

# Toronto 2018 BUDGET



## OPERATING BUDGET NOTES



## Economic Development and Culture

### 2018 OPERATING BUDGET OVERVIEW

Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by contributing to the growth of Toronto's economy, encouraging Toronto's cultural vibrancy, and engaging partners in the planning and development of the City's economic and cultural resources.

### 2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$76.000 million gross and \$66.450 million net as shown below:

(in \$000's)	2017 Budget	2018 Preliminary Budget	Change	
			\$	%
Gross Expenditures	83,075.8	76,000.0	(7,075.8)	(8.5%)
Revenues	16,625.4	9,549.6	(7,075.8)	(42.6%)
<b>Net Expenditures</b>	<b>66,450.4</b>	<b>66,450.4</b>	<b>0.0</b>	<b>0.0%</b>

Through operational efficiencies and increased programming revenues, EDC is able to fully offset \$0.425 million in operating budget pressures arising mainly from inflation in utilities and cost of living adjustments to salaries and benefits while maintaining the 2017 service levels for 2018.

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**FAST FACTS**

- Supports Major community events such as the Caribbean Festival and Pride Toronto.
- Offers annual events such as the Cavalcade of Lights, Doors Open, and Nuit Blanche Toronto.
- Supports 83 Business Improvement Areas to encourage economic growth, competitiveness and entrepreneurship.
- Manages 40 heritage properties and more than 200 public art installations.
- Issues over 3,000 film permits for more than 1,300 films each year.

**TRENDS**

- Support of the formation, maintenance and expansion of business incubators in Toronto continues to result in an increasingly number of incubator graduates into Toronto's business community.
- Continued work with other City Divisions and external stakeholders to navigate the challenges of protecting Toronto's employment lands.
- Focused programming to increase public awareness and knowledge of Toronto's history through the City's ten historical museums.

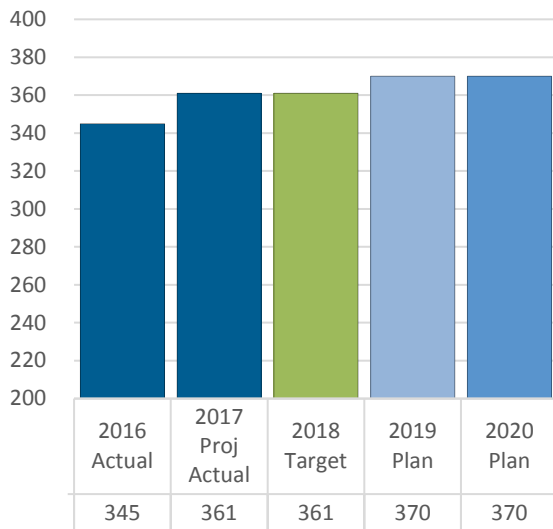
**KEY SERVICE DELIVERABLES FOR 2018**

Economic Development and Culture'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. Both are designed to advance the City's prosperity, opportunity and livability by creating an environment in which business and culture can thrive.

The 2018 Preliminary Operating Budget will enable Economic Development and Culture to:

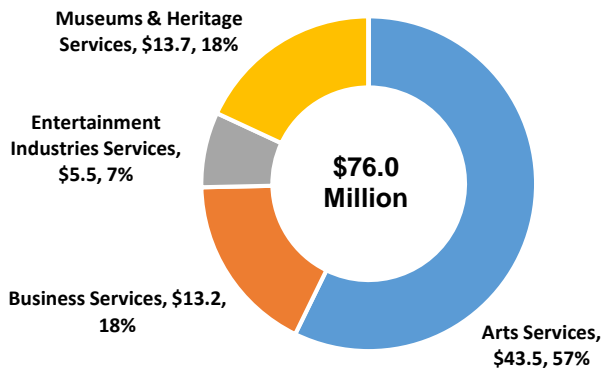
- Produce signature events such as Cavalcade of Lights, Doors Open Toronto, and Nuit Blanche that celebrate the vibrancy and diversity of Toronto
- Serve 48,100 entrepreneurs and establish micro business owners via business consultations, incubation support and workshops.
- Establish and maintain strong export support capabilities, including building on international trade missions and foreign direct investment initiatives that foster trade opportunities for Toronto businesses.
- Provide Cultural Grants to support Toronto's arts community through organizations such as the Toronto Arts Council.

**Number of Business Incubator Graduates**

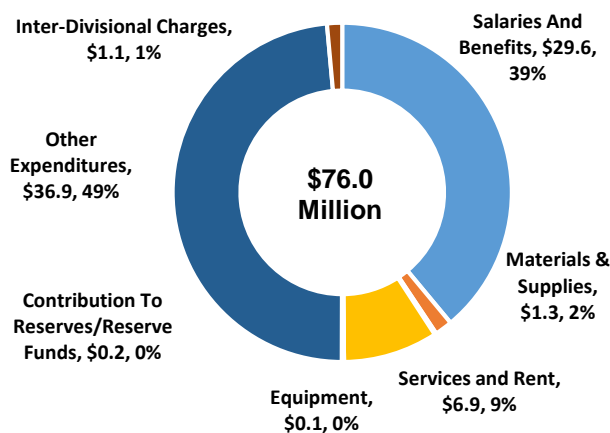


Where the money goes:

2018 Budget by Service

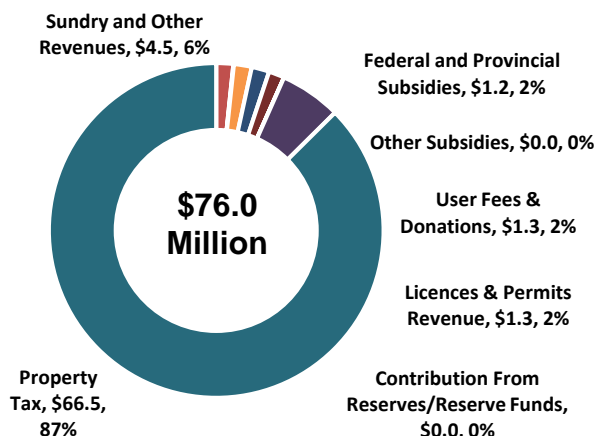


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget by Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **BIA Utility Locate Service** is legislated by the Ontario Underground Infrastructure Notification Act (ON1Call) requiring the City to assume ownership of all underground infrastructures owned by the BIAs.

  - ✓ It is estimated that the initiative will require additional funding of \$0.331 million with 50% of the expenses to be recovered from the BIAs which is included in the 2018 Preliminary Operating Budget. The BIA Office will administer the initiative and work with the BIAs to implement the program, with Transportation Services as the service provider.
- **New and Enhanced Initiatives Not Included** for Economic Development and Culture totals \$2.762 million net which includes \$2.000 million of the final phase-in of the Culture Plan and funding dedicated to assist the distressed retail areas affected by major construction work.

  - ✓ If funding becomes available, these priorities will provide much needed support to small businesses and meet the \$25 per capital target for the arts and culture plan.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Preliminary Operating Budget for Economic Development and Culture is \$76.000 million gross and \$66.450 million representing 0% change to the 2017 Approved Operating Budget. Savings were identified to fully offset the base budget pressures through the following:

  - ✓ Base expenditure reductions (\$0.120 million).
  - ✓ Service adjustments (\$0.130 million).
  - ✓ Revenue changes (\$0.225 million).
- A new user fee is included that will generate \$0.046 million in net revenues:

  - ✓ Introduction of a new user fee for the Market Gallery, one of its museum sites.
- Staff complement will remain unchanged from 2017 to 2018.
- The 2018 Preliminary Operating Budget provides funding for:

  - ✓ Support 48,100 small businesses and entrepreneurs.
  - ✓ Provide 73 days of City-produced events at Nathan Philip Square.
  - ✓ Facilitate 2 million information transactions with members of the public.

## Actions for Consideration

Approval of the 2018 Preliminary Budget as presented in these notes requires that:

1. City Council approve the 2018 Preliminary Operating Budget for Economic Development and Culture of \$76.000 million gross, \$66.450 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Arts Services	43,496.1	40,707.9
Business Services	13,248.9	10,755.2
Entertainment Industries Services	5,516.2	3,807.7
Museum & Heritage Services	<u>13,738.8</u>	<u>11,179.5</u>
Total Program Budget	<u>76,000.0</u>	<u>66,450.4</u>

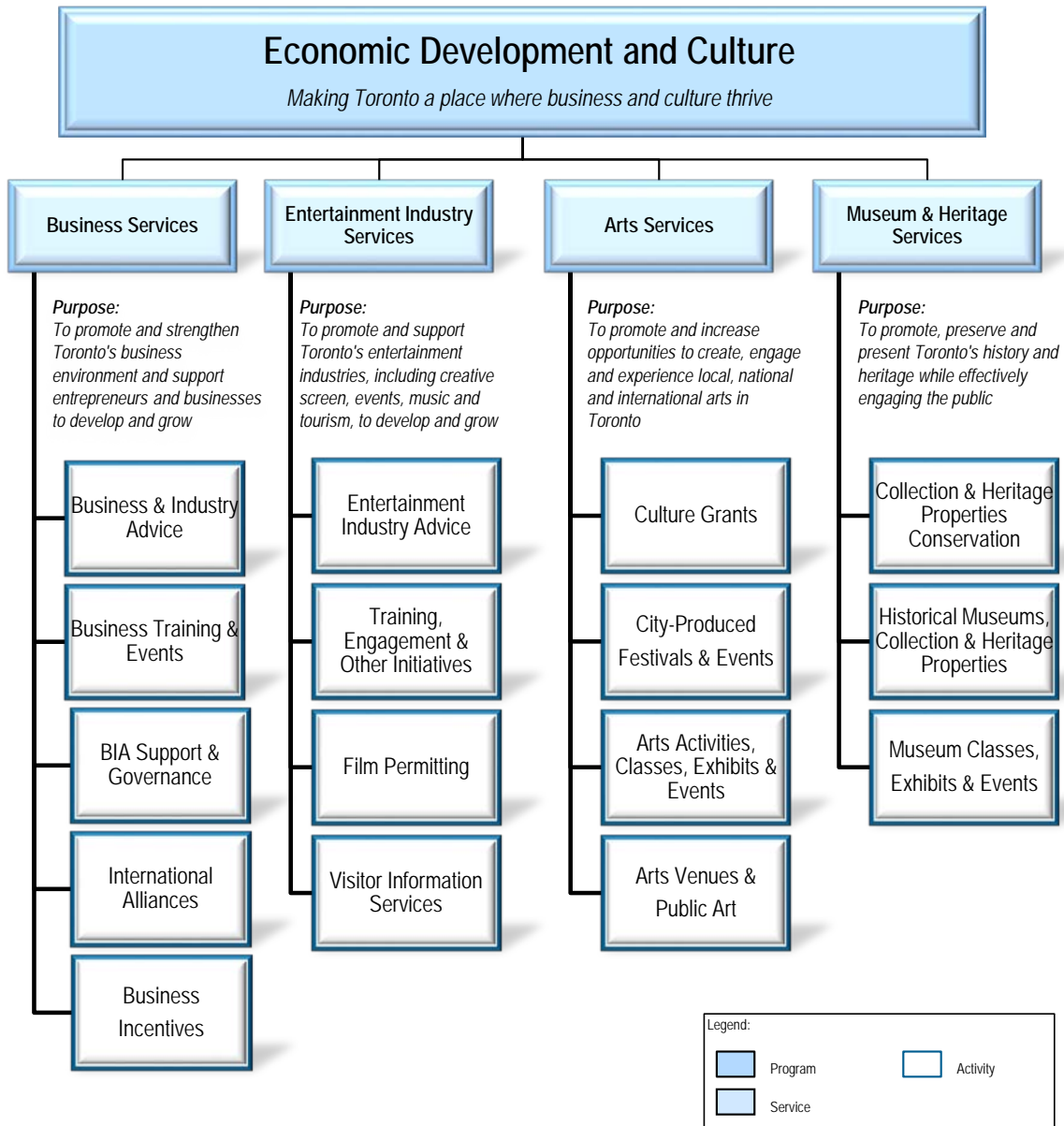
2. City Council approve the 2018 service levels for Economic Development and Culture as outlined on pages 16, 20, 24, and 28 of this report, and associated staff complement of 300.5 positions.
3. City Council approve the 2018 new user fees, market rate user fee changes, and other fee changes above the inflationary adjusted rate for Economic Development and Culture identified in Appendix 7, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".



# Part 1

## 2018-2020 Service Overview and Plan

### Program Map



#### Service Customer

**Business Services**

- Entrepreneurs
- New Immigrants
- Youth
- Sector / Industry Associations
- Sector Businesses
- Business Incubators
- Indirect (Beneficial)
  - Unions / Trade Commissions
  - Other Levels of Government
  - Education Sector
  - Residents

**Entertainment Industry Services**

- Entertainment Industry Associations
- Entertainment Businesses
- Film & Media Companies
- Tourism Companies
- Restaurants & Hotel Industries
- Visitors (Domestic & International)
- Volunteers
- Indirect (Beneficial)
  - Residents
  - Businesses / Business Associations

**Arts Services**

- Artists
- Arts & Cultural Organizations
- Residents
- Visitors (Domestic & International)
- Indirect (Beneficial)
  - Event Organizers
  - Exhibitors
  - Shows and Events Attendees

**Museums & Heritage Services**

- Arts & Theater Groups
- Education Sector (Schools & Students)
- Residents
- Visitors (Domestic & International)
- Public and Private Schools
- New Immigrants
- Indirect (Beneficial)
  - Private Companies

**Table 1**  
**2018 Preliminary Operating Budget and Plan by Service**

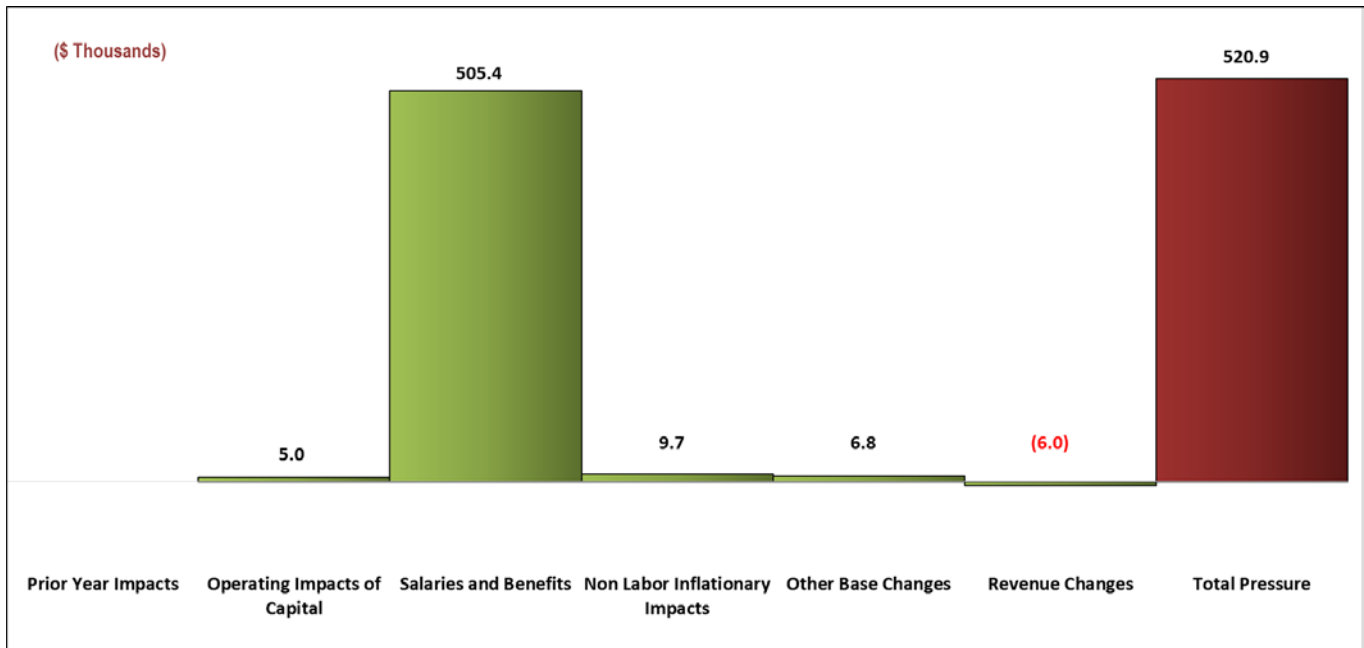
(In \$000s)	2017		2018 Preliminary Operating Budget			2018 Preliminary vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual*	Base	New/Enhanced	Total Budget			2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
<b>Business Services</b>											
Gross Expenditures	13,371.6	14,321.4	13,083.0	165.9	13,248.9	(122.7)	(0.9%)	(528.3)	(4.1%)	163.7	1.3%
Revenue	2,933.0	3,437.0	2,327.8	165.9	2,493.6	(439.3)	(15.0%)	(873.3)	(46.2%)		
<b>Net Expenditures</b>	<b>10,438.7</b>	<b>10,884.4</b>	<b>10,755.2</b>		<b>10,755.2</b>	<b>316.6</b>	<b>3.0%</b>	<b>345.1</b>	<b>3.1%</b>	<b>163.7</b>	<b>1.5%</b>
<b>Entertainment Industries Services</b>											
Gross Expenditures	6,407.1	6,672.5	5,516.2		5,516.2	(890.9)	(13.9%)	104.1	2.3%	91.9	1.6%
Revenue	2,652.8	3,220.0	1,708.5		1,708.5	(944.4)	(35.6%)	1.0	0.1%	1.0	0.1%
<b>Net Expenditures</b>	<b>3,754.3</b>	<b>3,452.5</b>	<b>3,807.7</b>		<b>3,807.7</b>	<b>53.4</b>	<b>1.4%</b>	<b>103.1</b>	<b>2.7%</b>	<b>90.9</b>	<b>2.3%</b>
<b>Arts Services</b>											
Gross Expenditures	48,562.6	48,675.6	43,496.1		43,496.1	(5,066.5)	(10.4%)	370.8	1.0%	354.3	0.8%
Revenue	7,655.1	7,162.8	2,788.2		2,788.2	(4,866.9)	(63.6%)			73.7	2.6%
<b>Net Expenditures</b>	<b>40,907.4</b>	<b>41,512.9</b>	<b>40,707.9</b>		<b>40,707.9</b>	<b>(199.5)</b>	<b>(0.5%)</b>	<b>370.8</b>	<b>0.9%</b>	<b>280.6</b>	<b>0.7%</b>
<b>Museums &amp; Heritage Services</b>											
Gross Expenditures	14,734.5	15,053.9	13,738.8		13,738.8	(995.7)	(6.8%)	236.4	1.7%	150.5	1.1%
Revenue	3,384.5	4,199.0	2,513.4	45.9	2,559.3	(825.2)	(24.4%)	(0.4)	(0.0%)		
<b>Net Expenditures</b>	<b>11,350.0</b>	<b>10,855.0</b>	<b>11,225.4</b>	<b>(45.9)</b>	<b>11,179.5</b>	<b>(170.5)</b>	<b>(1.5%)</b>	<b>236.8</b>	<b>2.1%</b>	<b>150.5</b>	<b>1.3%</b>
<b>Total</b>											
<b>Gross Expenditures</b>	<b>83,075.8</b>	<b>84,723.4</b>	<b>75,834.1</b>	<b>165.9</b>	<b>76,000.0</b>	<b>(7,075.8)</b>	<b>(8.5%)</b>	<b>183.0</b>	<b>0.2%</b>	<b>760.4</b>	<b>1.0%</b>
<b>Revenue</b>	<b>16,625.4</b>	<b>18,018.7</b>	<b>9,337.9</b>	<b>211.7</b>	<b>9,549.6</b>	<b>(7,075.8)</b>	<b>(42.6%)</b>	<b>(872.7)</b>	<b>(9.1%)</b>	<b>74.7</b>	<b>0.9%</b>
<b>Total Net Expenditures</b>	<b>66,450.4</b>	<b>66,704.7</b>	<b>66,496.2</b>	<b>(45.9)</b>	<b>66,450.4</b>	<b>0.0</b>	<b>0.0%</b>	<b>1,055.7</b>	<b>1.6%</b>	<b>685.7</b>	<b>1.0%</b>
<b>Approved Positions</b>	<b>300.5</b>		<b>300.5</b>		<b>300.5</b>			<b>3.0</b>	<b>1.0%</b>	<b>1.4</b>	<b>0.5%</b>

\* Based on the 2017 9-month Operating Variance Report

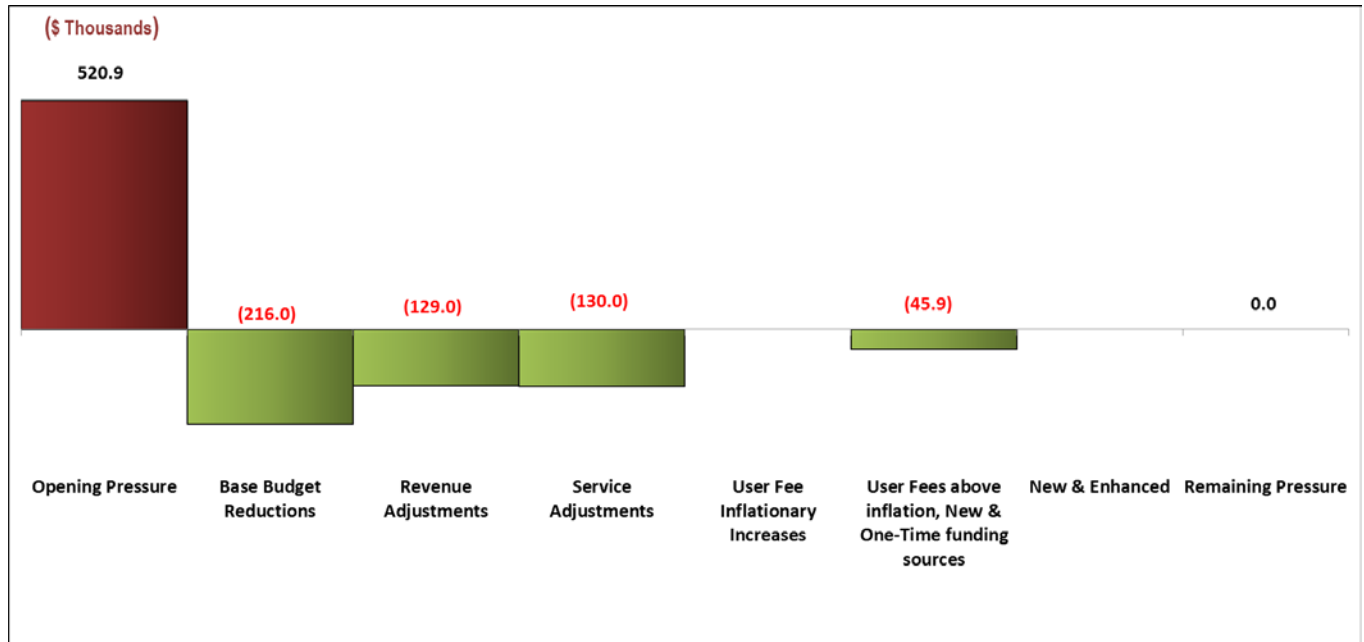
The Economic Development and Culture's 2018 Preliminary Operating Budget is \$76.000 million gross and \$66.450 million net, representing a 0% change to the 2017 Approved Net Operating Budget and is in line with the budget target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to cost of living adjustments (COLA) to salaries and benefits, as well as inflationary increases to utilities for all museum and heritage sites.
- To help mitigate the above pressures, the Program was able to achieve savings through line-by-line review, increased revenue through adjustments to general admission rates for all museums, and adjusting services to reflect actual experience.
- New and enhanced services include providing utility locate services for Business Improvement Areas (BIA) and introducing a new user fee for the Market Gallery.
- Approval of the 2018 Preliminary Operating Budget will maintain Economic Development and Culture's total approved complement of 300.5 positions.
- The 2019 and 2020 Plan increases are attributable to operating impacts of capital arising from the enhancement of arts and culture services at Clark Centre for the Arts, and COLA to salaries and benefits.

### Key Cost Drivers



### Actions to Achieve Budget Reduction Target





**Table 2  
Key Cost Drivers**

(In \$000s)	2018 Base Operating Budget				Total	
	Business Services	Entertainment Industries Services	Arts Services	Museums & Heritage Services	\$	Position
	\$	\$	\$	\$	\$	
<b>Gross Expenditure Changes</b>						
<b>Operating Impacts of Capital</b>						
Guild Revitalization Project - Arts Outreach Program at Native Learning Centre			5.0		5.0	
<b>Salaries and Benefits</b>						
COLA	23.2	15.1	23.5	65.5	127.3	
Progression Pay	96.5	50.0	85.4	68.2	300.1	
Salaries & Step	167.2	157.6	235.1	333.5	893.4	
Gapping (maintain the 2017 Approved level)	(245.3)	(123.0)	(221.6)	(281.7)	(871.6)	
Salary Adjustments - Correct Baseholder Positions to Reflect Current Salaries	5.7	9.1	32.8	8.5	56.2	
<b>Economic Factors</b>						
Corporate Economic Factors (Utilities)			0.6	9.1	9.7	
<b>Other Base Expenditure Changes</b>						
Interdepartmental Charges	9.8	(2.3)	(0.1)	(0.6)	6.8	
<b>Total Gross Expenditure Changes</b>	<b>57.2</b>	<b>106.6</b>	<b>160.8</b>	<b>202.4</b>	<b>526.9</b>	
<b>Revenue Changes</b>						
<b>Base Revenue Changes</b>						
Increased Capital Recovery from BIAs per Actual Experience and those Projects Previously not charged Project Management Fees	6.0				6.0	
<b>Total Revenue Changes</b>	<b>6.0</b>				<b>6.0</b>	
<b>Net Expenditure Changes</b>	<b>51.2</b>	<b>106.6</b>	<b>160.8</b>	<b>202.4</b>	<b>520.9</b>	

The major cost drivers impacting Economic Development and Culture include:

### Gross Expenditure Changes

- Operating Impact of Capital
  - Upon completion of the Guild Revitalization capital project, \$0.005 million of funding is required to develop on arts outreach program in advance of the full programming enhancements planned for 2019.
- Base Budget Changes
  - Inflationary increases are applied to all existing interdepartmental charges (IDC) with other City Divisions.

### Base Revenue Changes

- Additional revenue and recoveries will be driven by:
  - Project management fees will be adjusted to reflect actual volume of streetscape improvement projects delivered in 2017 and charge capital projects which were previously excluded from the fee, resulting in increased capital revenues of \$0.006 million.

In order to achieve the budget reduction target, Economic Development and Culture's 2018 Preliminary Operating Budget includes base expenditure savings of \$0.120 million net, base revenue changes of \$0.096 million net, revenue adjustments of \$0.129 million net, and service changes within the Program's baseline standards of \$0.130 million net, for a total of \$0.475 million net as detailed below.

**Table 3**  
**Actions to Achieve Budget Reduction Target**  
**2018 Preliminary Service Change Summary**

Description (\$000s)	Service Changes								Total Service Changes			Incremental Change				
	Business Services		Entertainment Industries Services		Art Services		Museum & Heritage Services		\$	\$	#	2019 Plan		2020 Plan		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.	
<b>Base Changes:</b>																
<b>Base Expenditure Changes</b>																
Line By Line Review Savings	(53.0)	(53.0)					(67.1)	(67.1)	(120.1)	(120.1)						
<b>Base Expenditure Change</b>	(53.0)	(53.0)					(67.1)	(67.1)	(120.1)	(120.1)						
<b>Base Revenue Changes (Volume Driven)</b>																
Increase Film Permitting Revenues - Volume				(64.7)						(64.7)						
Increase Summer/Winterlicious Revenue Due to Volume				(31.2)						(31.2)						
<b>Base Revenue Change</b>				(95.9)						(95.9)						
<b>Sub-Total</b>	(53.0)	(53.0)		(95.9)			(67.1)	(67.1)	(120.1)	(216.0)						
<b>Revenue Adjustments</b>																
Event Support Staff Charge for Overtime Hours				(8.0)						(8.0)		(1.0)		(1.0)		
Increase Sponsorship Revenues				(56.0)		(50.0)				(106.0)						
Change General Admission Rates for Museums								(15.0)		(15.0)						
<b>Sub-Total</b>				(64.0)		(50.0)		(15.0)		(129.0)		(1.0)		(1.0)		
<b>Service Adjustments</b>																
Reduce Funding for Downsview Park Arts Alliance					(20.0)	(20.0)			(20.0)	(20.0)						
Reduction to Squares Program					(114.9)	(48.7)			(114.9)	(48.7)						
Reduction to Public Art Operations and Maintenance					(36.3)	(36.3)			(36.3)	(36.3)						
Reduce Doors Open Budget					(25.0)	(25.0)			(25.0)	(25.0)						
<b>Sub-Total</b>					(196.2)	(130.0)			(196.2)	(130.0)						
<b>Total Changes</b>	(53.0)	(53.0)		(159.9)	(196.2)	(180.0)	(67.1)	(82.1)	(316.3)	(475.0)		(1.0)		(1.0)		

Economic Development and Culture was able to meet the budget target with the following measures:

### Base Expenditure Changes (Savings of \$0.120 million gross & net)

#### Line-by-Line Review Savings

- The detailed review of actual expenditure experience identified savings which results in reducing the travel budget by \$0.053 million for Business Services and the general expense budget by \$0.067 million for Museum and Heritage Services. The reduced travel budget will be covered through the International Trade Strategy initiative, and the reduced general expenses for the Museum and Heritage Services represent the residual savings implemented in 2017 and will not have service level impact.

### Base Revenue Changes (\$0.096 million net)

#### Increase Film Permitting Revenues Due to Volume

- EDC anticipates additional revenue of \$0.065 million to be generated by an increased number of film permit requests based on actual experience.

#### Increase Summer/Winterlicious Revenue Due to Volume

- Both Summerlicious and Winterlicious programs accepted more restaurants participating in the programs in 2017. Based on actual experience, additional revenue of \$0.032 million is included in 2018 to reflect this increased program activity.

## Revenue Adjustments (Savings of \$0.129 million net)

### Event Support Staff Charge for Overtime Hours

- In 2018, EDC will begin charging an overtime fee to external event organizers for providing event staff hours at Nathan Philip Square. This is consistent with other City Divisions such as Parks, Forestry and Recreation, and Facilities Management currently charging \$63.24 per hour on public squares.

### Increase Sponsorship Revenues

- Increased marketing and branding initiatives will result in finding sponsors for Live Arts and Cultural Hotspots programs, and increase sponsorship revenues to reflect actual experience for Entertainment Industries Service.

### Change General Admission Rates for Museums

- The general admission rate at some museum sites will be increased which will generate additional revenue of \$0.015 million. See Appendix 7a for details.
- Historic sites such as the Gibson House and Mackenzie House have been offering below market prices compared to other venues within the City while the need for improvements at these sites has increased over the last few years.

## Service Adjustments (Savings of \$0.196 million gross & \$0.130 million net)

### Reduce Funding for Downsview Park Arts Alliance

- Funding for Downsview Park Arts Alliance (DPAA) will be reduced by \$0.020 million (from \$0.040 million to \$0.020 million). DPAA is an umbrella organization for a number of community arts organizations, and has already been advised of this change in early 2017.
- The funding arrangement with DPAA was established temporarily until an external organization was founded to support their needs. The North York Arts as a Local Arts Service Organization was established in 2015 and the reduced funding will be offset by the increased support received from this organization.

### Reduction to Squares Program

- The reduction to the Squares' Program (\$0.115 million gross and \$0.049 million net) includes:
  - Eliminating the music programming activities for the Fresh Wednesdays and Tasty Thursdays events at Nathan Phillips Square. The events will, however, continue as regular events at the Square.
  - Discontinuing the Canada Day and Sunday Serenades events at Mel Lastman Square.

### Reduction to Public Art Operations and Maintenance

- The public art maintenance and repair budget will be reduced by \$0.036 million. This will not have any negative impact on EDC's capacity to maintain the current portfolio of public art assets.

### Reduce Doors Open Budget

- Funding for the Doors Open Program's marketing and public communication budget will be reduced by \$0.025 million and will result in a minor decrease in volume of public programming activities available through this Program.

**Table 4  
2018 Preliminary New & Enhanced Service Priorities**

Description (\$000s)	New/Enhanced								Total			Incremental Change			
	Business Services		Entertainment Industries Services		Art Services		Museum & Heritage Services		\$	\$	Position #	2019 Plan		2020 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net				Net	Pos.	Net	Pos.
<b>New Services Priorities</b>															
Council Approved:															
IDC with Transportation Services to Provide Locate Services for BIAs	165.9							165.9				165.9			
<b>Sub-Total Council Directed</b>	165.9							165.9				165.9			
New Service Priorities:															
New User Fees for the Market Gallery							(45.9)		(45.9)						
<b>Sub-Total</b>							(45.9)		(45.9)						
<b>Total New / Enhanced Services</b>	165.9						(45.9)	165.9	(45.9)			165.9			

### New Service Priorities (\$0.166 million gross & \$0.046 million net revenue)

Interdivisional Charges (IDC) with Transportation Services to Provide Locate Services for BIAs

- City Council will consider the staff report *Utility Locate Services for Business Improvement Areas as Required by the Ontario Underground Infrastructure Notification Act (ON1Call) (PW24.3)* on December 6<sup>th</sup> 2017 which recommended that the City take ownership of all underground infrastructure assets of the BIAs and provide utility locate services on their behalf, through Transportation Services.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW24.3>

New User Fees for the Market Gallery

- A new general admission fee for the Market Gallery will be introduced which is anticipated to generate additional revenue of \$0.046 million for the Program.
- This is consistent with general admission fees being charged at other museum sites and will assist in expanding future marketing and programming activities.

Approval of the 2018 Preliminary Operating Budget for Economic Development and Culture will result in a 2019 incremental net cost of \$1.056 million and a 2020 incremental net cost of \$0.686 million to maintain the 2018 service levels, as discussed in the following section.

**Table 5  
2019 and 2020 Plan by Program**

Description (\$000s)	2019 - Incremental Change					2020 - Incremental Change				
	Gross Expense	Revenue	Net Expense	% Change	Position	Gross Expense	Revenue	Net Expense	% Change	Position
<b>Known Impacts:</b>										
<b>IDC/IDR Total</b>	0.3		0.3	0%		0.3		0.3	0%	
<b>Prior Year Impact</b>										
Extended Starter Company Initiative	(873.3)	(873.3)		0%						
One-time Draw from Reserve for Colborne Lodge	(0.4)	(0.4)		0%						
<b>Operating Impact of Capital</b>										
Enhancement of Arts and Culture Services at Clark Centre for the Arts	202.5		202.5	0%	3.00	206.8	73.7	133.1	0%	1.38
<b>Salary and Benefits</b>										
COLA	194.9		194.9	0%		2.3		2.3	0%	
Progression Pay	311.5		311.5	0%		316.1		316.1	0%	
Salaries and Step	180.8		180.8	0%		232.6		232.6	0%	
Salary Adjustments (Adjustments to PEP)	1.0		1.0	0%		2.4		2.4	0%	
<b>Service Changes</b>										
Event Support Staff Charge for Overtime Hours		1.0	(1.0)	0%			1.0	(1.0)	0%	
<b>New Service Priorities</b>										
IDC with Transportation to Provide Locate Services for BIAs	165.9		165.9	0%						
<b>Total</b>	183.0	(872.7)	1,055.7	1.6%	3.00	760.4	74.7	685.7	1.0%	1.38

Future year incremental costs are primarily attributable to the following:

#### Known Impacts:

- Completing the enhancement work of the arts and culture services at Clark Centre for the Arts at the Guild Inn site, will result in additional budget increases of \$0.203 million net in 2019 and \$0.133 million net in 2020. Additional staff will be hired to support arts and culture programming activities at the Centre, and pay for equipment rentals and service fees for the site.
- Standard cost of living adjustment rates will apply to salaries and benefits in both years of 2019 and 2020.



# Part 2

## 2018 Preliminary Operating Budget by Service

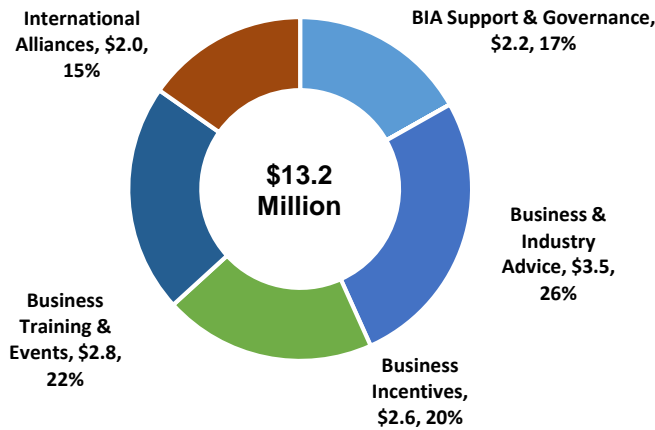
### Business Services



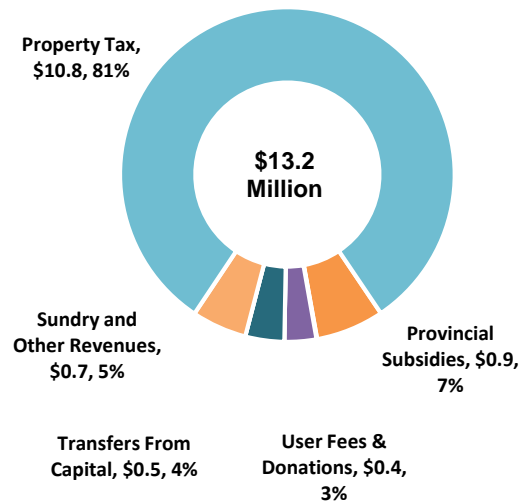
### What We Do

- EDC supports local businesses create jobs through programs and services such as Gold Star Program, an Imagination, Manufacturing, Innovation Technology (IMIT) property tax incentive.
- EDC advocates and consults with industry to promote the growth of businesses in specific sectors including design, education, financial services, technology, and more.
- EDC links entrepreneurs with the tools they need to grow and develop their businesses which include one-on-one business plan consultations.
- EDC supports 83 business improvement areas through financial incentives, and hands-on advice to create thriving and competitive businesses.

**2018 Service Budget by Activity (\$Ms)**



**Service by Funding Source (\$Ms)**

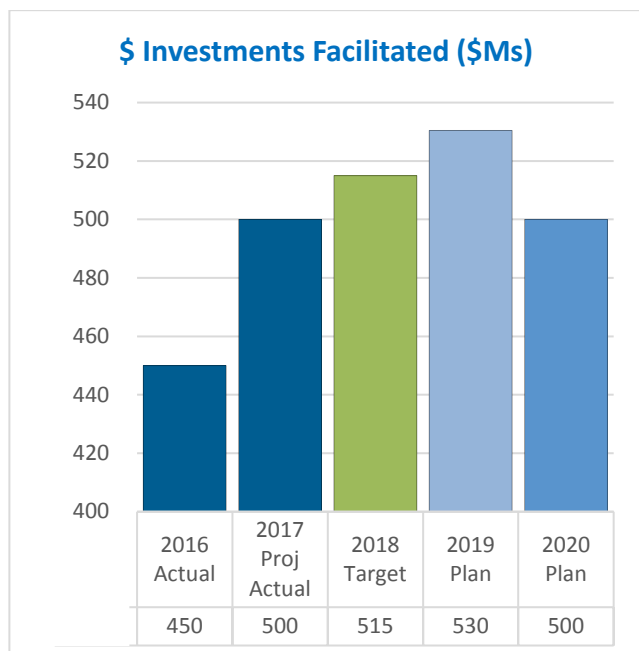


### 2018 Service Levels Business Services

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Business & Industry Advice	Business Advice	% total response time to customers within 1 business day	Approved	100%	100%	100%	N/A
			Actual	100%	100%	N/A	
	Referrals/ Connections	# of companies provided with consultations and/or assistance	Approved	300	300	297	300
			Actual	330	300	300	
	Facilitation & Expediting	# of facilitated advancement and completion of Gold Star projects	Approved	33	31	31	31
			Actual	30	30	30	
Business Training & Events	Training	# of produced and delivered business information and training sessions	Approved	175	110	75	75
			Actual	110	75	120	
BIA Support & Governance	BIA Governance and Oversight	% of audited financial statements, annual budgets submitted, annual general	Approved	99%	99%	99%	99%
			Actual	99%	99%	99%	
	Advisory Services	% of achieved completion rate for Capital Projects.	Approved	75%	75%	75%	75%
			Actual	75%	75%	75%	
International Alliances	City to City Alliances	# of undertaken partnership/friendship City Economic Development projects	Approved	5	5	5	5
			Actual	6	5	8	
	Export Assistance and Facilitation	# of clients provided with export assistance/facilitation	Approved	100	100	100	100
			Actual	137	100	100	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Business Services. A minor service improvement is proposed to providing consultations and assistance to businesses and companies.

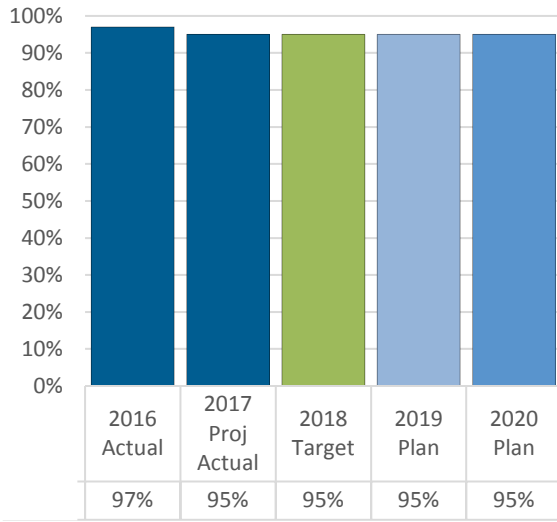
### Service Performance Measures



- The retention and growth of businesses in Toronto supported by Business Services results in investment in Toronto and its economy.
- This measure indicates the investment in Toronto as a result of 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.
- Investment dollars in 2020 will decline if staff resources are supporting International Activity vs. Investment Activity.

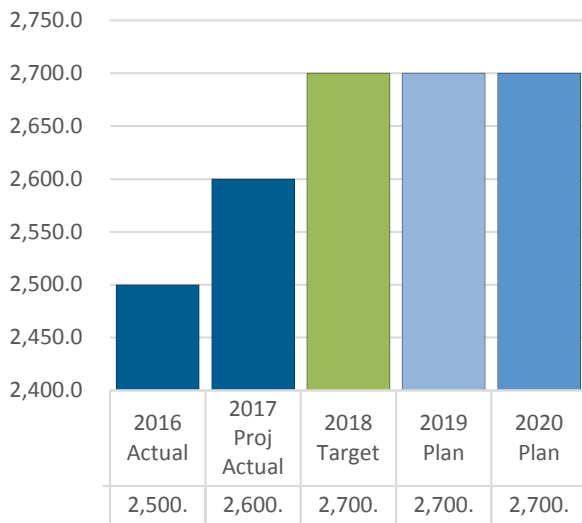


**Customer Satisfaction with Enterprise Toronto Services (%)**



- Enterprise Toronto is a one-stop source to start and grow small business in the City of Toronto.
- Enterprise Toronto provides important business advice on business plan reviews, entrepreneur outreach, and training on how to run small businesses.
- Customer satisfaction survey suggests strong effectiveness of the program for those individuals and small businesses served, at 95% in 2017 and forward.

**Net New 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 number of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017		2018 Preliminary Operating Budget						2018 Prelim. Budget vs. 2017 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim. Budget	\$	%	2019 Plan		2020 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
<b>GROSS EXP.</b>														
BIA Support & Governance	1,857.0	1,897.5		1,897.5	40.5	2.2%	331.7	2,229.2	372.3	20.0%	36.1	1.6%	20.4	0.9%
Business & Industry Advice	3,809.9	3,510.9		3,510.9	(299.1)	(7.9%)	(7.0)	3,503.9	(306.1)	(8.0%)	54.3	0.0%	50.0	1.4%
Business Incentives	2,616.7	2,643.9		2,643.9	27.2	1.0%		2,643.9	27.2	1.0%	38.6	1.5%	38.0	1.4%
Business Training & Events	2,933.6	2,876.6		2,876.6	(57.0)	(1.9%)	(27.5)	2,849.1	(84.5)	(2.9%)	(806.2)	-28.3%	38.8	1.9%
International Alliances	2,154.4	2,154.2		2,154.2	(0.2)	(0.0%)	(131.4)	2,022.8	(131.6)	(6.1%)	148.9	7.4%	16.4	0.8%
<b>Total Gross Exp.</b>	<b>13,371.6</b>	<b>13,083.0</b>		<b>13,083.0</b>	<b>(288.6)</b>	<b>(2.2%)</b>	<b>165.9</b>	<b>13,248.9</b>	<b>(122.7)</b>	<b>(0.9%)</b>	<b>(528.3)</b>	<b>-4.0%</b>	<b>163.7</b>	<b>1.3%</b>
<b>REVENUE</b>														
BIA Support & Governance	504.3	510.3		510.3	6.0	1.2%	165.9	676.2	171.9	34.1%				
Business & Industry Advice	1,042.7	785.8		785.8	(256.9)	(24.6%)		785.8	(256.9)	(24.6%)				
Business Incentives														
Business Training & Events	1,336.0	981.7		981.7	(354.3)	(26.5%)		981.7	(354.3)	(26.5%)	(873.3)			
International Alliances	50.0	50.0		50.0				50.0						
<b>Total Revenues</b>	<b>2,933.0</b>	<b>2,327.8</b>		<b>2,327.8</b>	<b>(605.2)</b>	<b>(20.6%)</b>	<b>165.9</b>	<b>2,493.6</b>	<b>(439.3)</b>	<b>(15.0%)</b>	<b>(873.3)</b>			
<b>NET EXP.</b>														
BIA Support & Governance	1,352.7	1,387.2		1,387.2	34.5	2.6%	165.9	1,553.1	200.4	14.8%	36.1	2.3%	20.4	1.3%
Business & Industry Advice	2,767.2	2,725.1		2,725.1	(42.2)	(1.5%)	(7.0)	2,718.1	(49.2)	(1.8%)	54.3	2.0%	50.0	1.8%
Business Incentives	2,616.7	2,643.9		2,643.9	27.2	1.0%		2,643.9	27.2	1.0%	38.6	1.5%	38.0	1.4%
Business Training & Events	1,597.6	1,894.8		1,894.8	297.2	18.6%	(27.5)	1,867.3	269.7	16.9%	67.2	3.6%	38.8	2.0%
International Alliances	2,104.4	2,104.2		2,104.2	(0.2)	(0.0%)	(131.4)	1,972.8	(131.6)	(6.3%)	148.9	7.5%	16.4	0.8%
<b>Total Net Exp.</b>	<b>10,438.7</b>	<b>10,755.2</b>		<b>10,755.2</b>	<b>316.6</b>	<b>3.0%</b>		<b>10,755.2</b>	<b>316.6</b>	<b>3.0%</b>	<b>345.1</b>	<b>3.2%</b>	<b>163.7</b>	<b>1.5%</b>
<b>Approved Positions</b>	<b>62.5</b>	<b>62.8</b>		<b>62.8</b>	<b>0.3</b>	<b>0.4%</b>		<b>62.8</b>	<b>0.3</b>	<b>0.4%</b>	<b>0.0%</b>			

**Business Services** enable Toronto businesses to reach their full potential. Staff help businesses meet everyday challenges and maximize opportunities through a variety of programs

The Business Services' 2018 Preliminary Operating Budget of \$13.249 million gross and \$10.755 million net is \$0.317 million or 3.0% over the 2017 Approved Net Budget, due mainly to transferring sponsorship revenues to Arts Services to correspond to associated costs.

- There are no other additional base pressures other than those common to all Services.
- In order to partially offset these pressures, the 2018 Preliminary Operating Budget includes a small increase in the capital project management recovery fees in delivering streetscape improvement projects for the BIAs. Business Services also included line by line review savings which resulted in reducing external travel budgets by \$0.053 million.
- The 2018 Preliminary Operating Budget includes funding of \$0.166 million gross and \$0 net for the new BIA Utility Locate Service initiative through the BIA Office.

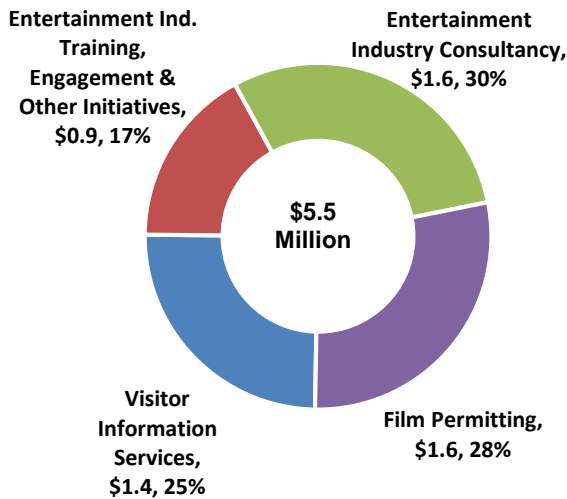
### Entertainment Industries Services



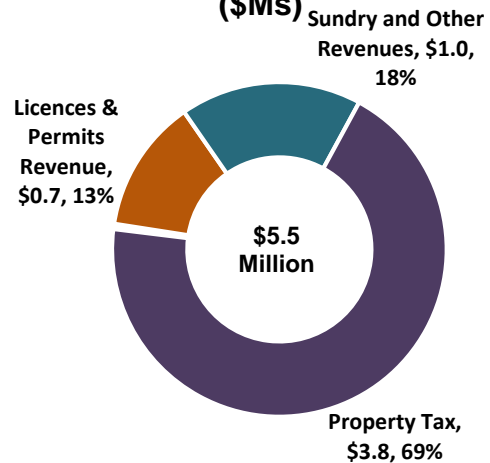
### What We Do

- The Toronto Film, Television & Digital Media Office co-ordinates and issues permits for all location filming that happens in Toronto.
- EDC leads several partnerships to encourage advancement of the music industry in Toronto.
- EDC provides logistical support and advice to organizers that produce the hundreds of festivals, and events within Toronto each year.
- Visitor Information Services provide front desk and in-person concierge-like services for tourists, maintain the City's festival and event calendar, and deliver the We've Been Expecting You (WBEY) customer service training program.

**2018 Service Budget by Activity (\$Ms)**



**Service by Funding Source (\$Ms)**

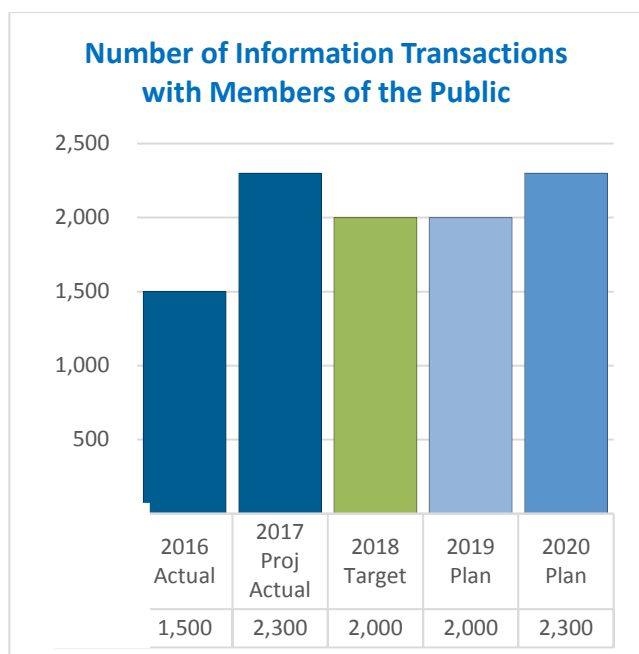


### 2018 Service Levels Entertainment Industries Services

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Entertainment and Industry Advice	Advice	% total response time to client requests within 5 business days	Approved	N/A	90%	90%	90%
			Actual	N/A	90%	90%	
	Special Event Facilitation & Expediting	# of community groups provided with timely support that wanted to produce an event on city property	Approved	390	420	450	450
			Actual	500	800	800	
Training, Engagement & Other Initiatives	Training	# of organizations engaged in Hospitality Excellence program.	Approved	600	500	500	500
			Actual	500	500	500	
Film Permitting	Film Permitting	% of film permits issued in 2 business days or in agreed upon time	Approved	100%	100%	100%	100%
			Actual	100%	99%	100%	
Visitor Information Services	Consultations with Visitors/Public (interactive)	# of people serviced with accurate information and advice	Approved	110,000	60,000	60,000	60,000
			Actual	130,000	60,000	60,000	
	Maps and Information Products (Print, kiosk, web)	# of maps distributed after raising sufficient sponsorship funds	Approved	800,000	800,000	800,000	800,000
			Actual	2,000,000	800,000	800,000	
	Neighbourhood Tour Coordination (TAP into TO!)	# of visitors matched with volunteers offering tours	Approved	775	775	700	700
			Actual	500	650	700	

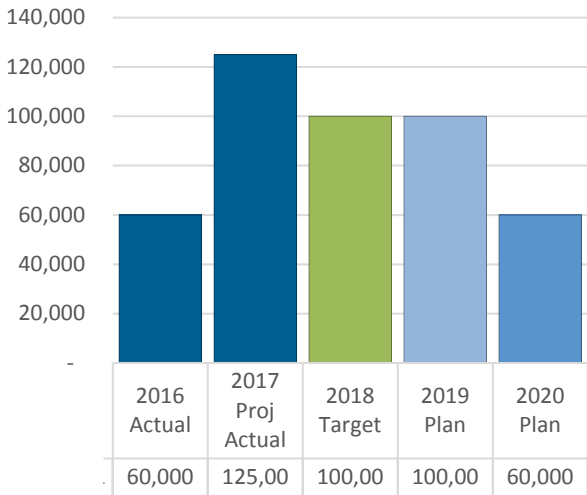
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Entertainment Industries Services.

### Service Performance Measures



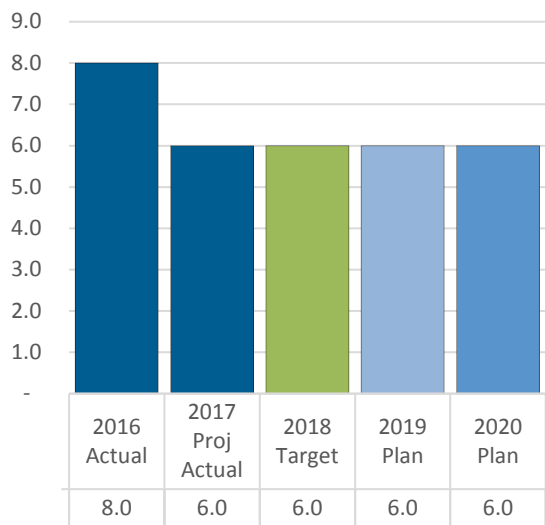
- EDC engages the members of the public through front desk and in-person concierge-like services through the Union Station Visitor Information Centre and the INFOTOGO Mobile unit.
- Through the TAP into TO! Greeter program, volunteer Toronto residents are matched with visitors to share what they love about their hometown.

**Number of Visitors to the GTA Receiving Consultations**



- Visitor Information Services' provides Toronto's visitors and residents with the information they need to enjoy the city. Services include: Tourist Information Centres and a Toronto Greeters Program.
- This measure indicates the number of visitors EDC staff provided with information or consultations.
- Lower consultations in 2020 reflect new tools to be introduced to make web-based support more widely used.

**Number of Revisions to Permit Requests per Permit**



- Higher efficiency in 2017 is attributable to new IT initiatives that began in 2017 such as the new customer relationship management software and an online solution to film permit management.
- The new "FilmPal" online tool was implemented to facilitate an automated film permitting request process and eliminate manual processes previously involved in approving film permits.
- Implementation of the new IT infrastructure will allow Film Permit Officers to allocate staff hours mainly to engage with the clients directly.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim. Budget	2018 Prelim. Budget vs. 2017 Budget		2019 Plan		2020 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Visitor Information Services	1,307.4	1,371.7		1,371.7	64.3	4.9%		1,371.7	64.3	4.9%	26.0	1.9%	22.3	1.6%	
Entertainment Ind. Training, Engagement & Other Initiatives	993.0	931.9		931.9	(61.1)	(6.2%)		931.9	(61.1)	(6.2%)	15.9	1.7%	14.9	1.6%	
Entertainment Industry Consultancy	2,584.0	1,644.6		1,644.6	(939.4)	(36.4%)		1,644.6	(939.4)	(36.4%)	31.2	1.9%	33.7	2.0%	
Film Permitting	1,522.7	1,568.0		1,568.0	45.3	3.0%		1,568.0	45.3	3.0%	31.0	2.0%	21.0	1.3%	
<b>Total Gross Exp.</b>	<b>6,407.1</b>	<b>5,516.2</b>		<b>5,516.2</b>	<b>(890.9)</b>	<b>(13.9%)</b>		<b>5,516.2</b>	<b>(890.9)</b>	<b>(13.9%)</b>	<b>104.1</b>	<b>1.9%</b>	<b>91.9</b>	<b>1.6%</b>	
<b>REVENUE</b>															
Visitor Information Services	528.6	528.6		528.6				528.6							
Entertainment Ind. Training, Engagement & Other Initiatives	262.6	108.4		108.4	(154.3)	(58.7%)		108.4	(154.3)	(58.7%)					
Entertainment Industry Consultancy	1,214.6	295.8	64.0	359.8	(854.8)	(70.4%)		359.8	(854.8)	(70.4%)	1.0		1.0	0.3%	
Film Permitting	647.0	711.7		711.7	64.7	10.0%		711.7	64.7	10.0%					
<b>Total Revenues</b>	<b>2,652.8</b>	<b>1,644.5</b>	<b>64.0</b>	<b>1,708.5</b>	<b>(944.4)</b>	<b>(35.6%)</b>		<b>1,708.5</b>	<b>(944.4)</b>	<b>(35.6%)</b>	<b>1.0</b>		<b>1.0</b>	<b>0.1%</b>	
<b>NET EXP.</b>															
Visitor Information Services	778.8	843.1		843.1	64.3	8.3%		843.1	64.3	8.3%	26.0	3.1%	22.3	2.6%	
Entertainment Ind. Training, Engagement & Other Initiatives	730.4	823.5		823.5	93.1	12.8%		823.5	93.1	12.8%	15.9	1.9%	14.9	1.8%	
Entertainment Industry Consultancy	1,369.4	1,348.8	(64.0)	1,284.8	(84.6)	(6.2%)		1,284.8	(84.6)	(6.2%)	30.2	2.4%	32.7	2.5%	
Film Permitting	875.7	856.3		856.3	(19.4)	(2.2%)		856.3	(19.4)	(2.2%)	31.0	3.6%	21.0	2.4%	
<b>Total Net Exp.</b>	<b>3,754.3</b>	<b>3,871.7</b>	<b>(64.0)</b>	<b>3,807.7</b>	<b>53.4</b>	<b>1.4%</b>		<b>3,807.7</b>	<b>53.4</b>	<b>1.4%</b>	<b>103.1</b>	<b>2.7%</b>	<b>90.9</b>	<b>2.3%</b>	
Approved Positions	42.1	42.4		42.4	0.3	0.6%		42.4	0.3	0.6%		0.0%			

**Entertainment Industries Services** provide support for all aspects of the City's film, music, tourism and entertainment industries.

The Entertainment Industries Services' 2018 Preliminary Operating Budget of \$5.516 million gross and \$1.709 million net is \$0.053 million or 1.4% over the 2017 Approved Net Budget.

- In addition to the base budget pressures common to all services, this service is experiencing higher than expected participation rates for the Summerlicious and Winterlicious programs and increased number of film permit requested in 2017. Base revenues were adjusted to reflect actual experience.
- In order to partially offset these pressures, the 2018 Preliminary Operating Budget includes increasing sponsorship revenues of \$0.056 million due to increased outreach and marketing initiatives, as well as charging overtime hours for providing event staff support at Nathan Philip Square.
- The 2018 Preliminary Operating Budget does not include any funding for new or enhanced initiatives for this Service.

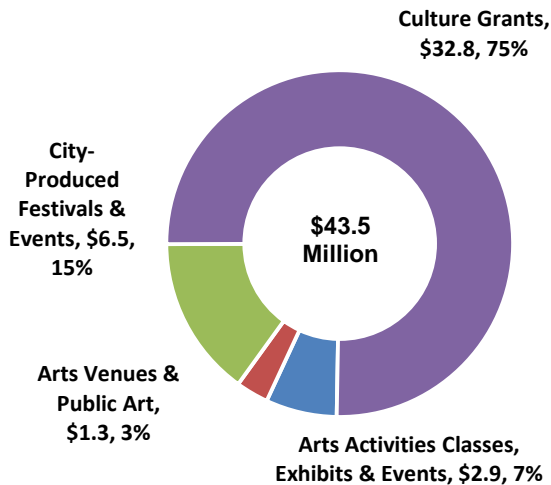
### Arts Services



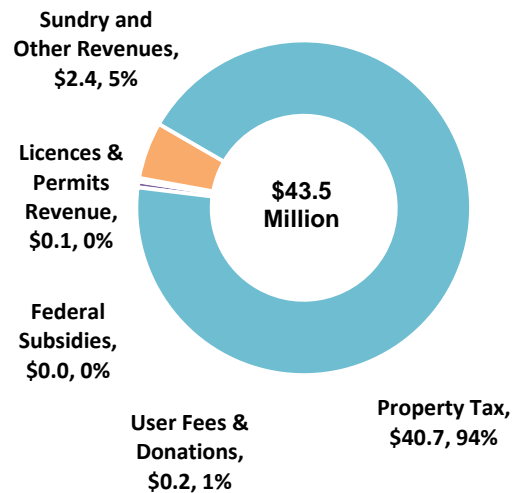
### What We Do

- Arts Services contribute to the development of arts and culture in Toronto by consulting with and advocating for the city's cultural industries, providing financial support to arts institutions and individual artists, as well as producing major cultural events and inclusive arts programs.
- Celebrate the vibrancy and diversity of Toronto and enrich the city's quality of life through a series of annual cultural events including Cavalcade of Lights, Nuit Blanche Toronto and Doors Open Toronto.

2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

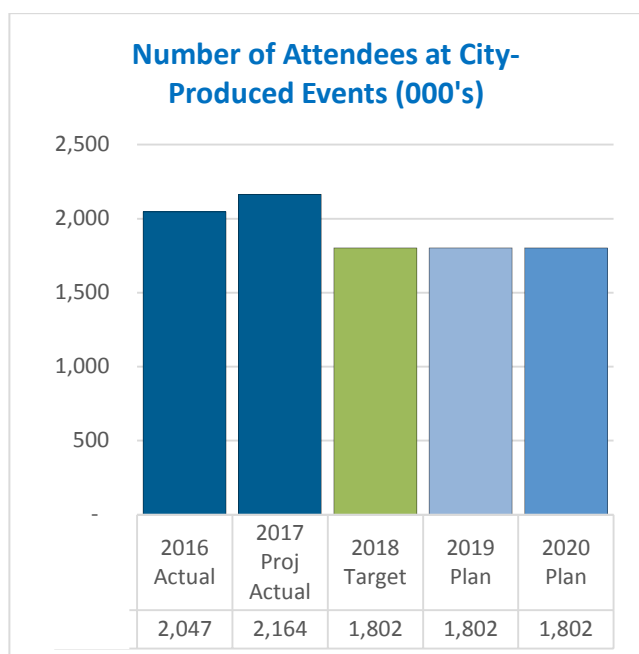


### 2018 Service Levels Arts Services

Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Arts Activities, Classes, Exhibits & Events	Community Arts Programs	# of classes provided per year	Approved	425	425	425	425
			Actual	425	425	425	
	Community Art Events	# of events produced/supported annually	Approved	425	425	435	435
			Actual	425	430	435	
	Community Art Exhibits (City-organized)	# of exhibits presented annually	Approved	95	45	50	50
			Actual	95	57	50	
Art Venues & Public Art	Public Art Selection, Location and Maintenance	# of arts projects managed annually	Approved	15	15	20	20
			Actual	15	15	20	
City-produced Festivals & Events	Design and Delivery of Events	# of signature events produced annually on time and on budget	Approved	8	8	8	8
			Actual	8	9	8	
		# of programming days produced annually on time and on budget	Approved	82	74	62	62
			Actual	82	73	54	
Cultural Grants	Grant Review and Processing	# of months to Complete review process and secure Council approval for grants	Approved	4	4	4	4
			Actual	4	4	4	

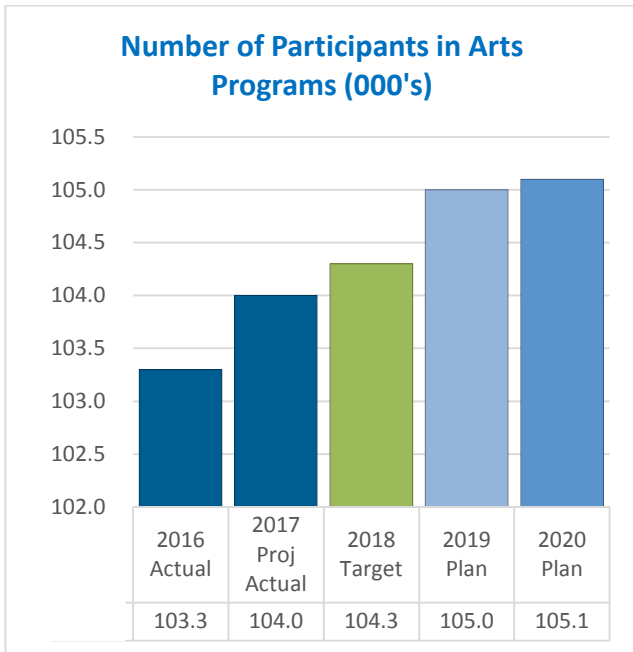
Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Arts Services.

### Service Performance Measures

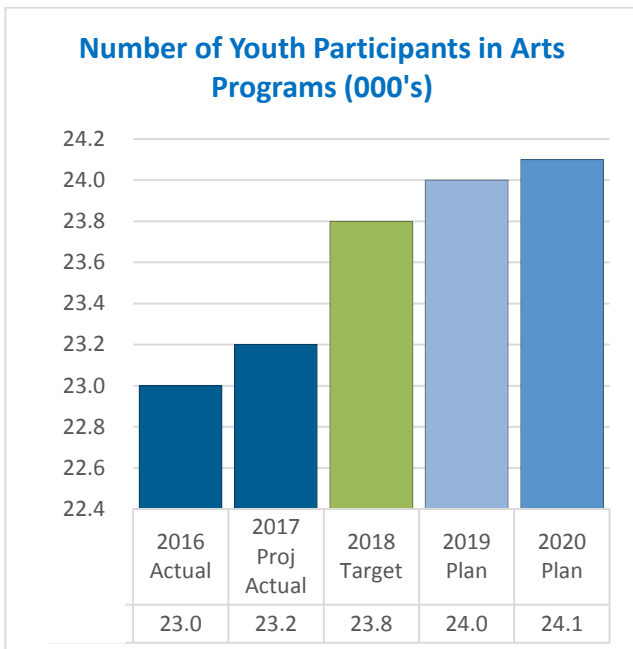


- Annual City-Produced events include Cavalcade of Lights, Nuit Blanche Toronto, and Doors Open Toronto.
- More attendees in 2017 due to one-time Canada 150 Celebrations.
- 2018 and future year outlooks reflect normalized level of events produced by the City.





- Arts Services provide arts programming to the general public such as the Cultural Hotspots, Arts Lab for growing the arts sector, and Live Arts for investing in youth arts.
- A steady increase in participation is expected over the next three years.



- Arts Services provide various programming focussed on Toronto's youth (ages 18 to 25).
- Arts Services also provide arts programming to the general public such as the Cultural Hotspots, Arts Lab for growing the arts sector, and Live Arts for investing in youth arts.
- This measure indicates the number of Toronto's youth participating in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2017	2018 Preliminary Operating Budget							Incremental Change						
	Budget	Base Budget	Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim. Budget	2018 Prelim. Budget vs. 2017 Budget		2019 Plan		2020 Plan		
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Arts Activities Classes, Exhibits & Events	2,806.9	2,909.5	(20.0)	2,889.5	82.6	2.9%		2,889.5	82.6	2.9%	254.7	8.8%	243.2	7.7%	
Arts Venues & Public Art	1,436.0	1,358.5	(36.3)	1,322.2	(113.7)	(7.9%)		1,322.2	(113.7)	(7.9%)	23.7	1.8%	18.1	1.3%	
City-Produced Festivals & Events	11,377.3	6,660.3	(139.9)	6,520.4	(4,856.9)	(42.7%)		6,520.4	(4,856.9)	(42.7%)	79.8	1.2%	82.2	1.2%	
Culture Grants	32,942.4	32,764.0		32,764.0	(178.4)	(0.5%)		32,764.0	(178.4)	(0.5%)	12.6	0.0%	10.8	0.0%	
<b>Total Gross Exp.</b>	<b>48,562.6</b>	<b>43,692.3</b>	<b>(196.2)</b>	<b>43,496.1</b>	<b>(5,066.5)</b>	<b>(10.4%)</b>		<b>43,496.1</b>	<b>(5,066.5)</b>	<b>(10.4%)</b>	<b>370.8</b>	<b>0.9%</b>	<b>354.3</b>	<b>0.8%</b>	
<b>REVENUE</b>															
Arts Activities Classes, Exhibits & Events	453.0	453.0	50.0	503.0	50.0	11.0%		503.0	50.0	11.0%			73.7	14.7%	
Arts Venues & Public Art	75.0				(75.0)	(100.0%)			(75.0)	(100.0%)					
City-Produced Festivals & Events	6,927.1	2,351.4	(66.2)	2,285.2	(4,641.9)	(67.0%)		2,285.2	(4,641.9)	(67.0%)					
Culture Grants	200.0				(200.0)	(100.0%)			(200.0)	(100.0%)					
<b>Total Revenues</b>	<b>7,655.1</b>	<b>2,804.4</b>	<b>(16.2)</b>	<b>2,788.2</b>	<b>(4,866.9)</b>	<b>(63.6%)</b>		<b>2,788.2</b>	<b>(4,866.9)</b>	<b>(63.6%)</b>			73.7	2.6%	
<b>NET EXP.</b>															
Arts Activities Classes, Exhibits & Events	2,353.9	2,456.5	(70.0)	2,386.5	32.6	1.4%		2,386.5	32.6	1.4%	254.7	10.7%	169.5	6.4%	
Arts Venues & Public Art	1,361.0	1,358.5	(36.3)	1,322.2	(38.7)	(2.8%)		1,322.2	(38.7)	(2.8%)	23.7	1.8%	18.1	1.3%	
City-Produced Festivals & Events	4,450.2	4,308.9	(73.7)	4,235.2	(215.0)	(4.8%)		4,235.2	(215.0)	(4.8%)	79.8	1.9%	82.2	1.9%	
Culture Grants	32,742.4	32,764.0		32,764.0	21.6	0.1%		32,764.0	21.6	0.1%	12.6	0.0%	10.8	0.0%	
<b>Total Net Exp.</b>	<b>40,907.4</b>	<b>40,887.9</b>	<b>(180.0)</b>	<b>40,707.9</b>	<b>(199.5)</b>	<b>(0.5%)</b>		<b>40,707.9</b>	<b>(199.5)</b>	<b>(0.5%)</b>	<b>370.8</b>	<b>0.9%</b>	<b>280.6</b>	<b>0.7%</b>	
<b>Approved Positions</b>	<b>68.0</b>	<b>67.2</b>		<b>67.2</b>	<b>(0.7)</b>	<b>(1.1%)</b>		<b>67.2</b>	<b>(0.7)</b>	<b>(1.1%)</b>	<b>3.0</b>	<b>4.5%</b>	<b>1.4</b>	<b>2.0%</b>	

**Arts Services** provide the development of arts and culture in Toronto by consulting with and advocating for the city's cultural industries, providing financial support to arts institutions and individual artists, as well as producing major cultural events and inclusive arts programs

The Art Services' 2018 Preliminary Operating Budget of \$43.496 million gross and \$40.708 million net is \$0.200 million or 0.5% under the 2017 Approved Net Budget due mainly to the transfer of sponsorship revenues from Business Services.

- In addition to the base budget pressures common to all services, this service requires \$0.005 million to support operating impacts of capital arising from the Clark Centre for the Arts (Guild Revitalization capital project).
- In order to offset these pressures, the 2018 Preliminary Operating Budget includes four service adjustments to the Squares Program, Public Art Operation and Maintenance, Doors Open, and funding for Downsview Park Arts Alliance (DPAA).
  - The marketing and public communications budget will be reduced by \$0.025 million for the Doors Open. Volume of programming activities will be adjusted with no service level impact.
  - DPAA will receive financial support from the Local Arts Service Organization in lieu of the proposed City funding reduction of \$0.020 million.
- There are no new and enhanced initiatives for this Service in the 2018 Preliminary Operating Budget.

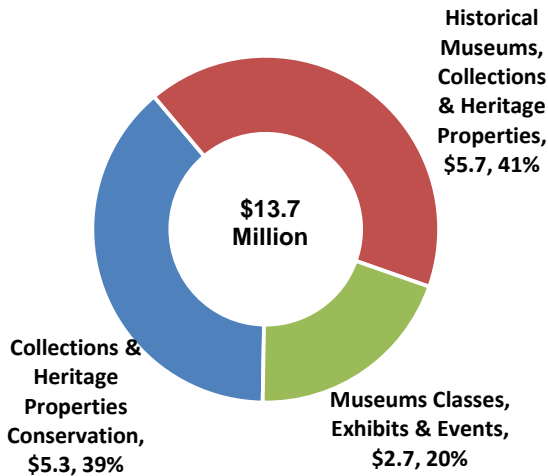
### Museum & Heritage Services



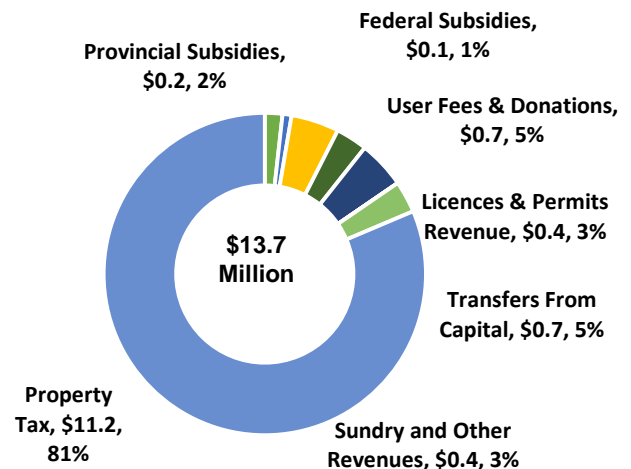
### What We Do

- Manage 10 Toronto historic sites and offer a broad range of programs, events and exhibits.
- Responsible for the care, conservation and display of a large and significant collection of historic objects – 150,000 items such as furniture, clothing and documents – as well as roughly 1.1 million archaeological objects that are authentic and tangible reminders of Toronto's history.
- Restoration, maintain and provide major service improvement of 100 City-owned heritage buildings located on a total of 40 properties including Colborne Lodge and Casa Loma to cultural centres such as Berkeley Street Theatre and the St. Lawrence Centre for the Arts.

2018 Service Budget by Activity (\$Ms)



Service by Funding Source (\$Ms)

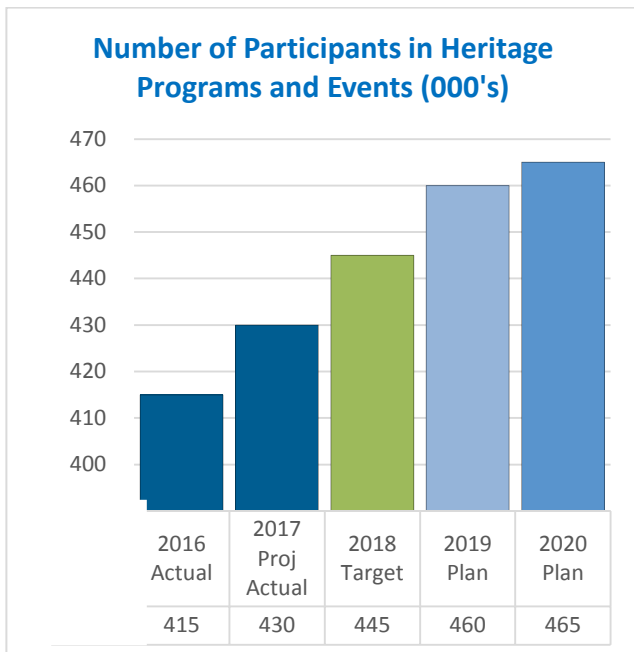


### 2018 Service Levels Museum & Heritage Services

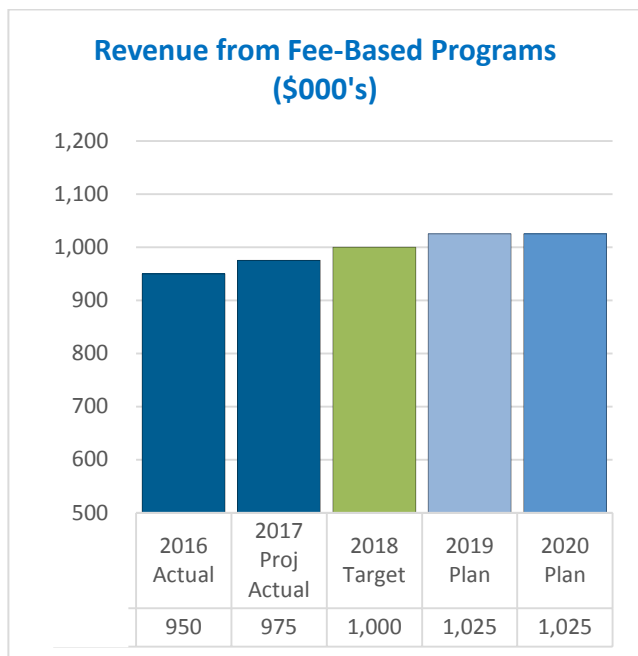
Activity	Type	Service Level Description	Status	2015	2016	2017	2018
Historical Museums, Collections and Heritage Properties	Cultural Facilities Maintenance and Development	# of properties maintained and managed to keep cultural facilities in a state of good repair	Approved	40	40	40	40
			Actual	40	40	42	
Collections & Heritage Properties Conservation	Acquisition and conservation of art and artefact collections	% of the City art collection that is made publicly available, while conserving artifacts and works of art	Approved	75%	75%	75%	75%
			Actual	75%	75%	75%	
	Adaptive Reuse of Heritage Sites	% of projects completed on time	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
		% of projects completed on budget.	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
Museums, Classes, Exhibits and Events	Museum & Heritage Programs	# of managed heritage facilities that develop and deliver programming	Approved	12	12	12	12
			Actual	12	12	12	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Museums & Heritage Services

### Service Performance Measures



- EDC manages 10 Toronto historic sites and offer a broad range of programs, events and exhibits.
- Based on actual experience, the number of participants are expected to grow steadily.



- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- A steady increase is expected from 2018 to 2019 with a normalized level in 2020.

**Table 6**  
**2018 Preliminary Service Budget by Activity**

(\$000s)	2018 Preliminary Operating Budget											Incremental Change			
	2017	Base Budget		Service Changes	Preliminary Base	Prelim. Base Budget vs. 2017 Budget	% Change	New/Enhanced	Prelim. Budget	2018 Prelim. Budget vs. 2017 Budget		2019 Plan		2020 Plan	
	Budget	Budget		Base	2017 Budget	%		Budget	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>															
Collections & Heritage Properties Conservation	5,224.3	5,301.4		5,301.4	77.1	1.5%		5,301.4	77.1	1.5%	77.1	1.5%	46.4	0.9%	
Historical Museums, Collections & Heritage Properties	6,441.3	5,703.8		5,703.8	(737.5)	(11.4%)		5,703.8	(737.5)	(11.4%)	117.4	2.1%	79.1	1.4%	
Museums Classes, Exhibits & Events	3,068.9	2,733.6		2,733.6	(335.3)	(10.9%)		2,733.6	(335.3)	(10.9%)	41.9	1.5%	25.0	0.9%	
<b>Total Gross Exp.</b>	<b>14,734.5</b>	<b>13,738.8</b>		<b>13,738.8</b>	<b>(995.7)</b>	<b>(6.8%)</b>		<b>13,738.8</b>	<b>(995.7)</b>	<b>(6.8%)</b>	<b>236.4</b>	<b>1.7%</b>	<b>150.5</b>	<b>1.1%</b>	
<b>REVENUE</b>															
Collections & Heritage Properties Conservation	774.8	825.8		825.8	51.0	6.6%		825.8	51.0	6.6%					
Historical Museums, Collections & Heritage Properties	1,319.1	665.9		665.9	(653.2)	(49.5%)	45.9	711.8	(607.4)	(46.0%)					
Museums Classes, Exhibits & Events	1,290.5	1,006.7	15.0	1,021.7	(268.9)	(20.8%)		1,021.7	(268.9)	(20.8%)	(0.4)				
<b>Total Revenues</b>	<b>3,384.5</b>	<b>2,498.4</b>	<b>15.0</b>	<b>2,513.4</b>	<b>(871.1)</b>	<b>(25.7%)</b>	<b>45.9</b>	<b>2,559.3</b>	<b>(825.2)</b>	<b>(24.4%)</b>	<b>(0.4)</b>				
<b>NET EXP.</b>															
Collections & Heritage Properties Conservation	4,449.4	4,475.6		4,475.6	26.1	0.6%		4,475.6	26.1	0.6%	77.1	1.7%	46.4	1.0%	
Historical Museums, Collections & Heritage Properties	5,122.2	5,037.9		5,037.9	(84.3)	(1.6%)	(45.9)	4,992.0	(130.1)	(2.5%)	117.4	2.4%	79.1	1.5%	
Museums Classes, Exhibits & Events	1,778.4	1,727.0	(15.0)	1,711.9	(66.4)	(3.7%)		1,711.9	(66.4)	(3.7%)	42.3	2.5%	25.0	1.4%	
<b>Total Net Exp.</b>	<b>11,350.0</b>	<b>11,240.4</b>	<b>(15.0)</b>	<b>11,225.4</b>	<b>(124.6)</b>	<b>(1.1%)</b>	<b>(45.9)</b>	<b>11,179.5</b>	<b>(170.5)</b>	<b>(1.5%)</b>	<b>236.8</b>	<b>2.1%</b>	<b>150.5</b>	<b>1.3%</b>	
<b>Approved Positions</b>	<b>127.9</b>	<b>128.1</b>		<b>128.1</b>	<b>0.2</b>	<b>0.2%</b>		<b>128.1</b>	<b>0.2</b>	<b>0.2%</b>	<b>0.0%</b>				

**Museum & Heritage Services** operate 10 historic sites – including Toronto's birthplace, the iconic Fort York National Historic Site – that collectively tell the story of Toronto. Museum & Heritage Services also manage, maintain, and lead the development and adaptive reuse and restoration of 100 City-owned major cultural and heritage sites.

The Museum & Heritage Services' 2018 Preliminary Operating Budget of \$13.739 million gross and \$11.180 million net is \$0.171 million or 1.5% under the 2017 Approved Net Budget, due mainly to a redistribution of resources to other Services in EDC to more accurately reflect actual.

- Base budget pressures for this Service include common to all Services such as COLA and inflationary increases to utilities.
- In order to offset the base budget pressures, the 2018 Preliminary Operating Budget includes line-by-line review savings resulting in reduced expenditures for office supplies, equipment and general repairs and maintenance, as well as increasing the general admission fees for all museum sites.
- The 2018 Preliminary Operating Budget includes one new and enhanced initiative that will generate \$0.046 million net revenue from introducing a new general admission user fee of \$7.08 per entry for adults, \$6.19 for seniors and youth, and \$4.42 for children for the Market Gallery.



# Part 3

## Issues for Discussion

## Issues Impacting the 2018 Budget

### ***Budget Target***

- The 2018 Preliminary Operating Budget for Economic Development and Culture is \$76.000 million gross and \$66.450 million net, representing a 0% increase to the 2017 Net Approved Operating Budget. This is achievable through the following actions:
  - Base budget changes including line by line review savings and volume driven revenue increases to Business Services, Entertainment Industries Services, and Museum & Heritage Services.
  - Revenue adjustments including a charge for overtime hours incurred by event support staff, increased sponsorship revenue projections, and changing the admission rates for most museum sites.
  - Service adjustments including the funding for Downsview Park Arts Alliance, reducing the Squares Program cost, reductions to the public art operations and maintenance budget, and reducing the Doors Open budget.
  - New and enhanced initiatives include a new user fee at the Market Gallery that is consistent with the fees being charged at all museum sites.
- Economic Development and Culture also identified additional new and enhanced initiatives which are not included in the 2018 Preliminary Operating Budget. See page 34.

### ***International Trade Strategy – Status Update***

- The International Trade Strategy was approved through the 2017 Budget Process which supports small to medium sized enterprises and entrepreneurs in the city of Toronto, increase import and export activities with international partners, and conduct market research.
- City Council adopted the following recommendations included in EDC's 2017 Approved Operating Budget:
 

*"City Council direct the General Manager, Economic Development and Culture to report to the Economic Development Committee on the results of all outbound trade missions within three months of the mission and to report to the Economic Development Committee annually on all international economic and cultural development activities."*

*"City Council direct the General Manager, Economic Development and Culture, in consultation with the City Manager and the City Clerk, to review the City's International Alliance Program and report to the Economic Development Committee in 2017"*
- At its meeting on April 7, 2017, Economic Development Committee received its first status update on the International Trade Partnership with the World Trade Centre (Toronto) – ED20.1.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED20.1>
- In addition, an in-year budget adjustment was approved through the 2017 third quarter operating variance report to change the process of transferring dividends from Toronto Port Lands Company (TPLC) to support such Strategies as the International Trade Strategy and the Business Incubator Program.
  - Dividends will now come to the City with the EDC budget adjusted in 2017 to include the same level of funding to support these activities.



## BIA Utility Locate Services

- City Council will consider the staff report *Utility Locate Services for Business Improvement Areas as Required by the Ontario Underground Infrastructure Notification Act (ON1Call) (PW24.3)* on December 6<sup>th</sup> 2017 which recommends that the City take ownership of all underground infrastructure assets of the BIAs and provide utility locate services on their behalf, through Transportation Services.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.PW24.3>
- This report calculated the estimated cost at \$0.311 million gross to deliver the service with 50% of the costs recovered from the BIAs. While Transportation Services will undertake the initiative, Economic Development and Culture will administer the program through its BIA Office and manage the cost recovery processes.
- Included in EDC's 2018 Preliminary Operating Budget is the BIA Utility Locate Services initiative as new and enhanced service, following City Council's direction to report this initiative through the 2018 Budget Process.
- Economic Development and Culture will increase its gross expenditures by \$0.166 million and \$0 net. This represents 50% of the overall costs with the other 50% fully recoverable from the BIAs and will be incorporated into the future year Budgets.

## Issues Impacting Future Years

### Yonge-Dundas Square Relationship

- On October 8, 2013, City Council considered a report, "Governance and Policy Framework for Toronto's Public Squares" (EX34.6) recommending that Yonge-Dundas Square's Board of Management work with the General Manager of Economic Development and Culture to optimize events across Yonge-Dundas Square and the City's other Civic Squares.
  - The report was referred to the General Manager, Economic Development and Culture, for consideration.
  - The General Manager was also directed to meet with staff and Councillors and report back in the spring of 2014 on ways to encourage better use of the City's Public Squares.
- The General Manager of EDC created a working group including EDC, Financial Planning Division, Facilities Management and Real Estate Services Division staff, and the General Manager of Yonge-Dundas Square to review utilization the City's downtown public squares and ways to improve the public's use of these venues, including financial and non-financial comparisons and a review of cost recovery relationships between the 3 squares.
- The review process has begun involving the Facilities Management Division, Economic Development and Culture Division, Yonge-Dundas Square, and Financial Planning Division. Work is underway, with a report anticipated to be made available to City Council by late 2018 with next steps and key findings.

## Issues Referred to the 2018 Operating Budget Process

### *New & Enhanced Not Included in the 2018 Preliminary Operating Budget*

New / Enhanced Service Description (\$000s)	2018 Impact				Incremental Change			
					2019 Plan		2020 Plan	
	Gross	Revenue	Net	Positions	Net	Positions	Net	Positions
<b>Not Included</b>								
Council Directed:								
Major Cultural Organizations - Harbourfront Centre	250.0		250.0					
Public Art Operations and Maintenance	219.0		219.0					
New Year's Eve	425.0	200.0	225.0					
Toronto Arts Council - Grant Program	500.0		500.0					
Music Strategy Roll-Out	200.0		200.0					
Museums Marketing Expansion	200.0		200.0					
Increase Grants to Specialized Collections Museum	106.0		106.0					
Indigenous Culture	300.0		300.0					
<b>Sub-Total Council Directed</b>	<b>2,200.0</b>	<b>200.0</b>	<b>2,000.0</b>					
Referred to the Budget Process:								
Toronto Significant Events Investment Program	1,050.0	1,050.0						
Study of the Current State and Future of the City's Retail	200.0		200.0		(200.0)			
Construction Mitigation Best Practices, Options & Support	300.0		300.0		(300.0)			
Local Capacity Building Program - Retail Areas	262.0		262.0		30.0		20.0	
<b>Sub-Total Referred to Budget Process</b>	<b>1,812.0</b>	<b>1,050.0</b>	<b>762.0</b>		<b>(470.0)</b>		<b>20.0</b>	
<b>Total New / Enhanced Services (Not Included)</b>	<b>4,012.0</b>	<b>1,250.0</b>	<b>2,762.0</b>		<b>(470.0)</b>		<b>20.0</b>	

### Council Directed

#### **\$2.000 million Arts and Culture Final Phase-In**

- In 2013, Council set aside the accumulated Sign Tax appeal revenue of \$22.500 million, on a one-time basis in a reserve fund, to support the Arts and Culture Phase-in to reach the \$25 per capita target. To reach the target an additional \$17.500 million of permanent funding was identified as the required amount to be added to the Operating Budget to achieve the investment target.
- An initial allocation of \$6.000 million was approved during the 2013 Budget Process and a proposed phased-in plan was also approved to complete the phase-in of the spending from 2014 to 2017. The phase-in plan was outlined in the report entitled *Creative Capital Gains: Arts and Culture Funding Update* (ED22.3) and approved by Council on June 11, 2013. The report can be found at the following link: <http://www.toronto.ca/legdocs/mmis/2013/ed/bgrd/backgroundfile-58248.pdf>
- To complete the phase-in plan, an additional \$2.000 million in 2017 was required to reach the \$25 per capita. The \$2.000 million request was deferred to 2018, as one-time funding for the Canada 150 celebrations was approved in lieu of the final phase of the increase.
- The final phase of the increase is not included in the 2018 Preliminary Operating Budget subject to Budget Committee's further discussion and consideration. The additional \$2.000 million in arts and culture spending would be allocated as follows:
  - Increased funding to the Harbourfront Centre (\$0.250 million);
  - Increase funding for the Toronto Sculpture Garden Program, enhanced operations, public art maintenance, communications and outreach (\$0.219 million);
  - Permanent funding for New Year's Eve celebrations (\$0.425 million gross and \$0.225 million net);

- Additional funding for Toronto Arts Council (\$0.500 million);
- Toronto Music Strategy partial roll-out (\$0.200 million);
- Increase marketing budget for museums (\$0.200 million);
- Increase grants to specialized collections museums (\$0.106 million); and
- Creation of a City program to support Indigenous culture in Toronto (\$0.300 million).

## Referred to the Budget Process

### ***Toronto Significant Event Investment Program (TSEIP)***

- City Council approved the *City of Toronto Bidding and Hosting Strategy for Significant Special Events* on June 7<sup>th</sup> 2016, which laid out a framework, objectives and criteria to supporting special events. This Strategy, also saw the creation of the Toronto Significant Events Investment Program (TSEIP) funded by the Major Special Events Reserve Fund, to support strategic and significant special events.
- Economic Development Committee received a staff report *Toronto Significant Events Investment Program - 2016/2017 Report on Events* which identified that an additional \$1.050 million would be required in 2018 and \$0.125 million in 2019, to be allocated for the following major events fully funded by the Major Special Event Reserve Fund (XR1218):  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED25.1>
  - \$0.050 million for the Aboriginal Peoples Television Network for Aboriginal Day Live 2018 conditional on presentation of a community engagement plan, confirmation of funding from the provincial government, and establishment of a reference/advisory group of local indigenous organizations.
  - \$0.050 million for the Aboriginal Sport and Wellness Council of Ontario (ASWCO) for the 2018 Masters Indigenous Games conditional upon confirmation of funding from the provincial government and private sectors sources.
  - Event funding of \$0.100 million to Athletics Canada for the Toronto 2018 NACAC Athletic Championships.
  - Funding for the Naos Culture Festivals and Film Society in 2018 and 2019 Bollywood Film Fair Toronto totalling \$0.150 million in 2018 and \$0.125 million in 2019, conditional on receipt of a community engagement plan that shows local and multi-cultural partnerships and confirmed funding from private and other government sources.
  - Provide \$0.500 million to Special Olympics Ontario for the International Special Olympics Invitation Youth Games 2019.
  - Provide \$0.200 million to Water's Edge Festivals and Events for the 2019 Redpath Waterfront Festival conditional on confirmation of funding from other levels of government.
- The allocation of funding to current *Major Special Events* is reviewed annually there is no ongoing Operating Budget provision for this activity, as it is not an ongoing funded program.
- Funding for this program has been requested as an in-year allocation from the Major Special Events Reserve Fund. Ongoing funding should be built into to the Economic Development and Culture base budget for this ongoing program, rather than relying on a reserve fund that is dependent on year-end surplus contributions from the City of Toronto's operations to provide necessary financial support.

**Potential Policies and Programs to Support Toronto's Retail Areas**

- The Economic Development Committee recommended adoption of a report entitled *Potential Policies and Programs to Support Toronto's Retail Areas* which outlined next steps to address the growing concerns of the retail areas affected by major infrastructure projects within the vicinity. This report will be considered by City Council on December 5<sup>th</sup> 2017.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED25.6>
- The report outlines the following four initiatives at cost of \$0.762 million which have been submitted as New Requests in the 2018 Operating Budget Process. These are not included in the 2018 Preliminary Operating Budget for Economic Development and Culture:
  - Construction Mitigation Study and Small Business Support (\$0.200 million),
  - Immediate Construction Mitigation Study on Eglinton areas affected by the Eglinton Crosstown LRT Construction project (\$0.100 million),
  - Local Capacity Building Plan that actively promotes those distressed retailers through a form of advertisement (\$0.262 million), and
  - Retail Study that includes future action plans required to further mitigate and prevent future disruptions to small businesses (\$0.200 million).



# Appendices

## Appendix 1

### 2017 Service Performance

#### Key Service Accomplishments

In 2017, Economic Development and Culture accomplished the following:

##### Business Services

- ✓ Served 30,000 entrepreneurs, prospective entrepreneurs and established micro-business owners via business consultations, business incubation support, and training and workshops.
- ✓ Implemented 53 streetscape improvement projects valued at \$10.8 million and approved 99 commercial façade improvement projects which will result in \$968,516 in grants being issued.
- ✓ Facilitated new industrial/commercial office investment activity through the completion of estimated 30 Gold Star projects, resulting in projected \$525 million in investment value, the construction/ renovation of 4.2 million square feet of floor space, and 6,300 jobs retained or attracted to the city.

##### Entertainment Industry Services

- ✓ Supported the City of Toronto's Canada 150 activities through INFOTOGO mobile units and by distributing promotional materials and creating a Canada150 category in the Festivals & Events Calendar.
- ✓ Drafted an agreement between TDSB and Film & Entertainment Industries for a one year pilot project that identified 11 TDSB/xoTO schools across the GTA that encourage location filming and parking and support coop opportunities for high school students on set.
- ✓ Advised and supported the organizers of the North American Indigenous Games, with over 5000 Indigenous youth participants.

##### Arts Service

- ✓ Successfully produced Canada Days, which featured 130 performances including over 1,000 emerging and established artists from across Canada, along with international guest artists. Total estimated attendance was 225,000, with capacity crowds at all four sites on Canada Day evening and for all four days at Nathan Philips Square.
- ✓ Successfully staged Cultural Hotspot East York/East End with community partners. Over 30 Community Partners are engaged along with six local BIAs in the current Cultural Hotspot East York East End and 88 restaurants participating. Generated 25 new community arts projects.
- ✓ Developed Business Plan for the new Arts and Culture Centre at Guild Park and Gardens. Successfully led community consultations for new Arts and Culture Centre at Guild Park and Gardens with over 350 groups and individuals participating.

##### Museum and Heritage Services

- ✓ Successfully planned and staged a comprehensive series of events, exhibits and activities at the historical museums to celebrate Canada 150 in 2017.
- ✓ Developed the Canada 150 "MomenTO" program commemorating persons, places and events of significance to Toronto and Canada.

## Appendix 2

### 2018 Preliminary Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change		Plan	
	Actual	Actual	Budget	Projected	Preliminary	from 2017		2019	2020
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	29,376.7	30,005.0	30,475.0	30,550.6	29,614.7	(860.3)	(2.8%)	30,424.4	31,184.9
Materials and Supplies	1,510.6	1,319.9	1,388.3	1,263.4	1,278.9	(109.4)	(7.9%)	1,278.9	1,278.9
Equipment	185.4	359.8	165.7	196.8	125.1	(40.6)	(24.5%)	200.1	126.3
Services & Rents	11,592.4	8,068.9	11,930.7	12,387.1	6,852.3	(5,078.4)	(42.6%)	7,023.7	7,092.2
Contributions to Capital									
Contributions to Reserve/Res Funds	144.0	144.0	163.1	163.1	163.1			163.1	163.1
Other Expenditures	34,093.1	36,947.0	38,166.3	39,149.9	36,869.8	(1,296.5)	(3.4%)	35,996.4	36,001.4
Interdivisional Charges	1,181.3	1,005.5	786.5	1,012.5	1,096.0	309.4	39.3%	1,096.2	1,096.5
<b>Total Gross Expenditures</b>	<b>78,083.6</b>	<b>77,849.9</b>	<b>83,075.8</b>	<b>84,723.4</b>	<b>76,000.0</b>	<b>(7,075.8)</b>	<b>(8.5%)</b>	<b>76,183.0</b>	<b>76,943.4</b>
Interdivisional Recoveries	7.5	1,892.5		4.0					
Provincial Subsidies	4,111.5	2,834.7	2,136.0	3,117.2	1,136.0	(1,000.0)	(46.8%)	262.7	262.7
Federal Subsidies	1,665.4	300.7	1,771.7	2,789.4	111.7	(1,660.0)	(93.7%)	111.7	111.7
Other Subsidies			37.0		37.0			37.0	37.0
User Fees & Donations	1,188.7	960.5	1,372.0	1,426.0	1,311.8	(60.1)	(4.4%)	1,311.8	1,385.5
Transfers from Capital Fund	1,101.0	1,120.0	1,150.0	1,150.0	1,156.0	6.0	0.5%	1,156.0	1,156.0
Contribution from Reserve/Reserve Funds	8,359.1	6,423.8	4,362.7	4,362.7	0.4	(4,362.3)	(100.0%)		
Sundry Revenues	7,706.3	5,197.5	5,796.1	5,169.4	5,796.7	0.6	0.0%	5,797.7	5,798.7
<b>Total Revenues</b>	<b>24,139.4</b>	<b>18,729.8</b>	<b>16,625.4</b>	<b>18,018.7</b>	<b>9,549.6</b>	<b>(7,075.8)</b>	<b>(42.6%)</b>	<b>8,676.9</b>	<b>8,751.6</b>
<b>Total Net Expenditures</b>	<b>53,944.2</b>	<b>59,120.2</b>	<b>66,450.4</b>	<b>66,704.7</b>	<b>66,450.4</b>	<b>(0.0)</b>	<b>(0.0%)</b>	<b>67,506.1</b>	<b>68,191.8</b>
<b>Approved Positions</b>	<b>302.6</b>	<b>318.5</b>	<b>300.5</b>	<b>299.5</b>	<b>300.5</b>			<b>303.5</b>	<b>304.9</b>

\* Based on the 2017 9-month Operating Variance Report

For additional information regarding the 2017 Q3 operating variance and year-end projection, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2017" considered by City Council at its meeting on December 5<sup>th</sup>, 2017.

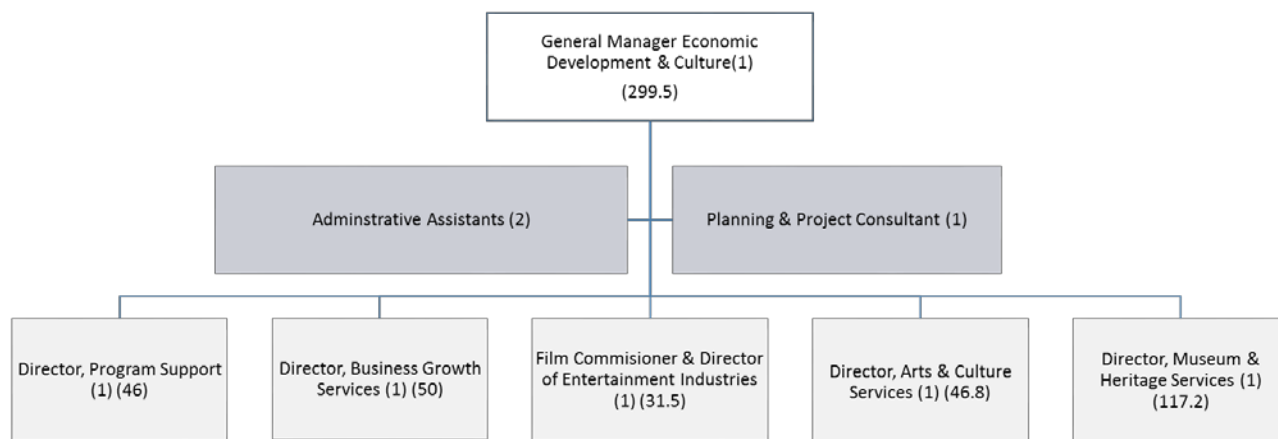
<https://www.toronto.ca/legdocs/mmis/2017/bu/bgrd/backgroundfile-109257.pdf>

#### Impact of 2017 Operating Variance on the 2018 Preliminary Operating Budget

- Economic Development and Culture reported its 2017 projected as an unfavourable year-end variance of \$0.254 million or 0.4% over the 2017 Net Approved Operating Budget.
- The unfavourable variance is driven by unbudgeted studies such as program evaluation of the Business Services and TO Core Study on a one-time basis. As a result, the third quarter operating variance report does not impact the 2018 Preliminary Operating Budget.

### Appendix 3

#### 2018 Organization Chart



#### 2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	6.0	34.5	66.0	127.5	234.0
	Temporary				56.5	56.5
	<b>Total Operating</b>	6.0	34.5	66.0	184.0	<b>290.5</b>
Capital	Permanent		0.5		9.5	10.0
	Temporary					
	<b>Total Capital</b>		0.5		9.5	<b>10.0</b>
<b>Grand Total</b>		<b>6.0</b>	<b>35.0</b>	<b>66.0</b>	<b>193.5</b>	<b>300.5</b>



## **Appendix 4**

### **Summary of 2018 Service Changes**

**2018 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2018 Preliminary Base Budget Before Service Changes:</b>			76,030.3	9,275.0	66,755.2	300.50	890.9	686.7

13052	Change General Admission Rates for Museums
-------	--------------------------------------------

52	Negative
----	----------

**Description:**

General admission prices will increase for the following museum sites: Gibson House, Colborne Lodge, Mackenzie House, Montgomery's Inn, Spadina Museum and Todmorden Mills. For example, the Gibson House Adult General Admission Rate will increase from \$6.19 to \$7.08 per person. Please see Appendix 7a for more information.

**Service Level Impact:**

There is no service level impact.

**Equity Statement:**

The proposal may have a negative impact on persons with low-income. The potential impacts include decreased access to City spaces.

**Service:** Museums & Heritage Services

Preliminary Service Changes:	0.0	15.0	(15.0)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>0.0</b>	<b>15.0</b>	<b>(15.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14470	Event Support Staff Charge for Overtime Hours
-------	-----------------------------------------------

52	No Impact
----	-----------

**Description:**

Event Staff who are working overtime will have their hours billed to the external event organizer. The rate will be \$63.24 for each hour of overtime consistent with the overtime rate charged on all public squares.

**Service Level Impact:**

Service level will remain the same.

**Equity Statement:**

There are no equity impacts.

**Service:** Entertainment Industries Services

Preliminary Service Changes:	0.0	8.0	(8.0)	0.00	(1.0)	(1.0)
------------------------------	-----	-----	-------	------	-------	-------



## 2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Equity Statement:**

The proposal will have a negative impact on low-income, Black youth who are the primary members of one of the groups, Pan Fantasy Steelband, who will be impacted by this proposal. The impacts include decreased access to training and employment opportunities and decreased opportunities for community participation. It will also have a negative impact on the impacted people's sense of identity and belonging.

**Service:** Arts Services

Preliminary Service Changes:	(20.0)	0.0	(20.0)	0.00	0.0	0.0
------------------------------	--------	-----	--------	------	-----	-----

<b>Total Preliminary Service Changes:</b>	<b>(20.0)</b>	<b>0.0</b>	<b>(20.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
-------------------------------------------	---------------	------------	---------------	-------------	------------	------------

14466	Reduction to Squares Program
-------	------------------------------

59	Negative
----	----------

**Description:**

The music and entertainment programming for the Fresh Wednesdays and Tasty Thursdays at Nathan Phillips Square will be discontinued while the events will remain open to the public on the Square. This reduction also includes elimination of Canada Day and Sunday Serenades events at Mel Lastman Square.

**Service Level Impact:**

At present, the 4 event streams provide 21 days of programming over the course of July & August. There will no longer be any programming.

**Equity Statement:**

This proposal will have a negative impact the following equity-seeking groups: women, persons with low income, and persons with disabilities. The potential or actual impacts include: decreased access to cultural programming as well as decreased access to employment opportunities within the cultural sector.

**Service:** Arts Services

Preliminary Service Changes:	(114.9)	(66.2)	(48.7)	0.00	0.0	0.0
------------------------------	---------	--------	--------	------	-----	-----

<b>Total Preliminary Service Changes:</b>	<b>(114.9)</b>	<b>(66.2)</b>	<b>(48.7)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
-------------------------------------------	----------------	---------------	---------------	-------------	------------	------------

14473	Reduce Doors Open Budget
-------	--------------------------

59	Negative
----	----------

**Description:**

## 2018 Operating Budget - Preliminary Service Changes Summary by Service (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

The base funding designated for public programming and design and marketing / public communication will be decreased for the Doors Open program.

**Service Level Impact:**

At present, the event on average opens up to 130 venues across the City along with various elements of public programs, guided tours, and public talks. Future iterations of the event will likely see fewer public programs.

**Equity Statement:**

This proposal will have a negative impact on the following equity-seeking groups: women, persons with low income, and persons with disabilities. The potential or actual impacts include: decreased access to cultural programming as well as decreased access to employment opportunities within the cultural sector.

**Service:** Arts Services

Preliminary Service Changes:	(25.0)	0.0	(25.0)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>(25.0)</b>	<b>0.0</b>	<b>(25.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14468	Reduction to Public Art Operations and Maintenance
-------	----------------------------------------------------

59	No Impact
----	-----------

**Description:**

Maintenance and repair budget for public art will be reduced.

**Service Level Impact:**

There is no service level impact. Reduction proposal will not affect the Program's capacity to deliver and maintain the existing portfolio of public art.

**Equity Statement:**

There are no equity impacts.

**Service:** Arts Services

Preliminary Service Changes:	(36.3)	0.0	(36.3)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>(36.3)</b>	<b>0.0</b>	<b>(36.3)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

**Category:**

**2018 Operating Budget - Preliminary Service Changes  
Summary by Service (\$000's)**

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Preliminary Service Changes:</b>			(196.2)	62.8	(259.0)	0.00	(1.0)	(1.0)
<b>Total Preliminary Base Budget:</b>			75,834.1	9,337.9	66,496.2	300.50	889.9	685.7

## 2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

<b>2018 Preliminary Base Budget Before Service Changes:</b>	<b>76,030.3</b>	<b>9,275.0</b>	<b>66,755.2</b>	<b>300.50</b>	<b>890.9</b>	<b>686.7</b>
-------------------------------------------------------------	-----------------	----------------	-----------------	---------------	--------------	--------------

13052	Change General Admission Rates for Museums
-------	--------------------------------------------

52	Negative	<b>Description:</b>
----	----------	---------------------

General admission prices will increase for the following museum sites: Gibson House, Colborne Lodge, Mackenzie House, Montgomery's Inn, Spadina Museum and Todmorden Mills. For example, the Gibson House Adult General Admission Rate will increase from \$6.19 to \$7.08 per person. Please see Appendix 7a for more information.

**Service Level Impact:**

There is no service level impact.

**Equity Statement:**

The proposal may have a negative impact on persons with low-income. The potential impacts include decreased access to City spaces.

**Service/Activity:** Museums & Heritage Services / Museums Classes, Exhibits & Events

Preliminary Service Changes:	0.0	15.0	(15.0)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>0.0</b>	<b>15.0</b>	<b>(15.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14470	Event Support Staff Charge for Overtime Hours
-------	-----------------------------------------------

52	No Impact	<b>Description:</b>
----	-----------	---------------------

Event Staff who are working overtime will have their hours billed to the external event organizer. The rate will be \$63.24 for each hour of overtime consistent with the overtime rate charged on all public squares.

**Service Level Impact:**

Service level will remain the same.

**Equity Statement:**

There are no equity impacts.

**Service/Activity:** Entertainment Industries Services / Entertainment Industry Consultancy

Preliminary Service Changes:	0.0	8.0	(8.0)	0.00	(1.0)	(1.0)
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## 2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Citizen Focused Services A	Adjustments				2019 Plan Net Change	2020 Plan Net Change	
Category	Equity Impact		Program - Economic Development & Culture	Gross Expenditure	Revenue	Net			Approved Positions
		<b>Service/Activity:</b> Arts Services / Arts Activities Classes, Exhibits & Events							
		Preliminary Service Changes:		(20.0)	0.0	(20.0)	0.00	0.0	0.0
		<b>Total Preliminary Service Changes:</b>		<b>(20.0)</b>	<b>0.0</b>	<b>(20.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14466	Reduction to Squares Program						
59	Negative	<b>Description:</b>					
<p>The music and entertainment programming for the Fresh Wednesdays and Tasty Thursdays at Nathan Phillips Square will be discontinued while the events will remain open to the public on the Square. This reduction also includes elimination of Canada Day and Sunday Serenades events at Mel Lastman Square.</p> <p><b>Service Level Impact:</b></p> <p>At present, the 4 event streams provide 21 days of programming over the course of July &amp; August. There will no longer be any programming.</p> <p><b>Equity Statement:</b></p> <p>This proposal will have a negative impact the following equity-seeking groups: women, persons with low income, and persons with disabilities. The potential or actual impacts include: decreased access to cultural programming as well as decreased access to employment opportunities within the cultural sector.</p> <p><b>Service/Activity:</b> Arts Services / City-Produced Festivals &amp; Events</p>							
Preliminary Service Changes:		(114.9)	(66.2)	(48.7)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>		<b>(114.9)</b>	<b>(66.2)</b>	<b>(48.7)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14473	Reduce Doors Open Budget	
59	Negative	<b>Description:</b>
<p>The base funding designated for public programming and design and marketing / public communication will be decreased for the Doors Open program.</p> <p><b>Service Level Impact:</b></p> <p>At present, the event on average opens up to 130 venues across the City along with various elements of public programs, guided tours, and public talks. Future iterations of the event will likely see fewer public programs.</p>		

## 2018 Operating Budget - Preliminary Service Changes Summary by Activity (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Equity Statement:**

This proposal will have a negative impact on the following equity-seeking groups: women, persons with low income, and persons with disabilities. The potential or actual impacts include: decreased access to cultural programming as well as decreased access to employment opportunities within the cultural sector.

**Service/Activity:** Arts Services / City-Produced Festivals & Events

Preliminary Service Changes:	(25.0)	0.0	(25.0)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>(25.0)</b>	<b>0.0</b>	<b>(25.0)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

14468	Reduction to Public Art Operations and Maintenance
59	No Impact

**Description:**

Maintenance and repair budget for public art will be reduced.

**Service Level Impact:**

There is no service level impact. Reduction proposal will not affect the Program's capacity to deliver and maintain the existing portfolio of public art.

**Equity Statement:**

There are no equity impacts.

**Service/Activity:** Arts Services / Arts Venues & Public Art

Preliminary Service Changes:	(36.3)	0.0	(36.3)	0.00	0.0	0.0
<b>Total Preliminary Service Changes:</b>	<b>(36.3)</b>	<b>0.0</b>	<b>(36.3)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Total Preliminary Service Changes:</b>	<b>(196.2)</b>	<b>62.8</b>	<b>(259.0)</b>	<b>0.00</b>	<b>(1.0)</b>	<b>(1.0)</b>
<b>Total Preliminary Base Budget:</b>	<b>75,834.1</b>	<b>9,337.9</b>	<b>66,496.2</b>	<b>300.50</b>	<b>889.9</b>	<b>685.7</b>



## **Appendix 5**

### **Summary of 2018 New / Enhanced Service Priorities**

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Service (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
15276		IDC with Transportation to Provide Locate Services for BIAs						
74	No Impact	<b>Description:</b>						
<p>City Council will consider this new service priority on December 7, 2017 (PW24.3). Ontario Underground Infrastructure Notification Act came under effect in 2013 requiring the City to take ownership of all underground infrastructure owned by the BIAs. The City's Transportation Services will manage and deliver the utility locate services for the BIAs and charge EDC the full cost estimated at \$0.331 million annually through an IDC.EDC will recover the BIAs 50% share of the cost and through its BIA Office.</p> <p><b>Service Level Impact:</b></p> <p>EDC currently does not process any recoveries for BIA On1Calls. Billing for BIA On1Calls will be a new service.</p> <p><b>Equity Statement:</b></p> <p>There are no equity impacts.</p> <p><b>Service:</b> Business Services</p>								
		Preliminary New / Enhanced Services:	165.9	165.9	0.0	0.00	165.9	0.0
		<b>Total Preliminary New / Enhanced Services:</b>	<b>165.9</b>	<b>165.9</b>	<b>0.0</b>	<b>0.00</b>	<b>165.9</b>	<b>0.0</b>

14528		New User Fees for the Market Gallery						
75	Negative	<b>Description:</b>						
<p>General admission fees are proposed for the Market Gallery with a revenue projection of \$0.046 million. This admission fee is consistent with all other City-run museums. Four new admission rates will be introduced for four categories: Adult (\$7.08), Seniors/Youth (\$6.19), and Children (\$4.42).</p> <p><b>Service Level Impact:</b></p> <p>There will be no service level impact.</p> <p><b>Equity Statement:</b></p> <p>This proposal will have a negative impact on persons with low-income. It will decrease access to City spaces and services.</p> <p><b>Service:</b> Museums &amp; Heritage Services</p>								
		Preliminary New / Enhanced Services:	0.0	45.9	(45.9)	0.00	0.0	0.0

**Category:**

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

74 - New Services  
75 - New Revenues

**2018 Operating Budget - Preliminary New and Enhanced Services  
Summary by Service (\$000's)**

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Preliminary New / Enhanced Services:</b>			0.0	45.9	(45.9)	0.00	0.0	0.0

**Summary:**

<b>Total Preliminary New / Enhanced Services:</b>			165.9	211.7	(45.9)	0.00	165.9	0.0
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**Category:**

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

74 - New Services  
75 - New Revenues

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Activity (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change																																		
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																																				
15276		IDC with Transportation to Provide Locate Services for BIAs																																								
74	No Impact	<b>Description:</b>																																								
<p>City Council will consider this new service priority on December 7, 2017 (PW24.3). Ontario Underground Infrastructure Notification Act came under effect in 2013 requiring the City to take ownership of all underground infrastructure owned by the BIAs. The City's Transportation Services will manage and deliver the utility locate services for the BIAs and charge EDC the full cost estimated at \$0.331 million annually through an IDC.EDC will recover the BIAs 50% share of the cost and through its BIA Office.</p> <p><b>Service Level Impact:</b></p> <p>EDC currently does not process any recoveries for BIA On1Calls. Billing for BIA On1Calls will be a new service.</p> <p><b>Equity Statement:</b></p> <p>There are no equity impacts.</p> <p><b>Service/Activity:</b> Business Services / BIA Support &amp; Governance</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">331.7</td> <td style="width: 15%; text-align: right;">165.9</td> <td style="width: 15%; text-align: right;">165.9</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">0.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <p><b>Service/Activity:</b> Business Services / Business &amp; Industry Advice</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">(7.0)</td> <td style="width: 15%; text-align: right;">0.0</td> <td style="width: 15%; text-align: right;">(7.0)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">7.0</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <p><b>Service/Activity:</b> Business Services / Business Training &amp; Events</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">(27.5)</td> <td style="width: 15%; text-align: right;">0.0</td> <td style="width: 15%; text-align: right;">(27.5)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">27.5</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <p><b>Service/Activity:</b> Business Services / International Alliances</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 40%;">Preliminary New / Enhanced Services:</td> <td style="width: 15%; text-align: right;">(131.4)</td> <td style="width: 15%; text-align: right;">0.0</td> <td style="width: 15%; text-align: right;">(131.4)</td> <td style="width: 10%; text-align: right;">0.00</td> <td style="width: 10%; text-align: right;">131.4</td> <td style="width: 10%; text-align: right;">0.0</td> </tr> </table> <table style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <tr> <td style="width: 40%;"><b>Total Preliminary New / Enhanced Services:</b></td> <td style="width: 15%; text-align: right;"><b>165.9</b></td> <td style="width: 15%; text-align: right;"><b>165.9</b></td> <td style="width: 15%; text-align: right;"><b>0.0</b></td> <td style="width: 10%; text-align: right;"><b>0.00</b></td> <td style="width: 10%; text-align: right;"><b>165.9</b></td> <td style="width: 10%; text-align: right;"><b>0.0</b></td> </tr> </table>								Preliminary New / Enhanced Services:	331.7	165.9	165.9	0.00	0.0	0.0	Preliminary New / Enhanced Services:	(7.0)	0.0	(7.0)	0.00	7.0	0.0	Preliminary New / Enhanced Services:	(27.5)	0.0	(27.5)	0.00	27.5	0.0	Preliminary New / Enhanced Services:	(131.4)	0.0	(131.4)	0.00	131.4	0.0	<b>Total Preliminary New / Enhanced Services:</b>	<b>165.9</b>	<b>165.9</b>	<b>0.0</b>	<b>0.00</b>	<b>165.9</b>	<b>0.0</b>
Preliminary New / Enhanced Services:	331.7	165.9	165.9	0.00	0.0	0.0																																				
Preliminary New / Enhanced Services:	(7.0)	0.0	(7.0)	0.00	7.0	0.0																																				
Preliminary New / Enhanced Services:	(27.5)	0.0	(27.5)	0.00	27.5	0.0																																				
Preliminary New / Enhanced Services:	(131.4)	0.0	(131.4)	0.00	131.4	0.0																																				
<b>Total Preliminary New / Enhanced Services:</b>	<b>165.9</b>	<b>165.9</b>	<b>0.0</b>	<b>0.00</b>	<b>165.9</b>	<b>0.0</b>																																				

14528		New User Fees for the Market Gallery	
75	Negative	<b>Description:</b>	

## 2018 Operating Budget - Preliminary New and Enhanced Services Summary by Activity (\$000's)

Form ID		Citizen Focused Services A  Program - Economic Development & Culture	Adjustments				2019 Plan Net Change	2020 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		<p>General admission fees are proposed for the Market Gallery with a revenue projection of \$0.046 million. This admission fee is consistent with all other City-run museums. Four new admission rates will be introduced for four categories: Adult (\$7.08), Seniors/Youth (\$6.19), and Children (\$4.42).</p> <p><b>Service Level Impact:</b> There will be no service level impact.</p> <p><b>Equity Statement:</b> This proposal will have a negative impact on persons with low-income. It will decrease access to City spaces and services.</p> <p><b>Service/Activity:</b> Museums &amp; Heritage Services / Historical Museums, Collections &amp; Heritage Properties</p>						
		Preliminary New / Enhanced Services:	0.0	45.9	(45.9)	0.00	0.0	0.0
		<b>Total Preliminary New / Enhanced Services:</b>	<b>0.0</b>	<b>45.9</b>	<b>(45.9)</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>
		<hr/>						
		<b>Summary:</b>						
		<b>Total Preliminary New / Enhanced Services:</b>	<b>165.9</b>	<b>211.7</b>	<b>(45.9)</b>	<b>0.00</b>	<b>165.9</b>	<b>0.0</b>

**Category:**

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

74 - New Services  
75 - New Revenues



## Appendix 6

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

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 * \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
<b>Projected Beginning Balance</b>			343.2	342.8	342.8
Museum Donations	XQ4219				
<i>Proposed Withdrawals (-)</i>			(0.4)		
<i>Contributions (+)</i>					
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>(0.4)</b>	<b>-</b>	<b>-</b>
<b>Balance at Year-End</b>		<b>343.2</b>	<b>342.8</b>	<b>342.8</b>	<b>342.8</b>

\* Based on 9-month 2017 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 * \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
<b>Projected Beginning Balance</b>			183.7	205.0	226.2
Vehicle Reserve - EDC	XQ1200				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			21.2	21.2	21.2
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>21.2</b>	<b>21.2</b>	<b>21.2</b>
<b>Balance at Year-End</b>		<b>183.7</b>	<b>205.0</b>	<b>226.2</b>	<b>247.4</b>

\* Based on 9-month 2017 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2017 * \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
<b>Projected Beginning Balance</b>			25,981.1	26,123.0	26,264.9
Insurance Reserve Fund	XR1010				
<i>Proposed Withdrawals (-)</i>					
<i>Contributions (+)</i>			141.9	141.9	141.9
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>141.9</b>	<b>141.9</b>	<b>141.9</b>
<b>Balance at Year-End</b>		<b>25,981.1</b>	<b>26,123.0</b>	<b>26,264.9</b>	<b>26,406.8</b>

\* Based on 9-month 2017 Reserve Fund Variance Report

## Appendix 7a

## User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Colborne Lodge - Adult/General Admissions	Museum Services	Market Based	Participant	\$6.19		\$0.89	\$7.08	\$7.08	\$7.08
Colborne Lodge - Child/General Admissions	Museum Services	Market Based	Participant	\$2.65		\$1.77	\$4.42	\$4.42	\$4.42
Colborne Lodge - Senior/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Colborne Lodge - Youth/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Gibson House-Adult/General Admissions	Museum Services	Market Based	Participant	\$6.19		\$0.89	\$7.08	\$7.08	\$7.08
Gibson House-Child/General Admissions	Museum Services	Market Based	Participant	\$2.65		\$1.77	\$4.42	\$4.42	\$4.42
Gibson House-Senior/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Gibson House-Youth/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Mackenzie House-Adult/General Admissions	Museum Services	Market Based	Participant	\$6.19		\$0.89	\$7.08	\$7.08	\$7.08
Mackenzie House-Child/General Admissions	Museum Services	Market Based	Participant	\$2.65		\$1.77	\$4.42	\$4.42	\$4.42
Mackenzie House-Senior/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Mackenzie House-Youth/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Montgomery's Inn-Adult/General Admissions	Museum Services	Market Based	Participant	\$6.19		\$0.89	\$7.08	\$7.08	\$7.08
Montgomery's Inn - Child/General Admissions	Museum Services	Market Based	Participant	\$2.65		\$1.77	\$4.42	\$4.42	\$4.42
Montgomery's Inn-Senior/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Montgomery's Inn-Youth/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Spadina Museum-Adult/General Admissions	Museum Services	Market Based	Participant	\$7.96		\$0.89	\$8.85	\$8.85	\$8.85
Spadina Museum-Child/General Admissions	Museum Services	Market Based	Participant	\$4.87		\$0.44	\$5.31	\$5.31	\$5.31
Spadina Museum-Senior/General Admissions	Museum Services	Market Based	Participant	\$5.75		\$1.33	\$7.08	\$7.08	\$7.08
Spadina Museum-Youth/General Admissions	Museum Services	Market Based	Participant	\$5.75		\$1.33	\$7.08	\$7.08	\$7.08

## Appendix 7a

## User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Todmorden Mills-Adult/General Admissions	Museum Services	Market Based	Participant	\$6.19		\$0.89	\$7.08	\$7.08	\$7.08
Todmorden Mills-Child/General Admissions	Museum Services	Market Based	Participant	\$2.65		\$1.77	\$4.42	\$4.42	\$4.42
Todmorden Mills-Senior/General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Todmorden Mills-Youth/Student-General Admissions	Museum Services	Market Based	Participant	\$3.54		\$2.65	\$6.19	\$6.19	\$6.19
Interior Wedding Photography - All Museum Sites	Museum Services	Market Based	Hour	\$200.00		\$50.00	\$250.00	\$250.00	\$250.00
Interior Film - All Museum Sites	Museum Services	Market Based	Hour - Minimum 3 Hours	\$200.00		\$50.00	\$250.00	\$250.00	\$250.00
Profession Photo Shoot Interior per hour min 3 hrs	Museum Services	Market Based	Hour	\$200.00		\$50.00	\$250.00	\$250.00	\$250.00
Profession Photo Shoot exterior per hour min 3 hrs	Museum Services	Market Based	Hour	\$100.00		\$50.00	\$150.00	\$150.00	\$150.00
Wedding Rehearsals All Museums	Museum Services	Market Based	Hour	\$125.00		\$25.00	\$150.00	\$150.00	\$150.00
Room C Rentals Rates All Sites / based on location, room location, features and rental/history/non peak and peak period	Museum Services/ Arts Services	Market Based	Hour - Minimum 3 Hours	\$30.00 to \$50.00		\$10.00	\$30.00 to \$60.00	\$30.00 to \$60.00	\$30.00 to \$60.00
Exterior, lawn and grounds rental all Sites/ based on location, dimensions and features of outdoor space and rental history	Museum Services/ Arts Services	Market Based	Hour - Minimum 3 Hours	\$60.00 to \$200.00		\$50.00	\$60.00 to \$250.00	\$60.00 to \$250.00	\$60.00 to \$250.00
Fort York Premier Package/based on non-peak or peak season/weekday or weekend	Museum Services	Market Based	per hour	\$250.00 to \$350.00		\$150.00	\$250.00 to \$500.00	\$250.00 to \$500.00	\$250.00 to \$500.00
Fort York Standard Package/based on non-peak or peak season/weekday or weekend	Museum Services	Market Based	per hour, 3 hr minimum	\$200.00 to \$300.00		\$200.00	\$200.00 to \$500.00	\$200.00 to \$500.00	\$200.00 to \$500.00

## Appendix 7a

### User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2017	2018			2019	2020
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Plan Rate	Plan Rate
Fort York site Closure/based on non-peak or peak season	Museum Services	Market Based	per 24 hours	\$6,000.00 to \$8,000.00		\$2,000.00	\$6,000.00 to \$10,000.00	\$6,000.00 to \$10,000.00	\$6,000.00 to \$10,000.00

## Appendix 7b

### New User Fees

Rate Description	Service	Fee Category	Fee Basis	2018 Budget Rate	2019 Plan Rate	2020 Plan Rate
Market Gallery-Child/General Admissions	Museum Services	Market Based	Participant	\$4.42	\$4.42	\$4.42
Market Gallery-Youth/General Admissions	Museum Services	Market Based	Participant	\$6.19	\$6.19	\$6.19
Market Gallery-Senior/General Admissions	Museum Services	Market Based	Participant	\$6.19	\$6.19	\$6.19
Market Gallery-Adult/General Admissions	Museum Services	Market Based	Participant	\$7.08	\$7.08	\$7.08

## Appendix 7c

### User Fees for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2017 Approved Rate	Reason for Discontinuation
Colborne Lodge - Adult Christmas Gen. Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Colborne Lodge - Senior Christmas Gen. Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Colborne Lodge - Youth/Christmas Gen. Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Colborne Lodge-Child Christmas/General Admission	Museum Services	Market Based	Participant	\$3.76	Standard Fee for entire Year
Gibson House-Adult/Christmas General Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Gibson House-Child/Christmas General Admissions	Museum Services	Market Based	Participant	\$3.76	Standard Fee for entire Year
Gibson House-Senior/Christmas General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Gibson House-Youth/Christmas General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Mackenzie House-Adult/Christmas General Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Mackenzie House-Child/Christmas General Admissions	Museum Services	Market Based	Participant	\$3.76	Standard Fee for entire Year
Mackenzie House-Senior/Christmas General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Mackenzie House-Youth/Christmas General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Spadina Museum-Adult/Christmas General Admission	Museum Services	Market Based	Participant	\$8.85	Standard Fee for entire Year
Spadina Museum-Child/Christmas General Admissions	Museum Services	Market Based	Participant	\$5.75	Standard Fee for entire Year

## Appendix 7c - Continued

### User Fees for Discontinuation

Rate Description	Service	Fee Category	Fee Basis	2017 Approved Rate	Reason for Discontinuation
Spadina Museum- Senior/Christmas General Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Spadina Museum- Youth/Christmas General Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Todmorden Mills- Adult/Christmas/General Admissions	Museum Services	Market Based	Participant	\$7.08	Standard Fee for entire Year
Todmorden Mills- Child/Christmas/General Admissions	Museum Services	Market Based	Participant	\$3.76	Standard Fee for entire Year
Todmorden Mills- Senior/Christmas/General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year
Todmorden Mills- Youth/Student/Christmas/ General Admissions	Museum Services	Market Based	Participant	\$4.42	Standard Fee for entire Year