 3 following.

**Table 3**  
**Key Cost Drivers**

(In \$000s)	2015 Operating Budget			Total 2015 Base Budget
	Economic Competitiveness Services	Cultural Services	Business Services	
<b>Gross Expenditure Changes</b>				
<b>Prior Year Impacts</b>				
Annualization of Union Station Info Centre	(112.5)			(112.5)
Reversal of Contribution from Fine Art Reserve		5.0		5.0
Major Civic Theatres & Strategic Business Plan		(200.0)		(200.0)
Magna Carta Exhibition Fort York Visitor Centre		569.5		569.5
<b>Economic Factors</b>				
Economic Factors		19.7		19.7
<b>COLA and Progression Pay</b>				
Salaries	(258.8)	658.2	83.1	482.5
COLA	97.5	322.5	84.9	505.0
Progression Pay	53.1	169.2	64.1	286.3
Benefits	48.9	325.0	34.3	408.3
<b>Other Base Changes</b>				
IDC/IDR Net Increase/(Decrease)	94.9	43.2	(0.8)	137.3
Fort York Visitor Centre Artifacts Care		7.5		7.5
Net Impact of Fort York Visitor Centre's Year 2		0.8		0.8
Hydro Cost adjustment		(19.7)		(19.7)
Management Consulting and Furniture		(12.5)		(12.5)
Sundry		8.2		8.2
<b>Total Gross Expenditure Changes</b>	<b>(76.9)</b>	<b>1,896.5</b>	<b>265.7</b>	<b>2,085.4</b>
<b>Revenue Changes</b>				
Annualization of Union Station Info Centre	3.4			3.4
Magna Carta Exhibition Fort York Visitor Centre		650.0		650.0
Sponsorship Revenue Increase	50.0	50.0		100.0
Annualization of Sponsorship		26.0		26.0
Rate Revenue Budget		30.0		30.0
Film Office Revenue Increase			100.0	100.0
<b>Total Revenue Changes</b>	<b>53.4</b>	<b>756.0</b>	<b>100.0</b>	<b>909.4</b>
<b>Net Expenditure Changes</b>	<b>(130.3)</b>	<b>1,140.6</b>	<b>165.7</b>	<b>1,175.9</b>

Key cost drivers for EDC are discussed below:

- Annualization of the Union Station Information Centre (\$0.113 million net).

- Reversal of contribution from the Fine Art Reserve (\$0.005 million).
- Reversal of the 2014 one-time funding of \$0.200 million to assist with the work of the Civic Theatres Working Group Strategic Business Plans which is now complete (\$0.200 million net).
- The Magna Carta Exhibition net revenue of \$0.081 million that will happen in 2015.
- Non-labour economic factors on expenses add a pressure of \$0.020 million net in Cultural Services.
- Salaries, cost of living adjustments, progression pay and associated fringe benefit adjustments totalling \$1.682 million net add budget pressure across all services.
- Increased revenues from Sponsorships (\$0.100 million) and Film Office permit fees (\$0.100 million) together with the prior year impacts help lower the overall base budget pressure to \$1.176 million.

In the 2015 Operating Budget there is a re-affirmed commitment to increase spending on the arts in Toronto from \$18 to \$25 per capita over the next three years. This commitment is captured in New and Enhanced Services of the 2015 Operating Budget in order to reflect the phasing in of a tax supported level of service while maintaining the same level of grants.

**Table 4**  
**2015 Total New & Enhanced Service Priorities Summary**

Description (\$000s)	New and Enhanced						Total Service Changes			Incremental Change			
	Economic Competitiveness Services		Cultural Services		Business Services		\$	\$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Services Priorities</b>													
\$25 Per Capita Arts and Culture Spending Phase-In Plan:													
Toronto Arts Council Operations - Funding Source		200.0						200.0					
Toronto Arts Council Grant Funding Source		2,800.0						2,800.0					
Major Cultural Org Grants Funding Source		600.0						600.0					
Local Arts Service Org Grants Funding Source		100.0						100.0					
Cultural Partnership Funding Source		300.0						300.0					
Nuit Blanche additional Program Marketing	600.0						600.0						
Pan Am Nathan Phillips Square Cultural Celebration	4,500.0						4,500.0						
Pan Am NPS Cultural Celebration Additional Federal Funding	1,400.0						1,400.0						
Culture Funding Phase-In										5,000.0	2.0	5,500.0	
<b>Total</b>	<b>6,500.0</b>	<b>4,000.0</b>					<b>6,500.0</b>	<b>4,000.0</b>		<b>5,000.0</b>	<b>2.0</b>	<b>5,500.0</b>	

### Enhanced Service Priorities (\$6.5million gross and \$4.0 million net)

#### *\$25 Per Capita Arts and Culture Funding Phase-In Plan (\$0.0 million gross and \$4.0 million net)*

- Supporting the City's strategic action to invest in culture and align with a Creative Capital Gains Strategy, the 2015 Operating Budget for EDC includes the conversion of the 2014 grant increases from one-time sign tax revenue funding to ongoing tax base funding.
  - *Toronto Arts Council Operations - Funding Source* (\$0.0 million gross and \$0.200 million net). This was approved in 2014, funded from the Sign Tax Reserve and moved to the property tax base in 2015. These funds support the Toronto Arts Council (TAC) Grants Management System, Grants staff, Grant Outreach and website enhancement.
  - *Toronto Arts Council (TCA) Grant Funding Source* (\$0.0 million gross and \$2.800 million net). This was approved in 2014, funded from the Sign Tax Reserve and moved to the property tax

base in 2015. This funding supports Toronto's artists and arts organizations through TAC's established grants programs and other initiatives.

- *Major Cultural Organizations Grants Funding Source* (\$0.0 million gross and \$0.600 million net). This was approved in 2014, funded from the Sign Tax Reserve and moved to the property tax base in 2015. This grant program provides funding to 11 not-for-profit organizations that offer public programming, develop artists and audiences, and anchor the cultural sector.
- *Local Arts Service Organizations Grants - Funding Source* (\$0.0 million gross and \$0.100 million net). This was approved in 2014, funded from the Sign Tax Reserve and moved to the property tax base in 2015. This funding provides ongoing support to six Local Arts Service Organizations: North York, East York, Arts Etobicoke, Lakeshore Arts, Scarborough Arts and Urban Arts for work in their communities.
- *Cultural Partnership Funding Source* (\$0.0 million gross and \$0.300 million net). This was approved in 2014, funded from the Sign Tax Reserve and moved to the property tax base in 2015. This funding allows EDC to support opportunities furthering the City's cultural strategies.

*Nuit Blanche Additional Program Marketing (\$0.6 million gross and \$0.0 million net)*

- The third party-funded Nuit Blanche event continues to grow in importance as a cultural event in Toronto with a million people attending in 2014, including close to 200,000 tourists, generating \$40 million in economic impact for the City.

*Pan Am Games Showcase Projects (\$5.9 million gross and \$0.0 million net)*

- This additional one-time funding is for event production and staffing costs to support the TO2015 Host City Showcase Program and to represent the City as part of the Games experience. Nathan Phillips Square will be at the centre of the free public celebrations. New funding for this project is detailed below bringing the total funding to \$8.331 million.
  - \$2.5 million from TO2015, the Games organizers.
  - \$1.4 million from the Federal Government.
  - \$2.0 million from the Ontario Government.

Approval of the 2015 Base Budget will result in a 2016 incremental net cost of \$5.017 million and a 2017 incremental net cost of \$5.671 million to maintain the 2014 level of service as discussed in the following section.

**Table 6**  
**2016 and 2017 Plan by Program**

Description (\$000s)	2016 - Incremental Increase				2017 - Incremental Increase			
	Gross Expense	Revenue	Net Expense	# Positions	Gross Expense	Revenue	Net Expense	# Positions
<b>Known Impacts:</b>								
Impact of PY Approval - Fort York Visitor Centre Magna Carta Exhibition	(569.5)	(650.0)	80.5					
Impact of PY Approval - Starter Company Program reduction in funding	(192.5)	(192.5)						
COLA and Fringe Benefits								
Progression Pay & Step Increases								
Base Complement Adjustments	(73.1)		(73.1)		3.3		3.3	
Annualization of Union Station Toronto Info Centre					164.0		164.0	
Business Incubation & Community Economic Development	13.4	13.4			13.6	13.6		
Luminous Veil increased operating impact	10.0		10.0					
Reversal of one-time Pan Am related expenses	(9,866.0)	(9,866.0)		(12.1)	(160.0)	(160.0)		
Cultural Funding Phase-In	5,000.0		5,000.0	2.0	2,000.0	(3,500.0)	5,500.0	
<b>Sub-Total</b>	<b>(5,677.7)</b>	<b>(10,695.1)</b>	<b>5,017.4</b>	<b>(10.1)</b>	<b>2,020.8</b>	<b>(3,646.4)</b>	<b>5,667.3</b>	
<b>Anticipated Impacts:</b>								
Economic Factors					4.3	0.7	3.6	
<b>Sub-Total</b>					<b>4.3</b>	<b>0.7</b>	<b>3.6</b>	
<b>Total Incremental Impact</b>	<b>(5,677.7)</b>	<b>(10,695.1)</b>	<b>5,017.4</b>	<b>(10.1)</b>	<b>2,025.1</b>	<b>(3,645.8)</b>	<b>5,670.9</b>	

Future year incremental costs are primarily attributable to the following:

#### Known Impacts

- Prior Year Approval for the Fort York Visitor Centre Magna Carta Exhibition results in incremental costs of \$0.081 million in 2016.
- Base complement adjustments will result in a \$0.073 million reduction in pressures in 2016.
- Utility costs for Prince Edward Viaduct Illumination (Luminous Veil) installation will add \$0.010 million to pressures in 2016.
- The conversion to tax-supported funding for the Cultural Phase-in increases to \$15.5 million in 2016 and \$17.5 million in 2017.

#### Anticipated Impacts

- Additional Economic Factor of \$0.036 million for 2017 is included.



## **Part II:**

### 2015 Budget by Service

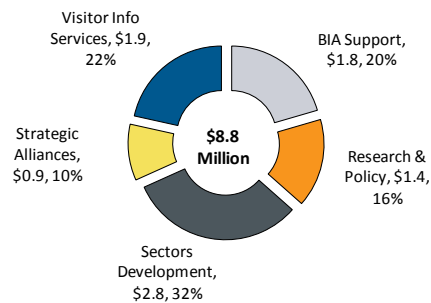
## Economic Competitiveness Services



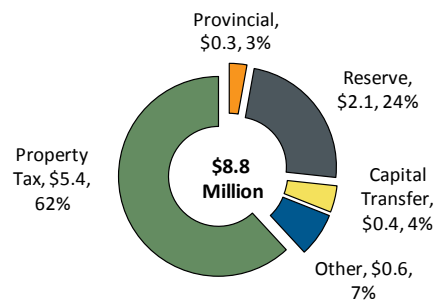
### What We Do

- Facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
- Provide legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Continue to accelerate economic growth and job creation in Toronto by implementing the strategic plan "Collaborating for Competitiveness".

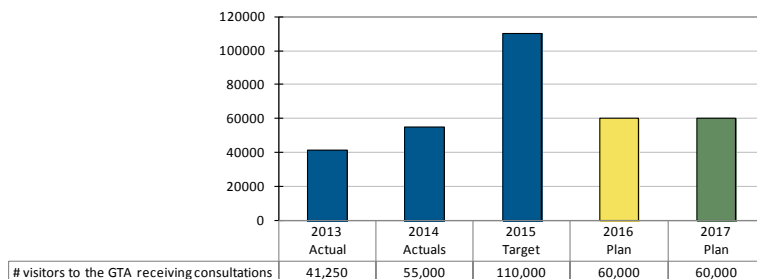
### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source (\$000s)



### # of visitors to the GTA receiving consultations



- Visitors Services' provides Toronto's visitors and residents with the information they need to enjoy the city.
- This measure indicates the number of visitors EDC staff provided with information or consultations.
- Target performance in 2015 is expected to be higher due to the Pan/Parapan Am Games this year.

## 2015 Service Levels

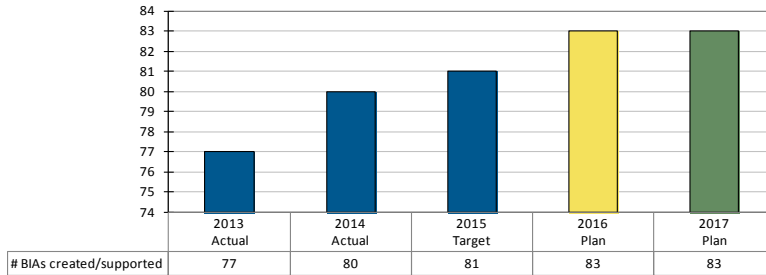
### Economic Competitiveness Services

Activity	Sub-Activity/Type	Status	2013	2014	Recommended	
2015						
Economic Competitiveness Services						
BIA Support & Governance	Legislative Oversight	Approved	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.		Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	
		Actual	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	n.a.	
	Professional Advice and Support	Approved	BIA Office will continue to be challenged with maintaining service levels a result of loss of staff person and the expected addition of 3 new BIAs in 2013	Respond to requests from 80 BIA Boards of Management within 24 hours.	Respond to requests from BIA Boards of Management within 24 hours 100% of the time.	
		Actual	BIA Office will continue to be challenged with maintaining service levels a result of loss of staff person and the expected addition of 3 new BIAs in 2013.	Respond to requests from 80 BIA Boards of Management within 24 hours.	n.a.	
	Design and Construction Services	Approved	Achieve a 75% completion rate for Capital Projects.		Achieve a 75% completion rate for Capital Projects.	
		Actual	Achieved a 75% completion rate for Capital Projects.	Achieved a 75% completion rate for Capital Projects.	n.a.	
	Funding	Approved	Approve, administer and complete 60 projects.		Approve, administer and complete 60 projects.	
		Actual	60 projects approved , administered and completed .	60 projects approved , administered and completed.		
	Research & Policy on Toronto	Citywide Economic Strategic Advice and Consultation	Approved	Meet project deadline 100% of the time.	Meet deadline for up to 40 projects 100% of the time.	Meet project deadlines 100% of the time.
			Actual	Meet project deadlines 100% of the time.	Met deadline for 35 projects 100% of the time.	n.a.
Economic Bench Marking / 'Best Practices'		Approved	Meet project deadline 100% of the time	Meet deadline for up to 10 projects 100% of the time.	Meet project deadlines 100% of the time.	
		Actual	Meet project deadline 100% of the time.	Met deadline for up to 10 projects 100% of the time.	n.a.	
Economic Overview		Approved	Meet project deadline 100% of the time.	Meet deadline for up to 25 projects 100% of the time.	Meet project deadlines 100% of the time.	
		Actual	Meet project deadline 100% of the time.	Met deadline for 25 projects 100% of the time.	n.a.	
Intergovernmental Economic Project Support		Approved	Meet project deadline 100% of the time	Meet deadline for up to 5 projects 100% of the time.	Meet project deadlines 100% of the time.	
		Actual	Meet project deadline 100% of the time.	Met deadline for 3 projects 100% of the time.	n.a.	
Research Enquiries (Internal and External)		Approved	Respond to enquiry request within one business day 95% of the time.	Respond to an average of 925 request annually, each within one business day 95% of the time.	Meet project deadlines 100% of the time.	
		Actual	Meet project deadline 100% of the time.	Responded to an 925 request, each within one business day 95% of the time.	n.a.	
Sectors Development		Business to Business collaboration	Approved	Consult with and/or provide assistance to 300 companies.		Consult with and/or provide assistance to 300 companies.
			Actual	Consulted with and/or provide assistance to 300 companies.	Consulted with and/or provide assistance to 300 companies.	n.a.
		Economic Sectors', Advocacy and Promotion	Approved	Complete 55 projects. Leveraging \$1.5 million annually.		Complete 55 projects. Leveraging \$1.5 million annually.
			Actual	Completed 55 projects. Leveraging \$1.5 million annually.	Completed 55 projects. Leveraging \$1.5 million annually.	
	Economic Sectors' Support	Approved	Meet project deadline 100% of the time	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 20 projects 100% of the time.	
		Actual	Meet project deadline 100% of the time.	Met project deadline for 20 projects 100% of the time.	n.a.	
Strategic Alliances	Business Matching and Assistance	Approved	Add 40 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.	
		Actual	Add 40 new companies to Business Opportunities Bulletin Board.	Added 10 new companies to Business Opportunities Bulletin Board.	n.a.	
	City to City Alliances	Approved	Undertake 5 partnership/friendship City Economic Development projects	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.	
		Actual	Undertake 5 partnership/friendship City Economic Development projects.	Undertook 8 partnership/friendship City Economic Development projects.	n.a.	
	Export Assistance and Facilitation	Approved	Provide export assistance/facilitation to 100 clients		Provide export assistance/facilitation to 100 clients.	
		Actual	Provided export assistance/facilitation to 100 clients.	Provided export assistance/facilitation to 125 clients.	n.a.	
Visitor Information Services	Consultations with visitors/public (Interactive)	Approved	36,000 people serviced with accurate information and advice	Provide 100,000 people with accurate information and advice.	Provide 250,000 people with accurate information and advice	
		Actual	36,000 people serviced with accurate information and advice	Provided 75,000 people with accurate information and advice.	n.a.	
	Event Calendar Maintenance	Approved	Post 2300 events.	Post 2300 events.	Post 2300 events.	
		Actual	Post 2300 events.	Posted 2300 events.	n.a.	
	Hospitality Excellence Program development and coordination ('We've been expecting you')	Approved	Train at least 50 organizations on WBEY principles; Attract at least 1000 visits to WBEY industry resource website; Distribute 125,000 pieces of WBEY messaging collateral; Reach 92 million impressions on welcome messages.	Engage 300 organizations in Hospitality Excellence Program (WBEY).	Engage 1000 organizations in Hospitality Excellence program.	
		Actual	Train at least 50 organizations on WBEY principles; Attract at least 1000 visits to WBEY industry resource website; Distribute 125,000 pieces of WBEY messaging collateral; Reach 92 million impressions on welcome messages	Engaged 300 organizations in Hospitality Excellence Program (WBEY).	n.a.	
	Maps and Information Products (Print, kiosk, web)	Approved	Raise sufficient sponsorships to print/distribute 800,000.		Raise 100% of sponsorship required to print and distribute 80,0000 maps.	
		Actual	Raised sufficient sponsorships to print/distribute 800,000 maps.	Raised sponsorships for 80,000 distribution	n.a.	
	Neighbourhood tour coordination (TAP into TO)	Approved	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.	
		Actual	Match at least 775 visitors with volunteers offering tours.	Matched 775 visitors.	n.a.	

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

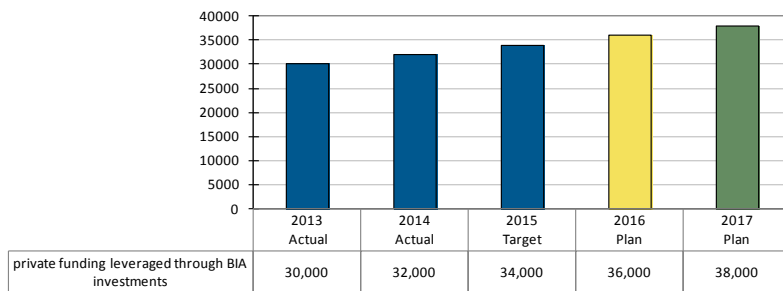
## Service Performance

### BIA Support and Governance # BIAs created/supported



- City of Toronto staff works with BIAs to ensure compliance with legislative requirements and support their on-going activities.
- This measure indicates the number of BIAs being created and requiring staff support.
- As the growth in the number of BIAs continues, growth in the resources is required to support them.

### Private funding leveraged through BIA investments



- The BIA program provides local businesses the funding capacity for various enhancements such as streetscapes and festivals.
- The private funding leveraged through this program enhances the quality of life in BIAs local neighbourhoods, and the City as a whole.
- The growing number of BIAs increases the City's opportunity to leverage private funding supporting civic improvements.



**Table 7**  
**2015 Service Budget by Activity**

(\$000s)	2014	2015 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	2015 Base	Base Budget vs. 2014		New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
BIA Support & Governance	1,788.7	1,806.8		1,806.8	18.1	1.0%		<b>1,806.8</b>	18.1	1.0%	(216.2)	-12.0%	0.0	0.0%
Research & Policy on Toronto	1,454.9	1,417.6		1,417.6	(37.3)	(2.6%)		<b>1,417.6</b>	(37.3)	(2.6%)	(38.6)	-2.7%	0.0	0.0%
Sectors Development	3,215.1	2,793.2		2,793.2	(421.9)	(13.1%)		<b>2,793.2</b>	(421.9)	(13.1%)	(598.5)	-21.4%	0.2	0.0%
Strategic Alliances	994.0	897.2		897.2	(96.8)	(9.7%)		<b>897.2</b>	(96.8)	(9.7%)	(198.8)	-22.2%	(160.0)	(22.9%)
Visitor Information Services	1,628.1	1,943.9		1,943.9	315.8	19.4%		<b>1,943.9</b>	315.8	19.4%	(591.7)	-30.4%	164.1	12.1%
<b>Total Gross Exp.</b>	<b>9,080.8</b>	<b>8,858.7</b>		<b>8,858.7</b>	<b>(222.1)</b>	<b>(2.4%)</b>		<b>8,858.7</b>	<b>(222.1)</b>	<b>(2.4%)</b>	<b>(1,643.7)</b>	<b>-18.6%</b>	<b>4.3</b>	<b>0.1%</b>
<b>REVENUE</b>														
BIA Support & Governance	690.3	590.3		590.3	(100.0)	(14.5%)		<b>590.3</b>	(100.0)	(14.5%)	(200.0)	-33.9%	0.0	0.0%
Research & Policy on Toronto	32.5	32.5		32.5				<b>32.5</b>					0.0	0.0%
Sectors Development	1,043.7	734.6		734.6	(309.1)	(29.6%)		<b>734.6</b>	(309.1)	(29.6%)	(639.6)	-87.1%	0.0	0.0%
Strategic Alliances	397.0	489.5		489.5	92.5	23.3%		<b>489.5</b>	92.5	23.3%	(196.0)	-40.0%	(160.0)	(54.5%)
Visitor Information Services	1,227.8	1,552.6		1,552.6	324.8	26.5%		<b>1,552.6</b>	324.8	26.5%	(644.0)	-41.5%	0.1	0.0%
<b>Total Revenues</b>	<b>3,391.3</b>	<b>3,399.5</b>		<b>3,399.5</b>	<b>8.3</b>	<b>0.2%</b>		<b>3,399.5</b>	<b>8.3</b>	<b>0.2%</b>	<b>(1,679.7)</b>	<b>-49.4%</b>	<b>(159.9)</b>	<b>(10.3%)</b>
<b>NET EXP.</b>														
BIA Support & Governance	1,098.5	1,216.5		1,216.5	118.1	10.7%		<b>1,216.5</b>	118.1	10.7%	(16.2)	-1.3%	0.0	0.0%
Research & Policy on Toronto	1,422.4	1,385.1		1,385.1	(37.3)	(2.6%)		<b>1,385.1</b>	(37.3)	(2.6%)	(38.6)	-2.8%	0.0	0.0%
Sectors Development	2,171.4	2,058.5		2,058.5	(112.8)	(5.2%)		<b>2,058.5</b>	(112.8)	(5.2%)	41.1	2.0%	0.2	0.0%
Strategic Alliances	597.0	407.7		407.7	(189.3)	(31.7%)		<b>407.7</b>	(189.3)	(31.7%)	(2.8)	-0.7%	0.0	0.0%
Visitor Information Services	400.3	391.3		391.3	(9.0)	(2.3%)		<b>391.3</b>	(9.0)	(2.3%)	52.4	13.4%	164.0	37.0%
<b>Total Net Exp.</b>	<b>5,689.5</b>	<b>5,459.1</b>		<b>5,459.1</b>	<b>(230.4)</b>	<b>(4.0%)</b>		<b>5,459.1</b>	<b>(230.4)</b>	<b>(4.0%)</b>	<b>35.9</b>	<b>0.7%</b>	<b>164.3</b>	<b>2.9%</b>
<b>Approved Positions</b>	<b>52.4</b>	<b>58.2</b>		<b>58.2</b>	<b>5.8</b>	<b>11.1%</b>		<b>58.2</b>	<b>5.8</b>	<b>11.1%</b>	<b>(7.1)</b>	<b>-12.1%</b>		

The 2015 Operating Budget for Economic Competitiveness Services of \$8.859 million gross and \$5.459 million net is \$0.230 million or 4% below the 2014 Approved Net Budget.

- Economic Competitiveness Services facilitates job creation and tax base expansion by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
- It also provides legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- It continues to accelerate economic growth and job creation in Toronto by implementing the strategic plan "Collaborating for Competitiveness".
- The reversal of one-time set-up costs of \$0.116 million net for operations at Union Station Toronto Information Centre which received Prior Year Approval to be moved from the Atrium on Bay to Union Station takes pressure off the 2015 Budget for Economic Competitiveness Services resulting in the 2015 Operating Budget 4.0% below the 2014 Approved Budget for this service.
- Also partially mitigating the base budget pressures were increased Sponsorship revenues of \$0.050 million.

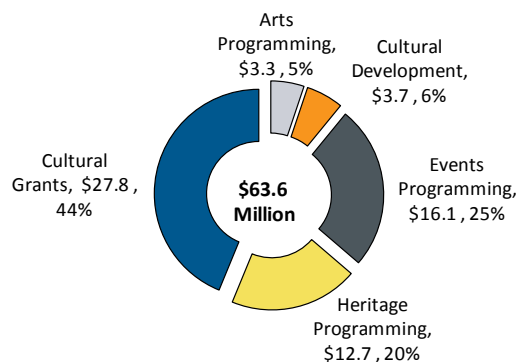
## Cultural Services



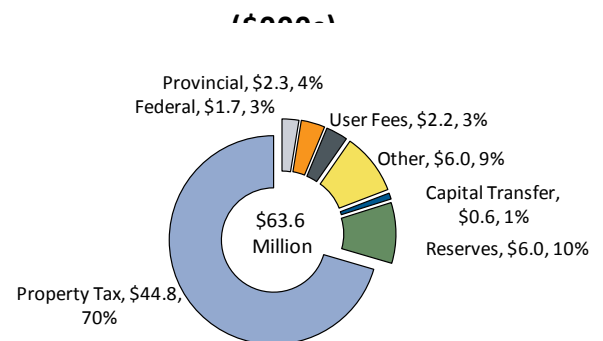
### What We Do

- Increase the role of culture in the economic and social development of the City and to enhance Toronto's place as an international cultural centre.
- Partner with cultural and community groups in South Etobicoke to deliver a Cultural Hotspot program in that community.
- Implement 2015 objectives of the Creative *Capital Gains* strategy based on the Phase-In plan adopted by Council in June 2013.
- Secure an additional \$5.9M through Provincial and Federal grants and partnerships to augment the Pan Am Celebrations.
- Implement and market the revitalization of the City of Toronto Museums.

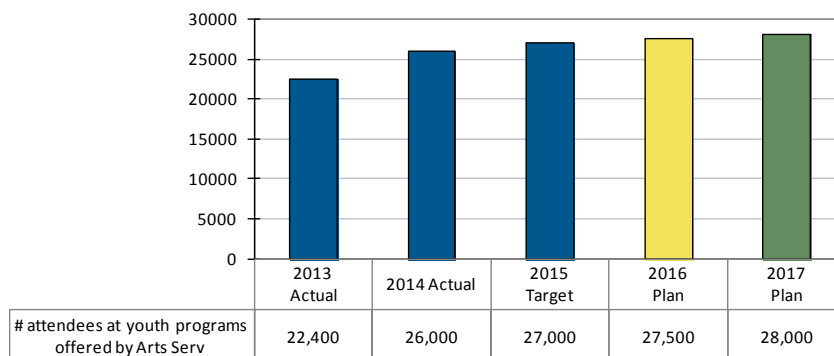
### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source



### # Attendees at youth programs offered by Arts Services



- Arts Services provides various programming focused on Toronto's youth (18 – 25).
- This measure indicates the number of Toronto's youth participation in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

## 2015 Service Levels

## Cultural Services

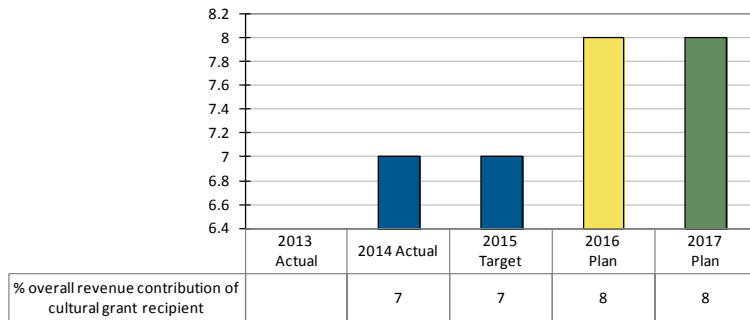
Activity	Sub-Activity/Type	Status	2013	2014	Recommended
Cultural Services					
Arts Programming	Art Education classes	Approved	Provision of 310 classes per year	Provide 310 classes per year.	Provide 425 classes per year.
		Actual	Provision of 310 classes per year	Provided 420 classes per year.	n.a.
	Art Events (community organized)	Approved	Production / support of 340 events annually.	Produce/support 340 events annually.	Produce/support 425 events
		Actual	Production / support of 340 events annually.	Produced/supported 400 events annually.	n.a.
	Art Exhibits (city-organized)	Approved	Provision of 45 exhibits annually.	Present 45 exhibits annually.	Present 95 exhibits.
Actual		Provision of 45 exhibits annually.	Presented 90 exhibits annually.	n.a.	
Cultural Development	Acquisition and conservation of art and artefact collections	Approved	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publicly available	Conservation undertaken as required for collection of 147,000 artifacts and 2000 moveable works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available.
		Actual	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publicly available.	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publicly available.	n.a.
	Adaptive Reuse of Heritage Sites	Approved	Projects completed on time and on budget		Complete projects on time and on budget
		Actual	Projects completed on time and on budget		
	Cultural Facilities Maintenance and Development	Approved	Maintenance and management of 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintain and manage 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability.	Maintenance and management of 40 properties total to ensure state of good repair and long-term sustainability.
		Actual	Maintenance and management of 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability.	Maintenance and management of 40 properties total ( 98 buildings) including leased properties. To ensure cultural facilities are in a state of good repair and to ensure long term sustainability.	n.a.
	Cultural Research and Cultural Advocacy	Approved	Provide documents in a timely manner to meet expectations and aid in supporting strategic goals and objectives.		Maintain and manage 40 properties to ensure a state of good repair and long-term sustainability.
		Actual	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives.	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives.	n.a.
	Public Art Selection, Location and maintenance	Approved	Manage an average of 15 art projects per annum		Manage an average of 15 art projects per annum
		Actual	Average of 15 art projects in process per annum		n.a.
Events Programming	Community event coordination (3rd Party)	Approved	Provision of timely support to community groups wanting to produce an event on city property	Provide timely support to an average of 750 community groups wanting to produce an event on city property.	Provide support to an average of 750 community groups wanting to produce an event on city property.
		Actual	Provision of timely support to community groups wanting to produce an event on city property.	Provide timely support to an average of 750 community groups wanting to produce an event on city property.	n.a.
	Design and Delivery of Events	Approved	Production of 6 signature events contributing to 64 events days, on time and on budget	Produce 8 signature events providing 73 days of programming, on time and on budget	Produce signature events and days programming, on time and on budget 100% of the time.
		Actual	Production of 6 signature events contributing to 64 events days, on time and on budget.	Produce 8 signature events providing 73 days of programming, on time and on budget.	n.a.
Heritage Programming & Support	Museum & Heritage Programs	Approved	Cultural resource management and development of Toronto's heritage facilities and artifact collection and delivery of a wide range of cultural programs to promote heritage and engage Torontonians actively in their history	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history.	Manage, develop and deliver programming 12 heritage facilities.
		Actual	Cultural resource management and development of Toronto's heritage facilities and artifact collection and delivery of a wide range of cultural programs to promote heritage and engage Torontonians actively in their history.	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history.	n.a.
Cultural Grants	Toronto Arts Council Grant Program	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months.	n.a.
	Toronto Arts Council Operation Program	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months.	n.a.
	Major Culture Organizations	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months.	n.a.
	Royal Winter Fair	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months.	n.a.
	Local Art Services Organizations	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n.a.
	Museums	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n.a.
	Artscape	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n.a.
	Culture Build	Approved	Complete review process and secure Council approval for grants in 4 months		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months	n.a.
	Glen Gould Foundation Award	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months	Review process completed and Council approved grants in 4 months	n.a.
	Music Garden	Approved	Complete review process and secure Council approval for grants in 4 months.		Complete review process and secure Council approval for grants in 4 months.
		Actual	Review process completed and Council approved grants in 4 months.	Review process completed and Council approved grants in 4 months.	n.a.

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

## Service Performance

### Cultural Grants

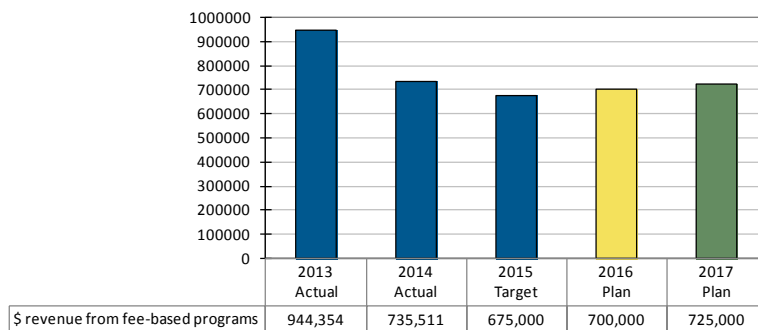
#### % overall revenue contribution of cultural grant recipients



- Through Grants Programming, EDC provides funding to Toronto's cultural organizations and programs to encourage dynamic cultural places, spaces and programs across the City.
- EDC's grant funding allows Toronto's cultural organizations and programs to secure funding from additional partners and generate further revenues.

### Heritage Programming

#### \$ Revenue from fee-based programs



- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- The decrease in target revenue for 2015 is a result of an increase in 2013 and 2014 attributed to the Bi-Centennial celebrations.
- A steady increase is expected between 2015 and 2017.

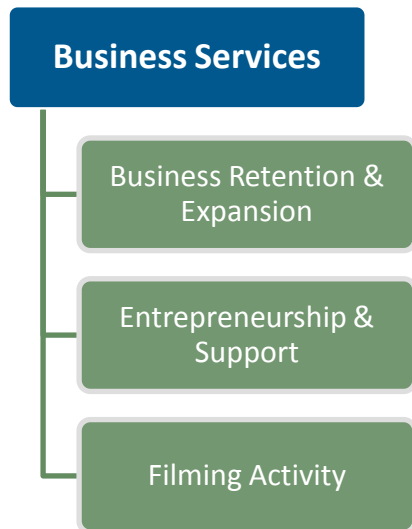
**Table 7**  
**2015 Service Budget by Activity**

(\$000s)	2014	2015 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	2015 Base Budget	Base Budget vs. 2014		New/Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
					Budget	% Change								
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Arts Programming	3,085.0	3,274.4		3,274.4	189.3	6.1%		<b>3,274.4</b>	189.3	6.1%	35.1	1.1%	3.4	0.1%
Cultural Development	3,812.9	3,663.3		3,663.3	(149.6)	(3.9%)		<b>3,663.3</b>	(149.6)	(3.9%)	33.8	0.9%	0.1	0.0%
Events Programming	8,355.5	9,637.1		9,637.1	1,281.6	15.3%	6,500.0	<b>16,137.1</b>	7,781.6	93.1%	(7,659.4)	-47.5%	0.3	0.0%
Heritage Programming	13,620.9	12,664.5		12,664.5	(956.4)	(7.0%)		<b>12,664.5</b>	(956.4)	(7.0%)	(395.6)	-3.1%	0.5	0.0%
Cultural Grants	27,845.8	27,841.2		27,841.2	(4.6)	(0.0%)		<b>27,841.2</b>	(4.6)	(0.0%)	4,799.9	17.2%	2,002.8	6.1%
<b>Total Gross Exp.</b>	<b>56,720.1</b>	<b>57,080.5</b>		<b>57,080.5</b>	<b>360.4</b>	<b>0.6%</b>	<b>6,500.0</b>	<b>63,580.5</b>	<b>6,860.4</b>	<b>12.1%</b>	<b>(3,186.3)</b>	<b>-5.0%</b>	<b>2,007.1</b>	<b>3.2%</b>
<b>REVENUE</b>														
Arts Programming	610.1	613.1		613.1	3.0	0.5%		<b>613.1</b>	3.0	0.5%			(200.0)	(32.6%)
Cultural Development	1,408.7	1,379.7		1,379.7	(29.0)	(2.1%)	(300.0)	<b>1,079.7</b>	(329.0)	(23.4%)			0.0	0.0%
Events Programming	3,326.9	4,250.8		4,250.8	923.9	27.8%	6,500.0	<b>10,750.8</b>	7,423.9	223.1%	(7,546.7)	-70.2%	0.2	0.0%
Heritage Programming	4,967.1	3,189.1		3,189.1	(1,778.0)	(35.8%)		<b>3,189.1</b>	(1,778.0)	(35.8%)	(650.0)	-20.4%	0.2	0.0%
Cultural Grants	6,900.0	6,900.0		6,900.0			(3,700.0)	<b>3,200.0</b>	(3,700.0)	(53.6%)	100.0	3.1%	(3,300.0)	(100.0%)
<b>Total Revenues</b>	<b>17,212.9</b>	<b>16,332.7</b>		<b>16,332.7</b>	<b>(880.2)</b>	<b>(5.1%)</b>	<b>2,500.0</b>	<b>18,832.7</b>	<b>1,619.8</b>	<b>9.4%</b>	<b>(8,096.7)</b>	<b>-43.0%</b>	<b>(3,499.6)</b>	<b>(48.4%)</b>
<b>NET EXP.</b>														
Arts Programming	2,475.0	2,661.3		2,661.3	186.3	7.5%		<b>2,661.3</b>	186.3	7.5%	35.1	1.3%	203.4	7.5%
Cultural Development	2,404.2	2,283.6		2,283.6	(120.6)	(5.0%)	300.0	<b>2,583.6</b>	179.4	7.5%	33.8	1.3%	0.1	0.0%
Events Programming	5,028.5	5,386.3		5,386.3	357.8	7.1%		<b>5,386.3</b>	357.8	7.1%	(112.6)	-2.1%	0.1	0.0%
Heritage Programming	8,653.7	9,475.4		9,475.4	821.6	9.5%		<b>9,475.4</b>	821.6	9.5%	254.4	2.7%	0.3	0.0%
Cultural Grants	20,945.8	20,941.2		20,941.2	(4.6)	(0.0%)	3,700.0	<b>24,641.2</b>	3,695.4	17.6%	4,699.9	19.1%	5,302.8	18.1%
<b>Total Net Exp.</b>	<b>39,507.2</b>	<b>40,747.8</b>		<b>40,747.8</b>	<b>1,240.5</b>	<b>3.1%</b>	<b>4,000.0</b>	<b>44,747.8</b>	<b>5,240.5</b>	<b>13.3%</b>	<b>4,910.5</b>	<b>11.0%</b>	<b>5,506.7</b>	<b>10.0%</b>
<b>Approved Positions</b>	<b>209.4</b>	<b>208.2</b>		<b>208.2</b>	<b>(1.2)</b>	<b>(0.6%)</b>		<b>208.2</b>	<b>(1.2)</b>	<b>(0.6%)</b>	<b>(2.9)</b>	<b>-1.4%</b>		

The 2015 Operating Budget for Cultural Services of \$63.581 million gross and \$44.748 million net is \$5.241 million or 13.3% over the 2014 Approved Net Budget. As a service, Cultural Services:

- Increases the role of culture in the economic and social development of the City and enhances Toronto's place as an international cultural centre.
- Partners with cultural and community groups to deliver a Cultural Hotspot program in their community.
- Implements 2015 objectives of the *Creative Capital Gains* strategy based on the Phase-In plan adopted by Council in June 2013; and implements and markets the new branding for the City's Museums.
- Base budget pressures in Cultural Services are mainly due to increases in salaries and benefits, and cost of living adjustments (COLA) and progression pay requiring \$1.263 million in additional funding.
- The balance of the funding of \$4.0 million net is required for the Enhanced initiatives relating to the phasing in of the tax-supported budget while maintaining the same level of grants for the Cultural phase-in funding which increases to \$12.5 million in 2015, \$15.5 million in 2016, and \$17.5 million in 2017. With the 2015 budget of \$12.5 million, the City is \$5.0 million or 8% away from completing the Cultural funding phase-in of \$17.5 million by 2017.
- Partially mitigating these pressures were increased Sponsorship revenues (\$0.050 million).

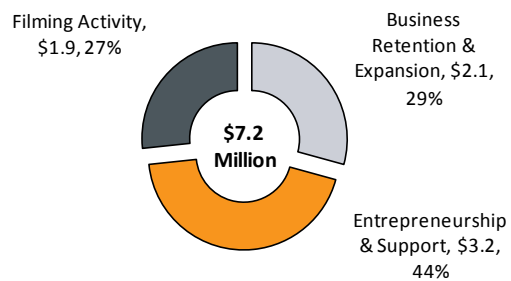
## Business Services



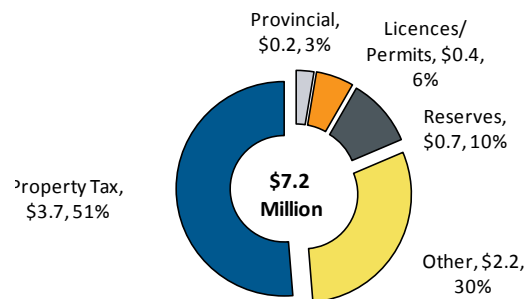
### What We Do

- Facilitate job creation and tax base expansion, by supporting the formation, retention and expansion of Toronto businesses.
- Facilitate new industrial/commercial office investment activity through the completion of 33 Gold Star projects representing \$700 million in investment value, the construction/renovation of 4.4 million square feet of floor space, and 6,600 jobs retained or attracted to the city.
- Serve 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.

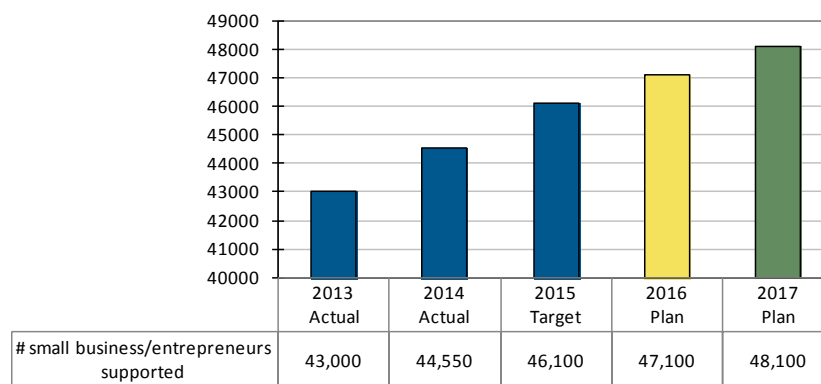
### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source (\$000s)



### # Small business / entrepreneurs supported



- Toronto's small business and entrepreneurs are offered assistance with their development and growth.
- This measure indicates the number of small business/entrepreneurs that were provided service through Enterprise Toronto Offices and City-supported incubators.

## 2015 Service Levels

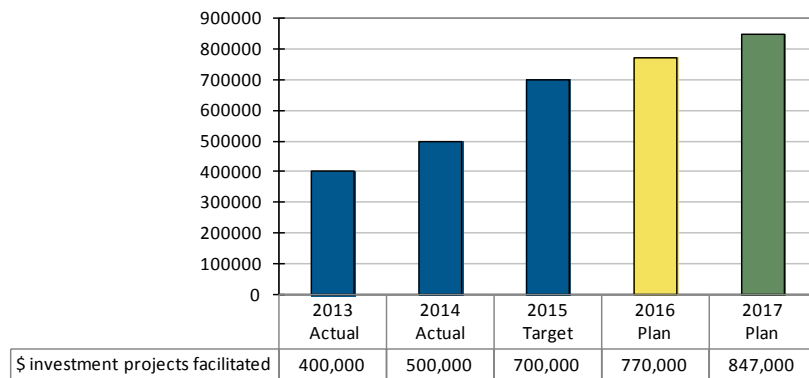
## Business Services

Activity	Sub-Activity/Type				Recommended	
		Status	2013	2014	2015	
Business Services						
Business Retention & ExpansionA6:F25	Advice & Consultation	Approved	Respond to customer within 1 business day 100% of the time	Respond to 1900 annual client requests within 1 business day 100% of the time.	Respond to client requests 100% of the time	
		Actual	Respond to customer within 1 business day 100% of the time	Responded to 2, 610 client requests 1000% of the time.	n.a..	
	Advocacy/Development review	Approved	Respond to requests within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Respond to requests to review 175 development applications within 10 days 100 percent of the time where all information necessary to evaluate the project is available.	Respond to requests to review development applications within circulation timeline 100% of the time,	
		Actual	Respond to requests within 10 days 100 percent of the time where all information necessary to evaluate the project is available	Responded to 175 requests to review development applications within circulation timeline 100% of the time,	n.a..	
	Business Incentives	Approved	IMIT application review and approval within 6 months of formal application submission to EDC	12 IMIT application reviews and approvals per year, each within 6 months of formal application submission to EDC.	Imagination, Manufacturing, Innovation, Technology( IMIT) application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	
		Actual	IMIT application review and approval within 6 months of formal application submission to EDC	4 IMIT application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	n.a..	
	Facilitation of Commercial, Industrial and Institutional Investment Projects	Approved	Facilitate advancement and completion of 25 Gold Star projects with total investment value of \$400 million	Facilitate advancement and completion of 30 Gold Star projects with total investment value of \$400 million.	Projected 33 Gold Star projects completion.	
		Actual	Facilitate advancement and completion of 25 Gold Star projects with total investment value of \$400 million.	30 Gold Star project completions totalling \$500 million investment value.	n.a..	
	Entrepreneurship Support	Advice & Consultation	Approved	Maintain 80% approval rating of Enterprise Toronto clients surveyed.		Maintain 80% approval rating of Enterprise Toronto clients surveyed.
			Actual	Maintain 80% approval rating of Enterprise Toronto clients surveyed		n.a..
Business Incubation Services		Approved	Provide timely advice, facilitation and co-ordination to leverage third party delivery of incubation services	Provide timely advice, facilitation and co-ordination for 10 organizations and the Collaborative Innovation Network to leverage third party delivery of incubation services.	Provide timely advice, facilitation and co-ordination for at least 12 business incubator initiatives.	
		Actual	Provide timely advice, facilitation and co-ordination to leverage third party delivery of incubation service.	Provided timely advice, facilitation and co-ordination for 10 organizations focused on third-party delivery of incubation services.	n.a..	
Networks & Partnerships		Approved	Meet annual revenue targets 100 per cent of the time	Meet annual revenue target of \$450,000 100 per cent of the time.	Meet 100% of annual revenue target.	
		Actual	Meet annual revenue targets 100% of the time.	Exceeded revenue target by raising \$518,000 in external funding for programming.	n.a..	
Business Registrations		Approved	Process business registrations within 24 hours 98 per cent of the time.	Process 3000 business registrations annually, each within 24 hours 98% of the time.	Process business registrations within 24hrs 98% of the time.	
		Actual	Process business registrations within 24 hours 98% of the time.		n.a..	
Training		Approved	Produce and deliver 120 business information and training sessions .	Produce and deliver 160 business information and training sessions.	Produce and deliver 175 business information and training sessions.	
		Actual	Produce and deliver 120 business information and training sessions	Produced and deliver 160 business information and training sessions.	n.a..	
Filming Activity	Film Permitting	Approved	Issue permit in 48 hours / 2 business days or in agreed upon time, 100% of the time	Issue 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	
		Actual	Issue permit in 48 hours / 2 business days or in agreed upon time, 100% of the time.	Issued 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	n.a..	

The 2015 Service Levels are consistent with the approved 2014 Service Levels.

## Service Performance

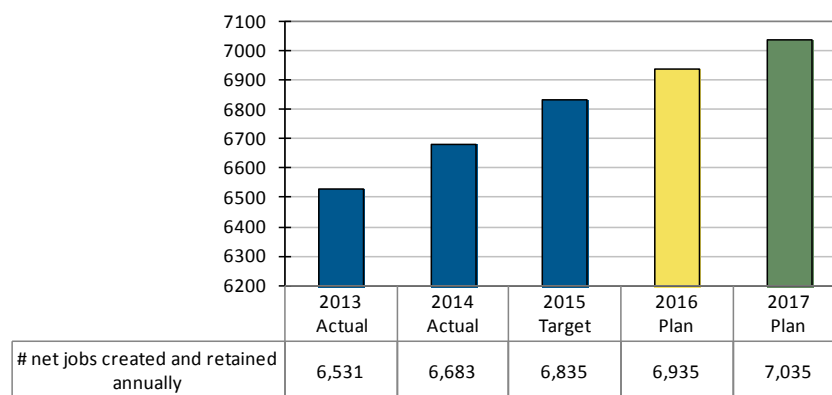
### Business Retention & Expansion \$ investment projects facilitated



- The retention and growth of business in Toronto supported by Business Retention & Expansion services results in investment in Toronto, and its economy.
- The measure indicates the investment in Toronto as a result of a business remaining or expanding in Toronto, with support from EDC.
- There is an expected growth in investment over the next several years however, various factors may impact this growth.

## Entrepreneurship Support

### # Net jobs created and retained annually



- Various services and programs offered through Enterprise Toronto and City-supported incubators support the creation and retention of jobs in Toronto.
- This measure indicates the numbers of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).



**Table 7**  
**2015 Service Budget by Activity**

2014 (\$000s)	2015 Operating Budget								Incremental Change					
	Approved Budget	Base Budget	Service Changes	Rec'd Base	Base Budget vs. 2014		New/ Enhanced	2015 Budget	2015 Budget vs. 2014 Budget		2016 Plan		2017 Plan	
					Budget	% Change			\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
Business Retention & Expansion	1,922.5	2,099.4		2,099.4	176.9	9.2%		2,099.4	176.9	9.2%	(7.8)	-0.4%	0.0	0.0%
Entrepreneurship Support	2,948.2	3,161.3		3,161.3	213.1	7.2%		3,161.3	213.1	7.2%	(789.0)	-25.0%	13.7	0.6%
Filming Activity	1,722.4	1,913.1		1,913.1	190.7	11.1%		1,913.1	190.7	11.1%	(50.8)	-2.7%	0.0	0.0%
<b>Total Gross Exp.</b>	<b>6,593.2</b>	<b>7,173.8</b>		<b>7,173.8</b>	<b>580.7</b>	<b>8.8%</b>		<b>7,173.8</b>	<b>580.7</b>	<b>8.8%</b>	<b>(847.7)</b>	<b>-11.8%</b>	<b>13.7</b>	<b>0.2%</b>
<b>REVENUE</b>														
Business Retention & Expansion						-				-		-		-
Entrepreneurship Support	2,790.0	3,005.0		3,005.0	215.0	7.7%		3,005.0	215.0	7.7%	(818.8)	-27.2%	13.8	0.6%
Filming Activity	307.0	507.0		507.0	200.0	65.1%		507.0	200.0	65.1%	(100.0)	-19.7%		
<b>Total Revenues</b>	<b>3,097.0</b>	<b>3,512.0</b>		<b>3,512.0</b>	<b>415.0</b>	<b>13.4%</b>		<b>3,512.0</b>	<b>415.0</b>	<b>13.4%</b>	<b>(918.8)</b>	<b>-26.2%</b>	<b>13.8</b>	<b>0.5%</b>
<b>NET EXP.</b>														
Business Retention & Expansion	1,922.5	2,099.4		2,099.4	176.9	9.2%		2,099.4	176.9	9.2%	(7.8)	-0.4%	0.0	0.0%
Entrepreneurship Support	158.2	156.3		156.3	(1.9)	(1.2%)		156.3	(1.9)	(1.2%)	29.7	19.0%	(0.1)	(0.0%)
Filming Activity	1,415.4	1,406.1		1,406.1	(9.3)	(0.7%)		1,406.1	(9.3)	(0.7%)	49.2	3.5%	0.0	0.0%
<b>Total Net Exp.</b>	<b>3,496.2</b>	<b>3,661.8</b>		<b>3,661.8</b>	<b>165.7</b>	<b>4.7%</b>		<b>3,661.8</b>	<b>165.7</b>	<b>4.7%</b>	<b>71.0</b>	<b>1.9%</b>	<b>(0.0)</b>	<b>(0.0%)</b>
<b>Approved Positions</b>	<b>42.0</b>	<b>43.2</b>		<b>43.2</b>	<b>1.2</b>	<b>2.8%</b>		<b>43.2</b>	<b>1.2</b>	<b>2.8%</b>	<b>(0.2)</b>	<b>-0.4%</b>		

The 2015 Operating Budget for Business Services \$7.174 million gross and \$3.662 million net is \$0.166 million or 4.7% over the 2014 Approved Net Budget.

As a service, Business Services:

- Facilitates job creation and tax base expansion by supporting the formation, retention, and expansion of Toronto businesses.
- Facilitates new industrial/commercial office investment activity through the completion of 33 Gold Star projects representing \$700 million in investment value, the construction / renovation of 4.4 million square feet of floor space, and 6,600 jobs retained or attracted to the city.
- Serves 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.
- Base budget pressures in Business Services are due mainly to increases in salaries and benefits, cost of living adjustments and progression pay requiring \$0.205 million in funding. This increase is partially mitigated by an increase of \$0.100 Film Activity permit revenues.



## **Part III:**

### Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2015 Budget

#### *Division Restructuring*

- A significant restructuring which has adjusted the portfolios of five new sections that replace the previous five has been in process. All functions and activities continue but in a structure that significantly enhances alignment and accountability. Given the incomplete status of the restructuring at the time of budget submission, the 2015 Operating Budget has been submitted under the 'old' structure. The intention is to map the budget to the new structure in the first quarter of the 2015.

#### *Investment in Arts and Culture (\$25 per capita)*

- In 2013, Council set aside the accumulated Sign Tax appeal revenue of \$22.500 million to support the Arts and Culture Phase-in to reach the \$25 per capita target. To reach the target an additional \$17.5 million of permanent expenditures must be added to the Operating Budget. Initial allocations of \$6 million of those funds were approved during 2013 and a proposed phase-in plan was drafted to complete the phase-in over 4 years in the report entitled *Creative Capital Gains: Arts and Culture Funding Update* (ED 22.3).
- The 2014 Operating Budget for Economic Development and Culture included an Arts and Culture Phase-in Plan over 4 years with a smoother tax funding increase, as detailed below.

Year	Total Increased Culture Spending Sign Tax Funding + Property Tax Base	Increase in Culture Spend	Sign Tax Funding	Property Tax Base	Tax Base Pressure
2013	\$6,000		\$6,000		
2014	\$10,500	\$4,500	\$7,500	\$3,000	\$3,000
2015	\$12,500	\$2,000	\$5,500	\$7,000	\$4,000
2016	\$15,500	\$3,000	\$3,500	\$12,000	\$5,000
2017	\$17,500	\$2,000	\$0	\$17,500	\$5,500
2018	\$17,500	\$0	\$0	\$17,500	

#### *Pan Am Games Showcase Projects*

- In the 2015 Operating Budget, additional one-time funding for event production and staffing costs to support the TO2015 Host City Showcase Program and to represent the City as part of the Games experience. Nathan Phillips Square will be at the centre of the free public celebrations.
  - \$2.5 million from TO2015, the Games organizers.
  - \$1.4 million from the Federal Government.
  - \$2.0 million from the Ontario Government.
- \$2.431 million is included in the 2015 Operating Budget from City reserves, and was approved as part of the Pan Am Showcase previously. New funding for this project brings the 2015 total to \$8.331 million.

- The following table summarizes the Pan Am Showcase Events in EDC's 2015 Operating Budget in full:

	2015 Requested Budget						
	Expenditure		Revenue				2015 Positions
2015 Pan Am Showcase Events	Gross	Major Special Event Reserve Fund	Tax Rate Stabilization Reserve Fund	Provincial Funding	Federal Funding	TORONTO 2015 Funding	
Welcome and Engagement	1,923.3	1,923.3					5.85
Rio de Janeiro Friendship City	51.1	51.1					
Export Development to Latin America	138.0	138.0					
Toronto Global Forum	50.0	50.0					
Cultural Celebrations - Nathan Phillips Square	8,330.5	430.5	2,000.0	2,000.0	1,400.0	2,500.0	
Test Event Support	216.2	216.2					
Toronto Global Speaker	250.0	250.0					
Salsa on St. Clair	200.0	200.0					
<b>Total PanAm 2015 Operating Budget in EDC</b>	<b>11,159.1</b>	<b>3,259.1</b>	<b>2,000.0</b>	<b>2,000.0</b>	<b>1,400.0</b>	<b>2,500.0</b>	<b>5.85</b>



## Appendices:

## Appendix 1

### 2014 Service Performance

#### 2014 Key Service Accomplishments

##### In 2014, Economic Development Competitiveness Services

- ✓ Established 4 new BIAs (Ossington, Dufferin-Wingold, Midtown Yonge, and Bayview Leaside) and expanded 1 existing BIA.
- ✓ Delivered over \$6.0 million in BIA streetscape improvement projects.
- ✓ Provide legislative oversight and professional advice to 80 BIAs, ensuring implementation of effective economic development and streetscape improvement programs and highly functioning Boards of Management operating in compliance with the City of Toronto Municipal Code.
- ✓ Received Council approval for a framework to guide discussions between the City and the Province on reviewing and amending legislation overseeing the Vacant Commercial Industrial Rebate program in order to redesign the program to support economic growth and job creation initiatives at the municipal level.
- ✓ Completed a high level feasibility study in consideration of the City of Toronto hosting the 2024 summer Olympic Games. The feasibility study provided an assessment of the pros and cons of hosting the 2024 Summer Olympic Games in the City of Toronto. The final report was received by Council.
- ✓ Completed 6 economic dashboard reports/presentations, 12 economic indicator bulletins & LFS summaries, industry & occupation profiles, providing a snapshot of the City's economic health.
- ✓ Provided export development training programs to 125 business participants.
- ✓ Initiated the urban wood utilization initiative that thus far identified over 25,000 'wood industry' workers in Toronto, and connected over 50 companies and stakeholders together.
- ✓ Based on work done in 2013, Toronto was selected as the Intelligent Community of the Year 2014 by the Intelligent Community Forum (ICF) at its annual summit in New York. The title is awarded to the community that best creates inclusive economic opportunity and improves competitiveness through the use of broadband and information technology to collaborate, innovate attract investment, improve the delivery of government services and raise the quality of life for its citizens.

##### Cultural Services

- ✓ Implemented 2014 objectives of the *Creative Capital Gains* strategy based on the Phase-In plan adopted by Council in June 2013.
- ✓ Hosted World Pride 2014 in partnership with Pride Toronto and Tourism Toronto, engaging participation of cultural communities from across the city.
- ✓ Fort York Visitor Centre scheduled to open in September 2014.
- ✓ Increased City grant support to arts and culture through Toronto Arts Council by a total of \$1.8 million that leveraged an additional \$4.0 million.
- ✓ Developed and implemented marketing campaigns that drove increased attendance City-produced Special Events.

- ✓ Supported the City's preparations for hosting the 2015 Pan/Parapan Games by planning a Public Celebration and Cultural Festival, a Host City Welcome and Engagement Program, Rio de Janeiro Friendship City program, Export Development Showcase Project and Toronto Global Forum Showcase Project. These projects will collectively ensure that the City leverages the event to create economic development opportunities and achieve resident engagement and cultural celebration objectives.

### Business Services

- ✓ Facilitated new industrial/commercial office investment activity through the completion of 30 Gold Star projects, resulting in \$500 million in investment value, the construction/renovation of 4 million square feet of floor space, and 6,000 jobs retained or attracted to the city.
- ✓ Served 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners via business consultations, business incubation support, and training and workshops

### 2014 Financial Performance

#### 2014 Budget Variance Analysis

(\$000s)	2012 Actuals	2013 Actuals	2014 Budget	2014 Actuals	2014 Budget vs. Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	55,950.2	63,545.4	72,394.1	68,928.3	(3,465.8)	(4.8%)
Revenues	11,038.6	18,223.9	23,701.2	20,242.7	(3,458.5)	(14.6%)
Net Expenditures	44,911.6	45,321.5	48,692.9	48,685.6	(7.3)	(0.0%)
Approved Positions	275.8	273.8	305.0	293.7	(11.3)	(3.7%)

### 2014 Experience

- Economic Development and Culture reported a favourable net variance of \$0.007 million for the year ended December 31, 2014.
- The year-end expenditures were \$3.466 million or 4.8% below budget offsetting lower revenues of \$3.459 million or 14.6% mainly due to the combination of under-achieved revenues from third parties of \$2.5 million and 2014 budgeted PanAm project expenditures that were delayed and re-budgeted in 2015. As a result, the contribution from reserves that would fund those expenditures was also re-budgeted in 2015.
- At year-end, EDC reported a strength of 293.7 positions, down 11.3 positions or 3.7% from the approved complement of 305.0 positions, reflecting 5 permanent vacancies created since the last variance report due to retirements, transfers or promotions. The remaining 6.4 unfilled positions relate to PanAm projects and as noted above, are part of the expenditures re-budgeted in 2015. The 3.1% budgeted gapping rate for the year was achieved. While salaries were on budget, the lower positions by year-end resulted in a 0.6% after gapping rate.

### Impact of 2014 Operating Variance on the 2015 Budget

- Since EDC was on budget in 2014, there is no impact on 2015 from the variance report.

## Appendix 2

### 2015 Operating Budget by Expenditure Category

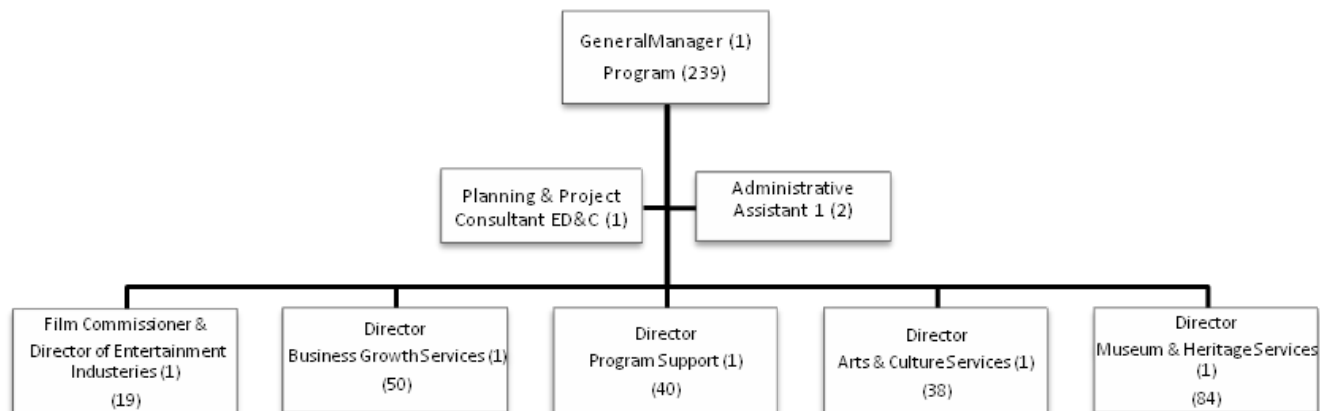
#### Program Summary by Expenditure Category

Category of Expense	2012 Actual	2013 Actual	2014 Budget	2014 Actual	2015 Budget	2015 Change from 2014 Approved Budget		2016 Plan	2017 Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	24,749.0	26,187.6	26,601.9	27,143.3	28,738.6	2,136.7	8.0%	28,080.5	28,088.6
Materials and Supplies	1,100.0	1,083.2	1,435.5	1,187.2	1,430.9	(4.6)	-0.3%	1,199.9	1,200.0
Equipment	210.5	134.1	157.6	226.0	127.6	(30.0)	-19.0%	127.6	127.6
Services & Rents	7,246.6	6,596.9	11,554.4	7,163.8	17,381.1	5,826.7	50.4%	7,271.0	7,481.1
Contributions to Reserve/Res Funds	110.1	910.1	930.1	930.1	430.1	(500.0)	-53.8%	930.1	930.2
Other Expenditures	21,818.5	27,893.2	31,285.1	31,353.2	30,901.6	(383.5)	-1.2%	35,223.0	37,029.7
Interdivisional Charges	715.5	740.5	429.5	924.7	603.2	173.6	40.4%	603.2	603.2
<b>Total Gross Expenditures</b>	<b>55,950.2</b>	<b>63,545.4</b>	<b>72,394.1</b>	<b>68,928.3</b>	<b>79,613.0</b>	<b>7,218.9</b>	<b>10.0%</b>	<b>73,435.3</b>	<b>75,460.4</b>
Interdivisional Recoveries	29.6	23.1	-	34.8	-	-	-	-	-
Provincial Subsidies	1,643.3	1,490.3	3,050.2	1,094.6	2,775.2	(275.0)	-9.0%	482.7	482.7
Federal Subsidies	560.8	543.5	1,181.7	134.8	1,686.7	505.0	42.7%	186.7	186.8
Other Subsidies	-	-	37.0	2.5	37.0	-	0.0%	37.0	37.0
User Fees & Donations	2,163.7	2,052.9	2,437.7	1,938.6	2,406.6	(31.0)	-1.3%	2,056.6	2,056.7
Licenses & Permits Revenue	-	1,137.1	613.4	1,192.9	735.4	122.0	19.9%	735.4	735.4
Transfers from Capital Fund	1,036.0	1,051.0	1,036.0	1,036.0	1,036.0	-	0.0%	1,036.0	1,036.0
Contribution from Reserve Funds	650.0	6,832.6	10,520.9	9,136.6	8,909.5	(1,611.4)	-15.3%	4,443.5	783.5
Sundry Revenues	4,955.2	5,093.4	4,824.3	5,671.9	8,157.9	3,333.5	69.1%	5,571.2	5,585.2
<b>Total Revenues</b>	<b>11,038.6</b>	<b>18,223.9</b>	<b>23,701.2</b>	<b>20,242.7</b>	<b>25,744.3</b>	<b>2,043.1</b>	<b>8.6%</b>	<b>14,549.1</b>	<b>10,903.3</b>
<b>Total Net Expenditures</b>	<b>44,911.6</b>	<b>45,321.5</b>	<b>48,692.9</b>	<b>48,685.6</b>	<b>53,868.7</b>	<b>5,175.8</b>	<b>10.6%</b>	<b>58,886.2</b>	<b>64,557.1</b>
<b>Approved Positions</b>	<b>275.80</b>	<b>273.80</b>	<b>304.95</b>	<b>293.70</b>	<b>309.60</b>	<b>15.90</b>	<b>5.2%</b>	<b>299.5</b>	<b>299.5</b>



## Appendix 3

### 2015 Organization Chart



### 2015 Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Permanent	1.0	103.0	2.0	134.0	240.0
Temporary		6.5		63.1	69.6
Total	1.0	109.5	2.0	197.1	309.6

## **Appendix 5**

### **Summary of 2015 New / Enhanced Service Priorities**

# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4443	Toronto Arts Council Operations - Funding Source							
72	0	Description:						
The \$0.200 million increased cultural investment for Toronto Arts Council Operations (TAC) funded from the Sign Tax Reserve in 2014 will be funded from the property tax base in 2015 and future years. The increase of \$0.200 million was approved in 2014 as part of the Culture Funding Phase-in Plan and will continue to allow TAC to fund the Grants Management System, the increased Grants staff, Grant Outreach, and Website enhancements.								
Service Level Impact:								
None								
Service: EC-Cultural Services								
Total Council Approved:			0.0	(200.0)	200.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			0.0	(200.0)	200.0	0.0	0.0	0.0

### Category:

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4444		Toronto Arts Council Grant Funding Source						
72	0	Description:  The \$2.8 million in cultural investment for Toronto Arts Council Grants Program (TAC) that was funded from the Sign Tax Reserve in 2014 will be funded from the property tax base in 2015 and future years. This funding supports Toronto's artists and arts organizations through TAC's established grants programs, enhances support for community engaged arts initiatives including programs involving youth and diverse communities in all Toronto neighbourhoods, and supports new and innovative funding programs and partnerships offering artists and arts organizations the ability to respond to exceptional opportunities and to incubate new ideas, projects, and initiatives. These funds also provide increased access to arts programming outside the downtown core, provide opportunities for investment, leveraging and match funding for grants dollars, contribute to the economic development and vibrancy of Toronto, and create employment opportunities for disengaged youth.  Service Level Impact:  None.  Service: EC-Cultural Services						
Total Council Approved:		0.0	(2,800.0)	2,800.0	0.0	0.0	0.0	
Council Approved New/Enhanced Services:		0.0	(2,800.0)	2,800.0	0.0	0.0	0.0	

**2015 Operating Budget - Council Approved New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4445		Major Cultural Org Grants Funding Source						
72	0	Description:						
The \$0.600 million in cultural investment for Major Cultural Organizations that was funded from the Sign Tax Reserve in 2014 will be funded from the property tax base in 2015 and future years. This grant program provides funding to 11 not-for-profit organizations that offer public programming, develop artists and audiences, and anchor the cultural sector. Specific opportunities for the Majors include World Pride and Pan/Parapan Am programming initiatives in 2015. This funding also allows the City to provide for organizations recently added to the program to meet increased operating needs, resulting in greater equity across the funded organizations without decreasing funding for others. This funding also allows organizations to promote themselves to all parts of the City and to partner with youth and with diverse community organizations to improve the accessibility of their programs to Torontonians.								
Service Level Impact:								
None								
Service: EC-Cultural Services								
Total Council Approved:			0.0	(600.0)	600.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			0.0	(600.0)	600.0	0.0	0.0	0.0

**Category:**

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4446	Local Arts Service Org Grants - Funding Source							
72	0	Description:  The \$0.100 million in cultural investment for Local Arts Service Organizations (LASO) that was funded from the Sign Tax Reserve in 2014 will be funded from the property tax base in 2015 and future years. This funding provides ongoing support to six LASO (North York, East York, Arts Etobicoke, Lakeshore Arts, Scarborough Arts and Urban Arts) for work in their communities to ensure access and opportunity for cultural participation to all citizens. At an organizational level, the LASOs are able to provide expanded and stabilized programming for underserved communities and neighbourhoods. They also collectively take an active role in major Toronto events such as Luminato, Culture Days, and Pan/Parapan Am Games.						
Service Level Impact:								
None								
Service: EC-Cultural Services								
Total Council Approved:			0.0	(100.0)	100.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			0.0	(100.0)	100.0	0.0	0.0	0.0

# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4447		Cultural Partnership Funding Source						
72	0	Description:						
The \$0.300 million investment in Cultural Partnerships that was funded from the Sign Tax Reserve in 2014 will be funded from the property tax base in 2015 and future years. This funding allows EDC to make contributions to cultural activities or projects that support the implementation of Creative Capital Gains (CCG) and that are a priority for the Economic Development Committee. These contribuitions are for one time activities that support the CCG strategy. In 2014 it provided the City's additional support for the World Pride Festival which helped to elevate Pride to a world class event. This funding allows EDC to support opportunities that respond to the City's cultural strategy but have tight timelines for execution.								
Service Level Impact:								
None								
Service: EC-Cultural Services								
Total Council Approved:			0.0	(300.0)	300.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			0.0	(300.0)	300.0	0.0	0.0	0.0

### Category:

71 - Operating Impact of New Capital Projects  
72 - Enhanced Services-Service Expansion

74 - New Services  
75 - New Revenues

**2015 Operating Budget - Council Approved New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4603		Pan Am Nathan Phillips Square Cultural Celebration						
72	0	Description:						
<p>\$3.5 million in external funding has been confirmed for 2015 to contribute towards the Pan/Parapan Am cultural festival at Nathan Phillip Square: \$1 million is from the Province of Ontario and \$2.5 million from TO2015, the games organizers. This will support event production and staffing costs for the TO2015 Host City Showcase Program and represent the City as part of the Games experience. Nathan Phillips Square will be at the centre of the free public celebrations during the games. It will also be the venue for each day's Victory celebrations as mandated by PASO and the Para Pan closing ceremonies. The City staff will also be responsible for ensuring that the goals and objectives of the City and its own stakeholders are fully evaluated and taken into consideration during the overall program creation.</p>								
Service Level Impact:								
This one-time festival will support and celebrate the Pan Am and Parapan Am Games.								
Service: EC-Cultural Services								
Total Council Approved:			4,500.0	4,500.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			4,500.0	4,500.0	0.0	0.0	0.0	0.0



# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
4656		Nuit Blanche Additional Programming and Marketing						
72	0	Description:						
Additional third party funding of \$0.600 million will support additional programming and marketing initiatives for the Nuit Blanche Programme. This proposal supports the City's Strategic Action #2: Invest in Culture and #5: Accelerate the Economy, and aligns with the Creative Capital Gains Strategy and the Collaboration for Competitiveness – A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto. The Nuit Blanche event is an example of the intrinsic link between investing in culture and the resulting economic development. In 2013, the contributions of the artistic community helped the event generate an economic impact nearing \$40M over the course of one night and in 2014 one million people attended Nuit Blanche including close to 200,000 tourists also serving to generate \$40 million in economic impact for the City.								
Service Level Impact:								
This additional sponsorship revenue will support the growth of Nuit Blanche by expanding its reach into the out-of-market audiences, as well as creating opportunities for audiences to view projects over the course of the week following the event.								
Service: EC-Cultural Services								
Total Council Approved:			600.0	600.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			600.0	600.0	0.0	0.0	0.0	0.0

**Category:**

71 - Operating Impact of New Capital Projects  
72 - Enhanced Services-Service Expansion

74 - New Services  
75 - New Revenues

# 2015 Operating Budget - Council Approved New and Enhanced Services

## Summary by Service

(\$000s)

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
5903		Pan Am Nathan Phillips Square Cultural Celebration						
72	0	Description:						
An additional \$1.4 million in external funding from the Government of Canada has been confirmed for 2015 to contribute towards the Pan/ Parapan Am cultural festival at Nathan Phillip Square. This funding will support event production and staffing costs for the TO2015 Host City Showcase Program and represent the City as part of the Games experience. Nathan Phillips Square will be at the centre of the free public celebrations. The City staff will also be responsible for ensuring that the goals and objectives of the City and it's own stakeholders are fully evaluated and taken into consideration during the overall program creation.								
Service Level Impact:								
This one-time festival will support and celebrate the Pan Am and Parapan Am Games.								
Service: EC-Cultural Services								
Total Council Approved:			1,400.0	1,400.0	0.0	0.0	0.0	0.0
Council Approved New/Enhanced Services:			1,400.0	1,400.0	0.0	0.0	0.0	0.0

### Category:

71 - Operating Impact of New Capital Projects  
72 - Enhanced Services-Service Expansion

74 - New Services  
75 - New Revenues



**2015 Operating Budget - Council Approved New and Enhanced Services**  
**Summary by Service**  
**(\$000s)**

Form ID		Citizen Focused Services A Program: Economic Development & Culture	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
Summary:								
Council Approved New/Enhanced Services:			6,500.0	1,500.0	4,000.0	0.0	5,000.0	5,500.0

**Category:**

71 - Operating Impact of New Capital Projects

74 - New Services

72 - Enhanced Services-Service Expansion

75 - New Revenues

## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

Table 8  
Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>220.3</b>	<b>220.3</b>	<b>241.8</b>	<b>263.3</b>
Vehicle Reserve Fund	XQ1200				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			21.5	21.5	21.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>21.5</b>	<b>21.5</b>	<b>21.5</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>220.3</b>	<b>241.8</b>	<b>263.3</b>	<b>284.8</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>258.1</b>	<b>258.1</b>	<b>278.1</b>	<b>298.1</b>
16 Ryerson Capital Maintenance Reserve Fund	XR3213				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			20.0	20.0	20.1
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>20.0</b>	<b>20.0</b>	<b>20.1</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>258.1</b>	<b>278.1</b>	<b>298.1</b>	<b>318.2</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>797.4</b>	<b>797.4</b>	<b>1,597.4</b>	<b>2,397.4</b>
Casa Loma Capital Maintenance	XR1501				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			800.0	800.0	800.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>800.0</b>	<b>800.0</b>	<b>800.0</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>797.4</b>	<b>1,597.4</b>	<b>2,397.4</b>	<b>3,197.4</b>

**Table 9**  
**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>14,601.9</b>	<b>14,601.9</b>	<b>(4,430.5)</b>	<b>(23,746.0)</b>
Public Realm Reserve Fund	XR1410				
<i>Proposed Withdrawals (-)</i>			(150.0)	(150.0)	(150.0)
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(150.0)</b>	<b>(150.0)</b>	<b>(150.0)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(18,882.4)</b>	<b>(19,165.5)</b>	<b>(19,165.5)</b>
<b>Balance at Year-End</b>		<b>14,601.9</b>	<b>(4,430.5)</b>	<b>(23,746.0)</b>	<b>(43,061.5)</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>21,307.7</b>	<b>21,307.7</b>	<b>3,328.7</b>	<b>(3,875.1)</b>
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			88.6	88.6	88.6
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>88.6</b>	<b>88.6</b>	<b>88.6</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(18,067.6)</b>	<b>(7,292.4)</b>	<b>3,603.2</b>
<b>Balance at Year-End</b>		<b>21,307.7</b>	<b>3,328.7</b>	<b>(3,875.1)</b>	<b>(183.3)</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>5,566.8</b>	<b>5,566.8</b>	<b>(2,641.5)</b>	<b>(3,165.4)</b>
Major Special Events Reserve Fund	XR1218				
<i>Proposed Withdrawals (-)</i>			(3,259.5)	(293.5)	(133.0)
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(3,259.5)</b>	<b>(293.5)</b>	<b>(133.0)</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(4,948.8)</b>	<b>(230.4)</b>	
<b>Balance at Year-End</b>		<b>5,566.8</b>	<b>(2,641.5)</b>	<b>(3,165.4)</b>	<b>(3,298.4)</b>

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2014 \$	Withdrawals (-) / Contributions (+)		
			2015 \$	2016 \$	2017 \$
<b>Projected Beginning Balance</b>		<b>31,595.3</b>	<b>31,595.3</b>	<b>24,692.1</b>	<b>21,192.1</b>
Tax Stabilization Reserve	XQ0703				
<i>Proposed Withdrawals (-)</i>			(5,500.0)	(3,500.0)	
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(5,500.0)</b>	<b>(3,500.0)</b>	
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>			<b>(1,403.2)</b>		
<b>Balance at Year-End</b>		<b>31,595.3</b>	<b>24,692.1</b>	<b>21,192.1</b>	<b>21,192.1</b>

## Appendix 7a

### User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2014	2015			2016	2017
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Colborne Lodge-Child Christmas/General Admission	Cultural Services	Market Based	Participant	\$4.42	\$3.76		\$3.76	\$3.76	\$3.76
Gibson House-Adult/Christmas General Admissions	Cultural Services	Market Based	Participant	\$5.48	\$5.48	\$1.60	\$7.08	\$7.08	\$7.08
Gibson House-Child/Christmas General Admissions	Cultural Services	Market Based	Participant	\$2.62	\$2.62	\$1.14	\$3.76	\$3.76	\$3.76
Gibson House- Senior/Christmas General Admissions	Cultural Services	Market Based	Participant	\$3.10	\$3.10	\$1.32	\$4.42	\$4.42	\$4.42
Gibson House-Youth/Christmas General Admissions	Cultural Services	Market Based	Participant	\$3.10	\$3.10	\$1.32	\$4.42	\$4.42	\$4.42
Gibson House-Adult/General Admissions	Cultural Services	Market Based	Participant	\$5.48	\$5.48	\$0.71	\$6.19	\$6.19	\$6.19
Gibson House-Child/General Admissions	Cultural Services	Market Based	Participant	\$2.62	\$2.62	\$0.03	\$2.65	\$2.65	\$2.65
Gibson House-Senior/General Admissions	Cultural Services	Market Based	Participant	\$3.10	\$3.10	\$0.44	\$3.54	\$3.54	\$3.54
Gibson House-Youth/General Admissions	Cultural Services	Market Based	Participant	\$3.10	\$3.10	\$0.44	\$3.54	\$3.54	\$3.54
Mackenzie House-Child/Christmas General Admissions	Cultural Services	Market Based	Participant	\$4.42	\$3.76		\$3.76	\$3.76	\$3.76
Montgomery's Inn-Adult/General Admissions	Cultural Services	Market Based	Participant	\$5.71	\$5.71	\$0.48	\$6.19	\$6.19	\$6.19
Montgomery's Inn - Child/General Admissions	Cultural Services	Market Based	Participant	\$1.90	\$1.90	\$0.75	\$2.65	\$2.65	\$2.65
Montgomery's Inn-Senior/General Admissions	Cultural Services	Market Based	Participant	\$2.86	\$2.86	\$0.68	\$3.54	\$3.54	\$3.54
Montgomery's Inn-Youth/General Admissions	Cultural Services	Market Based	Participant	\$2.86	\$2.86	\$0.68	\$3.54	\$3.54	\$3.54
Todmorden Mills-Adult/General Admissions	Cultural Services	Market Based	Participant	\$5.31	\$5.31	\$0.88	\$6.19	\$6.19	\$6.19
Todmorden Mills-Child/General Admissions	Cultural Services	Market Based	Participant	\$1.77	\$1.77	\$0.88	\$2.65	\$2.65	\$2.65
Todmorden Mills-Senior/General Admissions	Cultural Services	Market Based	Participant	\$2.65	\$2.65	\$0.89	\$3.54	\$3.54	\$3.54
Todmorden Mills-Youth/Student-General Admissions	Cultural Services	Market Based	Participant	\$2.65	\$2.65	\$0.89	\$3.54	\$3.54	\$3.54
Todmorden Mills-Adult/Christmas/General Admissions	Cultural Services	Market Based	Participant	\$5.31	\$5.31	\$1.77	\$7.08	\$7.08	\$7.08
Todmorden Mills-Child/Christmas/General Admissions	Cultural Services	Market Based	Participant	\$2.38	\$2.38	\$1.38	\$3.76	\$3.76	\$3.76
Todmorden Mills-Senior/Christmas/General Admissions	Cultural Services	Market Based	Participant	\$3.81	\$3.81	\$0.61	\$4.42	\$4.42	\$4.42
Todmorden Mills-Youth/Student/Christmas/General Admissions	Cultural Services	Market Based	Participant	\$3.81	\$3.81	\$0.61	\$4.42	\$4.42	\$4.42
Cedar Ridge Creative Centre/Arts & Heritage Course Fees Adult	Cultural Services	Market Based	10-Week Course	\$127.25	\$127.25	\$5.09	\$132.34	\$132.34	\$132.34
Exterior wedding photo All Museum sites	Cultural Services	Market Based	Hour	\$125.00	\$125.00	\$25.00	\$150.00	\$150.00	\$150.00
Todmorden Mills Theatre (per hour; 4 hr min)	Cultural Services	Market Based	Hour - Minimum 4 Hours	\$100.00	\$112.50		\$112.50	\$112.50	\$112.50
Todmorden Mills Art Gallery Exhibit Area Only (Walls)	Cultural Services	Market Based	Bi Weekly	\$800.00	\$900.00		\$900.00	\$900.00	\$900.00