

2023 Program Summary

Economic Development and Culture

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Description

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

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

EDC manages \$35.5 million in arts grant allocations and supports the business sector through a range of business development grants and support to 84 Business Improvement Areas (BIA) across the city.

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

Why We Do It

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

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

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

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

What Service We Provide

Business Services

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

What We Deliver:

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

How Much Resources (gross 2023 operating budget): \$27.9 Million

Entertainment Industries Services

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

What We Deliver:

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

How Much Resources (gross 2023 operating budget): \$6.6 Million

Arts Services

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

What We Deliver:

- Arts Services Development & Support (Advice, Advocacy, Consultation, Governance; Networking, Convening power; Issue resolution and facilitation; Marketing, Promotion; Special event facilitation & expediting)
- Create and offer arts activities and programs, classes, exhibits and events; plan and produce major festivals and events
- Assist in the organization of third-party events at Nathan Phillips Square and other City-owned locations
- Facilitate, develop and provide access to arts venues and public art and promote the development and expansion of creative space in the city
- Provide funding to arts organizations through cultural grants programs

How Much Resources (gross 2023 operating budget): \$52.9 Million

Museum and Heritage Services

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

What We Deliver:

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

How Much Resources (gross 2023 operating budget): \$15.8 Million

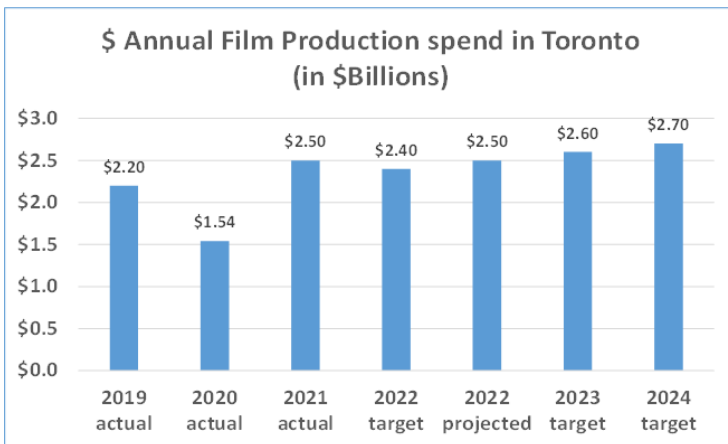
Budget at a Glance

| 2023 OPERATING BUDGET | | | |
|-----------------------|-------------|-------------|-------------|
| <u>\$ Million</u> | <u>2023</u> | <u>2024</u> | <u>2025</u> |
| Revenues | \$21.4 | \$12.7 | \$8.7 |
| Gross Expenditures | \$103.2 | \$96.8 | \$92.6 |
| Net Expenditures | \$81.8 | \$84.1 | \$83.9 |
| Approved Positions | 323.6 | 316.6 | 315.6 |

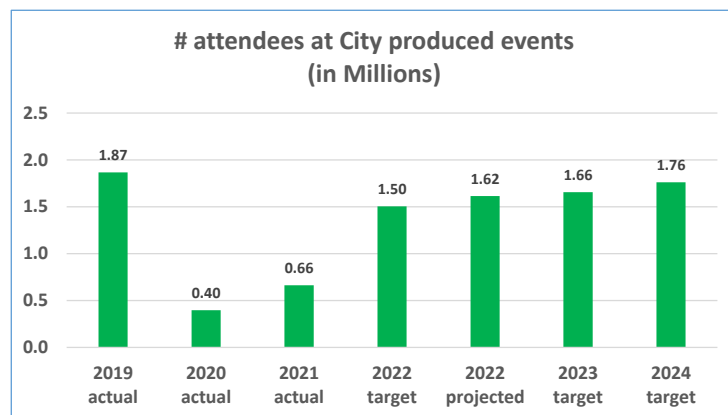
| 2023 - 2032 10-YEAR CAPITAL PLAN | | | |
|----------------------------------|-------------|------------------|--------------|
| <u>\$ Million</u> | <u>2023</u> | <u>2024-2032</u> | <u>Total</u> |
| Gross Expenditures | \$33.4 | \$155.3 | \$188.7 |
| Debt | \$16.9 | \$100.7 | \$117.6 |

Note: Includes 2022 carry forward funding

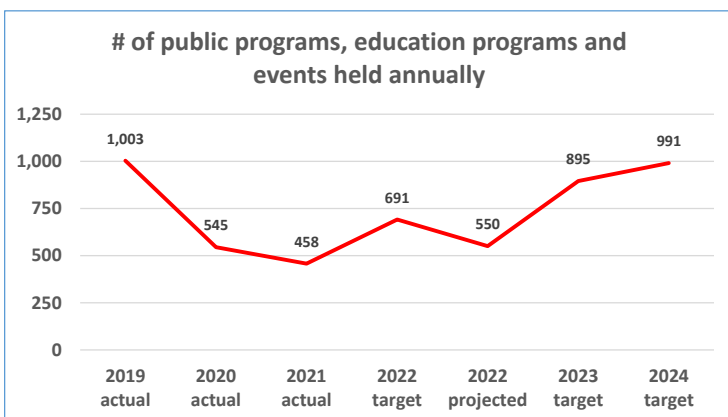
How Well We Are Doing – Behind the Numbers



- Annual film production spend for 2020 declined as a result of the four-month shut down of the industry due to COVID-19.
- Annual film production rebounded 2021 rapidly recovering beyond 2019 levels.
- Production levels are expected to steadily grow with the demand for new content. Further, a major expansion in studio space will drive more growth for the industry.



- The significant drop in attendance in 2020 and 2021 is the result of the shut down due to the COVID-19 pandemic and the health and safety regulations imposed on large gatherings, resulting in event cancellations, program changes and site closures.
- In 2022, events have resumed. While not yet at pre-pandemic levels, the expectation is that the number of people attending will gradually increase over 2023 and 2024.



- The annual number of City-produced public programs, education programs and events show a decline that extends into 2022.
- City-produced events are forecasted to rapidly rise in 2023 and almost reach pre-pandemic levels in 2024.

How Well We Are Doing

| Service | Measure | 2020 Actual | 2021 Actual | 2022 Target | 2022 Projection | Status | 2023 Target | 2024 Target |
|---|---|-------------|-------------|-------------|-----------------|--------|-------------|-------------|
| Outcome Measures | | | | | | | | |
| Entertainment Industry Services | \$ annual film production spend in Toronto | \$1.54B | \$2.5B | \$2.4B | \$2.5B | ● | \$2.6B | \$2.7B |
| Arts Services and Museums & Heritage Services | # of attendees at City-produced cultural programs and events | 389,034 | 662,361 | 1,509,704 | 1,615,500 | ● | 1,656,275 | 1,761,550 |
| Business Services | # of businesses provided with material support (to retain / create jobs) ¹ | N/A | N/A | 1,176 | 1,310 | ● | 1,392 | 1,115 |
| Service Level Measures | | | | | | | | |
| Entertainment Industry Services | # of productions supported through film permitting ¹ | 1,020 | 1,400 | 1,700 | 1,700 | ● | 1,700 | 1,750 |
| Entertainment Industry Services | # of permits issued | 1,900 | 2,636 | 3,100 | 3,100 | ● | 3,200 | 3,250 |
| Arts Services and Museums & Heritage Services | # of public programs, education programs, and events held annually ² | 606 | 559 | 691 | 550 | ● | 895 | 991 |
| Other Measures | | | | | | | | |
| Entertainment Industry Services | % of film permits issued in 2 business days | 100% | 100% | 100% | 100% | ● | 100% | 100% |

1. Indicates new measure.

2. Represents a cumulative roll-up of public events, exhibits and programming measures that were presented as individual service level indicators in previous years.

2022 Projection to 2022 Target Comparison
 ● 80% - 100% ● 64 - 79% ● 63% and Under

COVID 19 IMPACT AND RECOVERY

2023 Impact and Recovery

Operating Budget Impact

- The 2023 COVID-19 impact is projected to be similar to EDC's 2022 experience, with the continuation of lost revenues and recovery efforts:
 - Revenue loss of \$1.8 million due to a number of factors such as reduced sponsorship, the elimination of restaurant participation fees revenue from the Licious Program, and from reduced visitation and other earned revenues at City museums and arts centres.
 - The CaféTO program is expected to continue into 2023 and will require \$0.3 million for 2.0 positions to support the program.
 - The Main Street Recovery and Rebuild Initiative (MRRI) program will be in its second year, fully funded by the Federal Economic Development Agency for Southern Ontario (\$8.5M in 2023, \$18M over 3 years), and will continue to support new and existing small (retail) businesses and augment commercial activity in hard hit Toronto neighbourhoods.

Service Level Changes

- EDC will continue to operate programs and services while continuing to recover from impacts of COVID-19. Existing programs will focus and help strengthen the inclusive economic and cultural recovery in Toronto.
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EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Delivered six Toronto Main Street Recovery and Rebuild Initiative (MRRRI) programs and hundreds of Enterprise Toronto workshops, grants, forums and consultations to support small businesses, BIAs, entrepreneurs and retail innovation across the city.
- Modernized the Business Incubation and Commercialization (BIC) grant program, renewed the City's relationship with Toronto Global, and hosted the successful Collision Technology Conference to strengthen Toronto's global competitiveness and innovation ecosystem.
- Achieved record-breaking film and television production volume of \$2.5 billion and was named the #2 city in North America in which to live and work as a filmmaker by Movie Maker Magazine.
- First jurisdiction in Canada to install power drops in film-heavy locations, specifically for production usage, creating a competitive advantage that will yield an estimated reduction of 400 tonnes of GHGs per year.
- ArtworxTO: Toronto's Year of Public Art 2021-2022, launched the City's 10-Year Public Art Strategy by supporting 1,400+ local artists (85% BIPOC identifying) by funding more than 350 new murals, installations, exhibitions, events, performances and productions across all 25 City of Toronto wards; including 10 free, community cultural hubs and 18 legacy projects.
- Opened Clark Centre for the Arts, the first City-owned arts centre to open in 40 years, providing year-round rental opportunities and delivering close to 90 accessible arts programs annually, including art courses, workshops and camps.
- In 2022, Nuit Blanche Toronto returned in person, expanding city-wide, with projects downtown and in Scarborough plus new exhibition areas in North York and Etobicoke. The program engaged our highest ratio of equity-deserving and diverse artists with close to 95% BIPOC identifying.
- Launched the City of Toronto's award-winning Awakenings program featuring art projects that explore untold stories, awaken a new perspective and invite the public to join the conversation. Awakenings is part of the City of Toronto's efforts to address anti-Black racism.
- Provided free general admission to museums in order to reduce to barriers to access.

Key Challenges and Risks

- Recovery from and continued impact of COVID-19.
- High inflation and rising interest rates will have an impact on consumer confidence and spending.
- Affordability of real property with sector-specific cost increases due to market volatility and the risk of additional loss of space for artists and arts groups due to rising property costs and development pressures.
- Shortage of trained workforce across a number of sectors.

Priority Actions

- Continue to deliver the Toronto Main Street Recovery and Rebuild initiative and other programs (e.g. CaféTO, Digital Main Street, Enterprise Toronto services, etc.) to support small businesses.
- Modernize the City's International Alliance Program to strengthen market access and investment opportunities.
- Develop a Community Economic Development "playbook" that clarifies tools to advance inclusive economic opportunity and processes for place-based studies, strategies and initiatives, in collaboration with SDFA and City Planning.
- Develop a research program to include key Inclusive Economic Development indicators and support inclusive data-driven decision-making.
- Advance grant reform policy work to support equity goals including the introduction of a new competitive grant program to replace former Major Cultural Organizations and Specialized Museum Programs.
- Finalize and implement the Public Art Strategy.
- Create a festivals strategy to strengthen and make more equitable City supports to festivals organizers.
- Apply an inclusion lens to sector development and business support programs to facilitate broader access to economic and employment opportunities across neighbourhoods and populations.
- Provide support to other orders of government, colleges and universities, business associations and unions on workforce and skills development initiatives for select industries to develop practical programs to create a pipeline for employment.

RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for Economic Development and Culture of \$103.167 million gross, \$21.413 million revenue and \$81.754 million net for the following services:

Service:

| | Gross Expenditures (\$000s) | Revenue (\$000s) | Net Expenditures (\$000s) |
|-----------------------------------|--|-----------------------------|--|
| Business Services | 27,910.7 | 12,387.2 | 15,523.5 |
| Entertainment Industries Services | 6,559.2 | 2,040.2 | 4,519.0 |
| Art Services | 52,875.7 | 4,385.9 | 48,489.7 |
| Museums and Heritage Services | 15,821.4 | 2,600.1 | 13,221.4 |
| Total Program Budget | 103,167.0 | 21,413.5 | 81,753.6 |

- The above includes a 2023 budgeted staff complement for Economic Development and Culture of 323.6 positions comprised of 11.0 capital positions and 312.6 operating positions.
2. The 2023 Capital Budget for Economic Development and Culture with cash flows and future year commitments totaling \$47.220 million as detailed by project in [Appendix 6a](#).
 3. The 2024-2032 Capital Plan for Economic Development and Culture totalling \$141.521 million in project estimates as detailed by project in [Appendix 6b](#).
 4. That all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2023 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

2023 OPERATING BUDGET

2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

| (In \$000s) | 2021 Actual | 2022 Budget | 2022 Projection* | 2023 Base Budget | 2023 New / Enhanced | 2023 Budget | Change v. 2022 Projection | |
|---|-----------------|------------------|------------------|------------------|---------------------|------------------|---------------------------|---------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | | |
| Business Services | 3,933.9 | 11,971.4 | 8,642.8 | 12,387.2 | | 12,387.2 | 3,744.5 | 43.3% |
| Entertainment Industries Services | 2,384.1 | 2,365.8 | 1,913.7 | 2,004.2 | 36.0 | 2,040.2 | 126.5 | 6.6% |
| Art Services | 3,769.1 | 6,797.2 | 4,441.2 | 4,385.9 | | 4,385.9 | (55.2) | (1.2%) |
| Museums & Heritage Services | 2,505.4 | 3,638.9 | 3,411.3 | 2,600.1 | | 2,600.1 | (811.3) | (23.8%) |
| Total Revenues | 12,592.5 | 24,773.4 | 18,408.9 | 21,377.5 | 36.0 | 21,413.5 | 3,004.5 | 16.3% |
| Expenditures | | | | | | | | |
| Business Services | 15,029.4 | 27,696.4 | 22,764.7 | 27,810.7 | 100.0 | 27,910.7 | 5,146.0 | 22.6% |
| Entertainment Industries Services | 6,996.3 | 6,996.3 | 7,177.5 | 6,459.2 | 100.0 | 6,559.2 | (618.4) | (8.6%) |
| Art Services | 52,969.5 | 55,533.7 | 55,929.4 | 52,175.7 | 700.0 | 52,875.7 | (3,053.7) | (5.5%) |
| Museums & Heritage Services | 12,984.7 | 16,786.7 | 15,155.3 | 15,721.4 | 100.0 | 15,821.4 | 666.1 | 4.4% |
| Total Gross Expenditures | 87,980.0 | 107,013.0 | 101,027.0 | 102,167.0 | 1,000.0 | 103,167.0 | 2,140.0 | 2.1% |
| Net Expenditures (including COVID-19) | 75,387.5 | 82,239.6 | 82,618.1 | 80,789.6 | 964.0 | 81,753.6 | (864.5) | (1.0%) |
| Required COVID-19 Support | 4,337.6 | 1,810.5 | 2,191.7 | 2,030.7 | | 2,030.7 | (160.9) | (7.3%) |
| Net Budget (excluding COVID-19 supports) | 71,049.9 | 80,429.2 | 80,426.4 | 78,758.8 | 964.0 | 79,722.8 | (703.6) | (0.9%) |
| Approved Positions** | 318.9 | 325.9 | N/A | 323.6 | 0.0 | 323.6 | N/A | N/A |

* 2022 Projection based on 9 Month Variance

**YoY comparison based on approved positions

The 2023 Budget of \$81.754 million in net expenditures reflects a \$0.865 million or 1.0% decrease from the 2022 projections comprised of:

- \$0.161 million or 7.3% net decreases in COVID-19 impacts expected in 2023 compared to 2022 projections; and
- \$0.704 million or 0.9% net decrease in the 2023 Net Budget (excluding COVID-19) compared to 2022 projections.

KEY COST DRIVERS – FUNDING PRIORITIES

Total 2023 Budget expenditures of \$103.167 million gross reflecting an increase of \$2.140 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Inflationary increases to salaries and benefits for existing positions and filled vacancies in 2023 partially offset by a delay in hiring
- Non-labour economic factors, inflationary increases on commitments and renewal of the Toronto Global Partnership
- Continued support for Toronto's economic and cultural recovery with the continuation of the Main Street Recovery and Rebuild Initiative (MRRI) programs
- Final year of phasing in tax base support for the Toronto Significant Events Investment Program (TSEIP) to reduce reliance on reserve
- Enhanced funding for Youth Cultural Organizations
- The above pressures are partially offset by the increase in revenues from film permits, the conclusion of ArtworxTO in 2022 as well as one-time reductions to marketing and international funding, the cancellation of Info-to-Go for 2023 and small one-time reductions to funding envelope of TSEIP and Business Incubation and Commercialization programs.

EQUITY IMPACTS OF BUDGET CHANGES

The Economic Development and Culture Division (EDC) has made significant gains in recent years in terms of prioritizing equity, access and inclusion in the design and delivery of its programs. While most of the affordability measures will have neutral impacts, one of the proposed changes may lead to low-negative impacts. Reductions to the marketing budget for Museums and Heritage Services and Business Services may have a negative impact on the level of promotion to raise awareness of the Division's programs that have been developed to engage with traditionally underserved communities. Measures will be undertaken to mitigate these potential impacts, including greater collaboration with Strategic Public and Employee Communications, community partnerships and reliance on low cost methods, such as social media.

Two enhancements to the Division's budget will have positive equity impacts. New one-time funding for the Scarborough Business Association is anticipated to have a low-positive equity impact as the funds will be used to support a number of programs, services and activities that will benefit business owners, entrepreneurs and job seekers from equity-deserving groups. Additional funding for youth cultural organizations will have a medium-positive equity impact as Indigenous, Black, 2SLGBTQ+ and newcomer youth will have increased access to high quality, accessible arts and culture programs.

The Division is committed to advancing inclusive economic development and culture and will continue to develop activities that have high-positive impactful generational outcomes – such as the Indigenous Centre for Innovation and Entrepreneurship (ICIE). The Economic Development and Culture Division will continue to embed reconciliation and equity in its programs and services in order to serve all the communities across Toronto.

2023 OPERATING BUDGET KEY DRIVERS

The 2023 Operating Budget for Economic Development and Culture of \$103.167 million in gross expenditures is \$2.140 million or 2.1% higher than the 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

Table 2: 2023 Operating Budget by Revenue / Expenditure Category

| Category (In \$000s) | 2020 Actual | 2021 Actual | 2022 Budget | 2022 Projection* | 2023 Budget | 2023 Change from 2022 Projection | |
|--|-----------------|-----------------|------------------|---------------------|------------------|-------------------------------------|---------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Provincial Subsidies | 1,794.1 | 2,872.5 | 2,973.0 | 2,502.9 | 2,333.7 | (169.2) | (6.8%) |
| Federal Subsidies | 1,730.0 | 706.3 | 11,080.8 | 8,347.1 | 9,830.5 | 1,483.3 | 17.8% |
| User Fees & Donations | 1,455.6 | 2,951.5 | 3,010.0 | 3,081.4 | 3,212.9 | 131.5 | 4.3% |
| Transfers From Capital | 848.7 | 968.6 | 1,322.3 | 1,010.4 | 1,390.6 | 380.2 | 37.6% |
| Contribution From Reserves/Reserve Funds | 958.7 | 960.0 | 3,209.2 | 1,592.9 | 1,784.8 | 191.9 | 12.0% |
| Sundry and Other Revenues | 1,864.0 | 3,636.1 | 3,178.1 | 1,874.1 | 2,861.1 | 986.9 | 52.7% |
| Inter-Divisional Recoveries | | 497.5 | | | | | |
| Total Revenues | 8,651.0 | 12,592.5 | 24,773.4 | 18,408.9 | 21,413.5 | 3,004.5 | 16.3% |
| Salaries and Benefits | 29,242.1 | 27,239.1 | 32,875.8 | 30,780.5 | 33,169.6 | 2,389.1 | 7.8% |
| Materials & Supplies | 642.3 | 876.3 | 1,693.0 | 1,404.4 | 1,634.3 | 230.0 | 16.4% |
| Equipment | 334.5 | 435.7 | 655.5 | 537.9 | 443.7 | (94.2) | (17.5%) |
| Service and Rent | 5,765.8 | 11,901.6 | 13,925.2 | 14,347.6 | 11,049.0 | (3,298.7) | (23.0%) |
| Grant and Transfers | 45,206.3 | 46,216.4 | 57,634.8 | 53,515.6 | 56,733.5 | 3,217.9 | 6.0% |
| Contribution To Reserves/Reserve Funds | 565.4 | 1,046.4 | 46.4 | 246.4 | 94.6 | (151.8) | (61.6%) |
| Other Expenditures | 82.1 | 123.9 | 182.2 | 194.5 | 42.2 | (152.3) | (78.3%) |
| Inter-Divisional Charges | 130.8 | 140.7 | | | | | |
| Total Gross Expenditures | 81,969.3 | 87,980.0 | 107,013.0 | 101,027.0 | 103,167.0 | 2,140.0 | 2.1% |
| Net Expenditures | 73,318.3 | 75,387.5 | 82,239.6 | 82,618.1 | 81,753.6 | (864.5) | (1.0%) |

*Projection based on 9 Month Variance

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

Salary and benefits increases due to cost-of-living adjustments and filling of vacancies in 2023.

Services and Rents:

In 2022, EDC delivered the last year of ArtworxTO and expanded the scope, one-time, for Nuit Blanche in 2022 after being cancelled for the last two years. Additionally, one-time government funding was received to enhance Awakenings and produce COVID-19 Commemoration events. The conclusion of ArtworxTO, in addition to reductions to Marketing and International Funding has resulted in a significant decrease in budget.

Grants and Transfers:

Increase is primarily from spending on the Main Street Recovery and Rebuild Initiative (MRRI) as well as the Indigenous Centre for Innovation and Entrepreneurship (ICIE), both funded by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). In 2022, grants were lower due to less uptake to the Toronto Significant Event Investment Program (TSEIP), construction delays affecting the ICIE original planned opening, and a delay in funding for the Blackhurst Cultural Centre. The increase in MRRI spending has fully offset the one-time grant reductions to TSEIP and Business Incubation and Entrepreneurship Grants (BIC).

Contribution to Reserves/Reserve Funds:

In 2022, EDC made a repayment to the principal for the Sustainable Energy Plan loan for power drops.

Federal Subsidies:

Increase in 2023 is due to higher spending for the Main Street Recovery and Rebuild Initiative (MRRI), which is fully funded by FedDev Ontario as well as offset by the completion of ArtworxTO and return of one-time funding for Awakenings.

Transfers from Capital:

Increase in Transfers from Capital are due to vacant capital positions that are expected to be filled in 2023.

Sundry and Other Revenues:

Funding in 2023 includes recoveries from Metrolinx for Transit Expansion Construction Mitigation as well as sponsorship targets.

Offsets and Efficiencies:

The 2023 Operating Budget includes \$1.471 million in gross and net expenditures reductions attributed to aligning the salary budget with projected actuals, cancellation of the Info-to-Go program for 2023, one-time reductions in funding for International Trade activities and marketing for Museums and Heritage Services and Business Services and one-time reductions in grant funding envelope for the Toronto Significant Events Investment Program (TSEIP) and the Business Incubation and Commercialization Program (BIC).

New and Enhanced Service Priorities:

The 2023 Operating Budget includes \$0.900 million gross and net to enhance the funding to Youth Cultural Organizations in existing EDC granting and skills development programs, one-time funding of \$0.100 million gross and net for the Scarborough Business Association to support business impacted by transit construction and growth pressures and includes \$0.036 million net in new revenue arising from the introduction of a new user fee charge for the use of power drop kiosks for film productions.

Note:

1. For additional information on 2023 key cost drivers please refer to [Appendix 2](#) for a summary of Affordability Measures, [Appendix 3](#) for a more detailed listing and descriptions of the 2023 Service Changes and [Appendix 4](#) for the 2023 New and Enhanced Service Priorities, respectively.

2024 & 2025 OUTLOOKS

Table 3: 2024 and 2025 Outlooks

| (\$000s) | 2023 Budget | 2024 Incremental Outlook | 2025 Incremental Outlook |
|--|------------------|--------------------------------|--------------------------------|
| Revenues | | | |
| Prior Year Approval Impacts | | (8,990.9) | (3,962.6) |
| Adjustments to S&B recoveries through Capital/FedDev | | (414.1) | (360.5) |
| COVID-19 Revenue Impacts | | 239.4 | 84.4 |
| User & Non-User Fee Volume Changes | | 257.6 | 287.4 |
| Reinstatement of One-time reductions | | 190.7 | (70.0) |
| Total Revenues | 21,413.5 | (8,717.4) | (4,021.4) |
| Gross Expenditures | | | |
| Salaries and Benefits | | 1,708.5 | (319.4) |
| Prior Year Approval Impacts | | (8,935.8) | (3,917.6) |
| COVID-19 Expenditure Impacts | | (253.6) | |
| Workforce Development | | 100.0 | 100.0 |
| Reinstatement of One-time reductions | | 970.7 | (70.0) |
| Total Gross Expenditures | 103,167.0 | (6,410.2) | (4,207.0) |
| Net Expenditures | 81,753.6 | 2,307.1 | (185.6) |
| Approved Positions | 323.6 | (7.0) | (1.0) |

Key drivers

The 2024 Outlook with total gross expenditures of \$96.757 million reflects an anticipated \$6.410 million or 6.2% decrease in gross expenditures below the 2023 Operating Budget. The 2024 net budget will increase by \$2.307 million or 2.8%. The 2025 Outlooks expects a further decrease of \$4.207 million or 4.4% below 2024 gross expenditures and a net budget decrease of \$0.186 million or 0.2%.

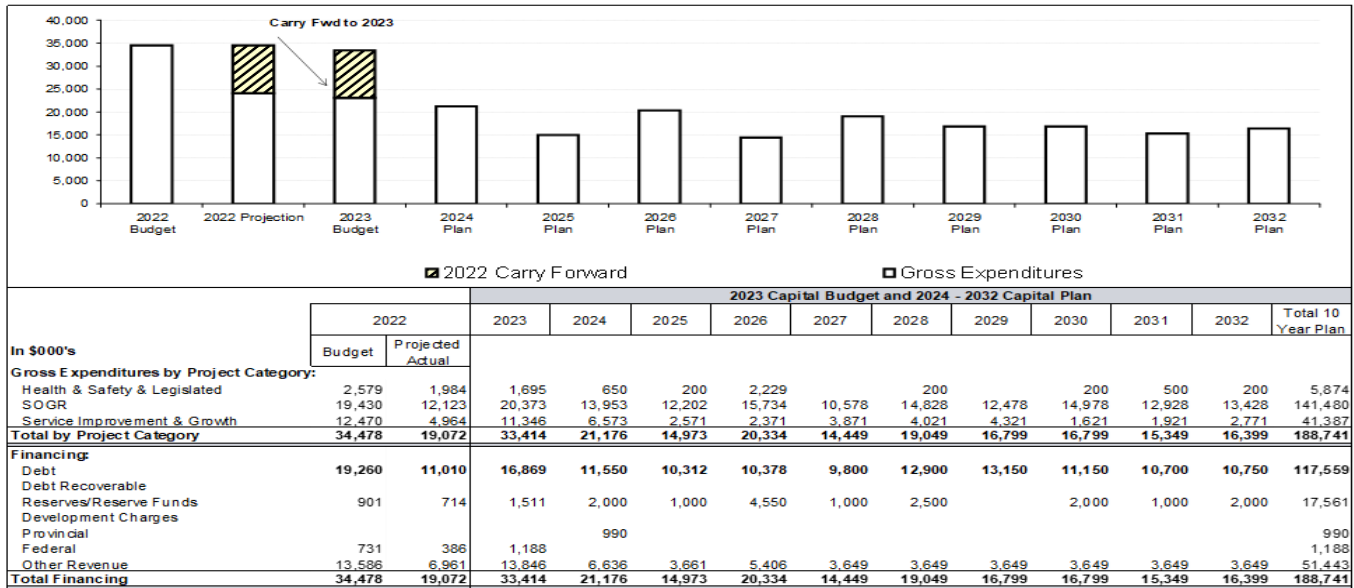
These changes arise from the following:

- **Salary and Benefits:** Full year impacts of filled vacancies and the cancellation of the Info-to-Go program as well as inflationary increases in 2024 are partially offset by the reduction of 5 temporary positions (March 2024) due to the conclusion of the fully FedDev Ontario funded Main Street Recovery and Rebuild Initiatives (MRRI) and the reduction of 2 temporary CaféTO positions (unless program continues into 2024). In 2025, 1 temporary capital-funded position is expected to end due to the completion of the project.
- **Impacts from 2023 decisions:** Reinstatement of 2023 affordability measures, including reductions to TSEIP and BIC grants, marketing, and international funding as well as discontinuation of one-time funding received in 2023 for various initiatives and known inflation on contracts.
- **Revenue Changes:** COVID-19 recovery impacts on user and non-user fees in 2024 and 2025, along with incremental volume increases. These are offset by the conclusion of multi-year funding from FedDev Ontario for the MRRI program and the Indigenous Centre for Innovation and Entrepreneurship (ICIE) in March 2024, as well the conclusion of provincial funding contracts for skills development and Enterprise Toronto.

2023 – 2032 CAPITAL BUDGET AND PLAN

2023 2032 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



| In \$000's | 2023 Capital Budget and 2024 - 2032 Capital Plan | | | | | | | | | | | | | Total 10 Year Plan |
|--|--|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|
| | 2022 | | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | | |
| | Budget | Projected Actual | | | | | | | | | | | | |
| Gross Expenditures by Project Category: | | | | | | | | | | | | | | |
| Health & Safety & Legislated | 2,579 | 1,984 | 1,695 | 650 | 200 | 2,229 | 10,578 | 14,828 | 12,478 | 14,978 | 200 | 500 | 200 | 5,874 |
| S O G R | 19,430 | 12,123 | 20,373 | 13,953 | 12,202 | 15,734 | 10,578 | 14,828 | 12,478 | 14,978 | 12,928 | 13,428 | 13,428 | 141,480 |
| Service Improvement & Growth | 12,470 | 4,964 | 11,346 | 6,573 | 2,571 | 2,371 | 3,871 | 4,021 | 4,321 | 1,621 | 1,921 | 2,771 | 2,771 | 41,387 |
| Total by Project Category | 34,478 | 19,072 | 33,414 | 21,176 | 14,973 | 20,334 | 14,449 | 19,049 | 16,799 | 16,799 | 15,349 | 16,399 | 16,399 | 188,741 |
| Financing: | | | | | | | | | | | | | | |
| Debt | 19,260 | 11,010 | 16,869 | 11,550 | 10,312 | 10,378 | 9,800 | 12,900 | 13,150 | 11,150 | 10,700 | 10,750 | 10,750 | 117,559 |
| Debt Recoverable | | | | | | | | | | | | | | |
| Reserves/Reserve Funds | 901 | 714 | 1,511 | 2,000 | 1,000 | 4,550 | 1,000 | 2,500 | | 2,000 | 1,000 | 2,000 | 2,000 | 17,561 |
| Development Charges | | | | | | | | | | | | | | |
| Provincial | | | | 990 | | | | | | | | | | 990 |
| Federal | 731 | 386 | 1,188 | | | | | | | | | | | 1,188 |
| Other Revenue | 13,586 | 6,961 | 13,846 | 6,636 | 3,661 | 5,406 | 3,649 | 3,649 | 3,649 | 3,649 | 3,649 | 3,649 | 3,649 | 51,443 |
| Total Financing | 34,478 | 19,072 | 33,414 | 21,176 | 14,973 | 20,334 | 14,449 | 19,049 | 16,799 | 16,799 | 15,349 | 16,399 | 16,399 | 188,741 |




| Changes to Existing Projects (-\$1.78 Million) | New Projects (\$2.52 Million) | Capital Needs Constraints (\$1.95 Million) |
|--|--|---|
| <p>The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):</p> <ul style="list-style-type: none"> \$2.18 million - Increase in <i>Spadina Garage Restoration & AODA</i> for the City's share as this project has been awarded an Investing in Canada Infrastructure Program (ICIP) grant (Federal & Provincial) \$0.40 million - Increase in <i>Culture Assets Storage Workshop</i> to improve efficiency of the building \$(1.38) million - Reallocation from the <i>BIA Equal Share Program</i> to fund the new <i>Eglinton Crosstown BIA Streetscape Improvements</i> project \$(2.35) million - Decrease in <i>BIA Financed Funded Project</i> due to lower uptake of this program from the BIAs | <p>The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:</p> <ul style="list-style-type: none"> \$1.56 million - <i>Eglinton Crosstown BIA Streetscape Improvements</i> to support eleven BIAs impacted by Eglinton Crosstown construction. \$0.50 million - <i>Fort York Blockhouses Restoration</i> for replacing roof of Blockhouses No. 1 and 2 in the historic Fort York \$0.31 million - <i>Neilson Park Creative Centre Signs</i> for replacing the sign on the building | <p>Economic Development and Culture has two unmet projects over the 10-year planning horizon:</p> <ul style="list-style-type: none"> \$1.25 million – Conservation of the <i>Guild Public Art and Monument</i> \$0.70 million – Complete <i>Building Condition Audits</i> for 42 heritage properties in the EDC portfolio |

Note:

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; [Appendix 8](#) for Capacity to Spend Review; and [Appendix 9](#) for Capital Needs Constraints, respectively.

2023 – 2032 CAPITAL BUDGET AND PLAN

\$188.74 Million 10-Year Gross Capital Program

| | | |
|---|---|--|
|  |  |  |
| Aging Infrastructure/SOGR | Health and Safety and Legislated | Service Improvement, Enhancement and Growth |
| \$141.48 M 75.0 % | \$5.87 M 3.1 % | \$41.39 M 21.9 % |
| <ul style="list-style-type: none"> • Assembly Hall Mechanical • Dempsey Bros Store • Cedar Ridge Roofing • Casa Loma – Garden Wall Restoration • Todmorden Mills Centre <input checked="" type="checkbox"/> • Various Heritage, Public Arts Buildings and Museums Maintenance • Various BIA Projects | <ul style="list-style-type: none"> • Legislated Mechanical & Electrical • Theatre Passe Muraille AODA • Alumnae Theatre - AODA | <ul style="list-style-type: none"> • Indigenous Centre for Innovation and Entrepreneurship • EDC Digital Service Delivery • Streetscape Master Plan Program • Commercial Façade Improvement Program • Various Projects at Fort York • Cedar Ridge Studio Improvement <input checked="" type="checkbox"/> |

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

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

*Information above includes full project / sub-project 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

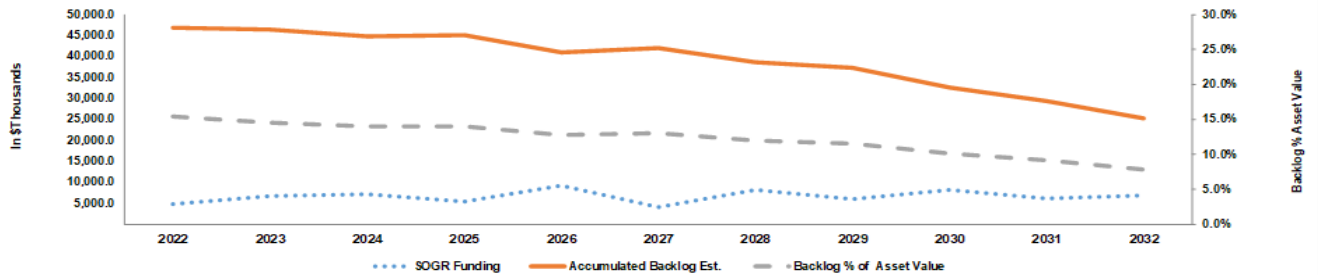
How the Capital Program is Funded

| City of Toronto | | Provincial Funding | | Federal Funding | |
|-------------------------------|------------|---|----------|---|----------|
| \$186.56 M 98.85 % | | \$0.99 M 0.52 % | | \$1.19 M 0.63 % | |
| Debt | \$117.56 M | Investing in Canada Infrastructure Program (ICIP) | \$0.99 M | Investing in Canada Infrastructure Program (ICIP) | \$1.19 M |
| Reserve / Reserve Funds | \$17.56 M | | | | |
| Other | \$51.44 M | | | | |

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

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

Chart 2: Total SOGR Funding & Backlog



| \$ Thousands | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| SOGR Funding | 4,830.0 | 6,723.0 | 7,140.0 | 5,350.0 | 9,200.0 | 4,000.0 | 8,150.0 | 5,950.0 | 8,250.0 | 6,150.0 | 6,900.0 |
| Accumulated Backlog Est. | 46,802.5 | 46,397.8 | 44,844.9 | 45,071.6 | 41,034.3 | 41,956.3 | 38,648.1 | 37,274.0 | 32,545.1 | 29,400.5 | 25,279.2 |
| Backlog % of Asset Value | 15.4% | 14.6% | 14.0% | 14.0% | 12.7% | 13.0% | 12.0% | 11.6% | 10.1% | 9.1% | 7.8% |
| Total Asset Value | 304,484.3 | 318,795.1 | 321,095.1 | 321,095.1 | 322,295.1 | 322,295.1 | 322,295.1 | 322,295.1 | 322,295.1 | 322,295.1 | 322,295.1 |

*Excludes projects to support capital improvements in the BIAs, IT infrastructures and outdoor public arts that are not part of EDC's asset portfolio.

- Economic Development and Culture is responsible for over 200 public art installations, 100 heritage buildings, including seven community museums, one art gallery, and two national historic sites (Fort York and Spadina Museum). Most of the heritage buildings are over 100 years old, making it difficult to estimate their replacement value. Maintenance of these assets requires a specialized understanding of the high conservation and restoration standards set out in nationally and internationally accepted charters such as the "Standards and Guidelines for the Conservation of Historic Places in Canada".
- The 2023-2032 Capital Budget and Plan will fund \$141.48 million of SOGR projects (\$67.81 million excluding BIAs, IT infrastructures, and outdoor public arts) for Economic Development and Culture. Based on this plan, the accumulated backlog for assets that are part of the Division's portfolio will decrease from \$46.80 million in 2022 to an anticipated \$25.28 million by 2032, while the backlog remains at approximately 7.8% of asset value.
- As the assets age, new state of good repair issues will continue to be identified. It is anticipated that Economic Development and Culture's SOGR backlog will continue to increase over the 10-year planning period as new capital needs will be identified as new Building Condition Audits are completed.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2023 Capital Budget will impact the 2024 Operating Budget by a total of \$0.091 million net arising from completing the *EDC Digital Service Delivery Phase 2* project, as shown in Table 4 below.

Table 4: Net Operating Impact Summary

| Projects | 2023 Budget | | 2024 Plan | | 2025 Plan | | 2026 Plan | | 2027 Plan | | 2023-2027 | | 2023-2032 | |
|---------------------------------------|-------------|-----------|-------------|------------|-------------|------------|-----------|-----------|-----------|-----------|--------------|------------|-----------|-----------|
| | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions |
| Previously Approved | | | | | | | | | | | | | | |
| Digital Service Delivery Phase 2 | | | 91.5 | 1.0 | 34.8 | 1.0 | | | | | 126.4 | 2.0 | | |
| Sub-Total: Previously Approved | | | 91.5 | 1.0 | 34.8 | 1.0 | | | | | 126.4 | 2.0 | | |
| Total (Net) | | | 91.5 | 1.0 | 34.8 | 1.0 | | | | | 126.4 | 2.0 | | |

The *Economic Competitiveness Data Management System* project will result in net operating costs of \$0.091 million in 2024 and \$0.035 million in 2025 arising from completing the *Digital Service Delivery Phase 2* project. Additional staff is required to administer and conduct maintenance of the *Digital Service Delivery System*.

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

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

| COVID-19 Impacts | In \$ Thousands | | | | |
|---|-----------------|----------------|------------------|----------------|----------------|
| | 2022 | | 2023 | | |
| | Budget | Projection* | Revenues | Gross | Net |
| Revenue Loss | | | | | |
| Reduction to Fees at Museums and Art Centres | 830.1 | 916.5 | (672.3) | | 672.3 |
| Reduction to Retail Revenues at Toronto History Museums | 47.4 | 47.3 | (73.0) | | 73.0 |
| Change to Sponsorship and Historical Revenues | 714.3 | 914.3 | (1,031.8) | | 1,031.8 |
| Sub-Total | 1,591.8 | 1,878.1 | (1,777.1) | | 1,777.1 |
| Expenditure Increase | | | | | |
| Continuing CaféTO into 2022 & Beyond | 218.7 | 121.1 | | 253.6 | 253.6 |
| Additional Staffing Cost due to COVID-19 | | 186.8 | | | |
| Janitorial and Health & Safety Supplies | | 5.6 | | | |
| Sub-Total | 218.7 | 313.5 | | 253.6 | 253.6 |
| Support from Other Levels of Gov't** | | | | | |
| Main Street Recovery & Rebuild Initiative (MRRRI) | 0.0 | 0.0 | 8,455.1 | 8,455.1 | |
| Sub-Total | 0.0 | 0.0 | 8,455.1 | 8,455.1 | |
| Total COVID-19 Impact | 1,810.5 | 2,191.7 | 6,678.0 | 8,708.7 | 2,030.7 |

* 2022 Projection based on 9 Month Variance

** Should only reflect COVID-19 program-specific funding that is budgeted or received. Please exclude COVID-19 budget and actuals that are within corporate accounts.

Appendix 2

2023 Affordability Measures

| (\$000s) | | | | | | | | | |
|---|----------------------|----------------|---------|------------------|------------------|-----------|--------------------|----------------|-----------|
| Recommendation | Savings Type | Equity Impact | 2023 | | | | 2024 (Incremental) | | |
| | | | Revenue | Gross | Net | Positions | Gross | Net | Positions |
| Additional Delay in Hiring and Assumed Turnover | Base Savings | No Impact | | (600.0) | (600.0) | | 600.0 | 600.0 | |
| One-Time Reduction to TSEIP | Service Level Change | No Impact | | (200.0) | (200.0) | | 200.0 | 200.0 | |
| One-Time Reduction to Marketing | Service Level Change | Low - Negative | | (240.0) | (240.0) | | 240.0 | 240.0 | |
| One-Time Reduction to International Funding | Service Level Change | No Impact | | (140.0) | (140.0) | | 140.0 | 140.0 | |
| One-Time Reduction to BIC Grant Program | Service Level Change | No Impact | | (100.0) | (100.0) | | 100.0 | 100.0 | |
| One-Time Cancellation of Info-To-Go | Service Level Change | No Impact | | (190.5) | (190.5) | | 190.5 | 190.5 | |
| Total Affordability Measures | | | | (1,470.5) | (1,470.5) | - | 1,470.5 | 1,470.5 | - |

Additional Delay in Hiring and Assumed Turnover

- A reduction in Salaries and Benefits aligning salary with expected actuals arising from a level of higher natural turnover.

One-Time Reduction to Toronto Significant Events Investment Program (TSEIP)

- Via a one-time reduction, the grant funding envelope available for the City to attract major special events in the future will be reduced in 2023. Impacts will be mitigated, in part, by the development of a festivals strategy to better support large event organizers in the city.

One-Time Reduction to Marketing

- A reduction to the marketing budgets for Museums and Heritage Services and Business Services programs will reduce public awareness and participation in various programs. Mitigation efforts will be undertaken with the Strategic Public and Employee Communications group at the City of Toronto.

One-Time Reduction to International Funding

- A reduction to the City's International Trade activities may limit the number of international missions the City is able to participate in and/or reduce the number of international business-focused conferences or events the City is able to bid for, host or extend. Efforts will be made to mitigate impacts through closer working ties to Toronto Global and Destination Toronto.

One-Time Reduction to Business Incubation and Commercialization Program (BIC)

- A reduction to the BIC funding envelope may result in the program being unable to accept new non-profit incubators or accelerators on multi-year operating grants in 2023. Efforts will be made to mitigate through coordination of activities with other orders of government and the promotion of collaboration across the local innovation ecosystem.

One-Time Cancellation of Info-to-Go

- Tourist information kiosks in key spots around the City will not be offered in 2023. Some of the kiosks are at permanent locations, while others were relocated based on events and attractions around the city. Efforts will be made to maximize the reach of the City's digital communications in support of local tourism assets.

Appendix 3

Summary of 2023 Service Changes

| Form ID | | Community and Social Services Program - Economic Development & Culture | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change |
|--|---------------|---|-------------------|-----------------|-----------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 2023 Approved Base Budget Before Service Changes: | | | 103,037.5 | 21,377.5 | 81,660.0 | 323.60 | 1,536.3 | (186.0) |
| 27939 | | One-time Reduction to Marketing | | | | | | |
| 59 | Negative | Description: | | | | | | |
| <p>The marketing budgets for Museums and Business Services will be reduced one-time by \$0.120 million each (total \$0.240 million), which represents a 34% reduction in promotional supplies for these services. This will have a negative impact on the division's ability to build awareness for and participation in EDC programs and services. It will also reduce the amount of marketing benefits available as the return on the investment of partners and sponsors which could impact the Division's ability to secure sponsorship revenue.</p> <p>Service Level Impact:</p> <p>This reduction is a 34% cut to marketing support for Museums and Business Services. This will result in a proportional reduction in promotion of these programs and services and may result in reduced awareness and participation.</p> <p>Equity Statement:</p> <p>A proposed 34% reduction to the Marketing budget for Museums and Business services will have a proportional impact on the level of promotion to raise awareness of and participation in these programs, resulting in an equity impact of low negative. This impact includes a reduced ability to engage with traditionally underserved and equity-deserving communities. Both Museums and Business services have intentionally developed programs and services to engage Indigenous, Black and equity deserving groups like Toronto History Museums' Awakenings program and Business Growth Services' support for the Indigenous Centre for Innovation and Entrepreneurship (ICIE). The proposed reduction in the Marketing budget will make it more difficult to build awareness about these and other initiatives among the Indigenous, Black and equity-deserving residents of Toronto. To offset the impact of this reduction, EDC will increase the proportion of the remaining budget dedicated to engaging equity-deserving communities.</p> | | | | | | | | |
| Service: Business Services | | | | | | | | |
| Tabled Budget Changes: | | | (120.0) | 0.0 | (120.0) | 0.00 | 120.0 | 0.0 |
| BC Requested Changes: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Total Approved: | | | (120.0) | 0.0 | (120.0) | 0.00 | 120.0 | 0.0 |
| Service: Museums & Heritage Services | | | | | | | | |
| Tabled Budget Changes: | | | (120.0) | 0.0 | (120.0) | 0.00 | 120.0 | 0.0 |
| BC Requested Changes: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Total Approved: | | | (120.0) | 0.0 | (120.0) | 0.00 | 120.0 | 0.0 |
| Tabled Budget: | | | (240.0) | 0.0 | (240.0) | 0.00 | 240.0 | 0.0 |
| Budget Committee Requested: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Approved Service Changes: | | | (240.0) | 0.0 | (240.0) | 0.00 | 240.0 | 0.0 |

Appendix 3 (continued)

Summary of 2023 Service Changes

| Form ID | | Community and Social Services Program - Economic Development & Culture | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change |
|----------|---------------|---|-------------------|---------|-----|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |

| | | | | | | | | |
|-------|-----------|---|----------------|------------|----------------|-------------|--------------|------------|
| 27936 | | One-time Reduction to TSEIP | | | | | | |
| 59 | No Impact | Description: | | | | | | |
| | | Funding for the Toronto Significant Events Investment Program (TSEIP) will be reduced by \$0.200 million in 2023. This will reduce the overall budget of \$0.750 million to \$0.550 million. The original funding envelope was based on pre-pandemic modelling assumptions which indicated that \$0.750 million would be sufficient in delivering the program's mandate in making Toronto competitive among major cities for major event hosting. Currently, significant event organizations apply for funding and successful applicants are subject to a signed agreement that includes performance expectations and reporting requirements that demonstrates support of City of Toronto strategic priorities. With the post-pandemic return of major events, Toronto will find itself in a very competitive market to attract key event properties and the TSEIP reduction may compromise the City's ability to compete successfully to attract and scale major event properties. | | | | | | |
| | | Service Level Impact: | | | | | | |
| | | The current TSEIP Program has \$0.750M available for grant applicants. With this reduction, there will only be \$0.550M available which means that less events may be supported depending on applicants and their size. | | | | | | |
| | | Equity Statement: | | | | | | |
| | | There is no equity impact associated with this initiative. It does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups. The initiative is neutral in nature and impacts all residents and/or groups in the same way. | | | | | | |
| | | Service: Arts Services | | | | | | |
| | | Tabled Budget Changes: | (200.0) | 0.0 | (200.0) | 0.00 | 200.0 | 0.0 |
| | | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Total Approved: | (200.0) | 0.0 | (200.0) | 0.00 | 200.0 | 0.0 |
| | | Tabled Budget: | (200.0) | 0.0 | (200.0) | 0.00 | 200.0 | 0.0 |
| | | Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Approved Service Changes: | (200.0) | 0.0 | (200.0) | 0.00 | 200.0 | 0.0 |

| | | | | | | | | |
|-------|-----------|--|----------------|------------|----------------|-------------|--------------|------------|
| 27940 | | One-time Reduction to International Funding | | | | | | |
| 59 | No Impact | Description: | | | | | | |
| | | Funding for International Trade activities will be reduced, one-time by \$0.140 million or 10%. The impact of this reduction will be mitigated in part because of continued forecast lower than normal (pre-pandemic) travel linked to international trade promotion (in-bound and out-bound) and by the ability for the City to leverage more of Toronto Global's market research, marketing and international business engagement activities under the terms of a new funding agreement. However, this reduction will constrain the City's ability to bid effectively for, extend existing, or host new major international business focused conferences and events as first priority will need to be given to cover expenditures associated with existing multi-year commitments. The reduction may also limit the number of international trade missions the City is able to participate in. | | | | | | |
| | | Service Level Impact: | | | | | | |
| | | The International Trade budget supports various programs, activities and investments which aim to strengthen Toronto's competitiveness and prosperity. This includes: outbound trade missions; hosting in-bound international missions and delegations; costs associated with bidding for and hosting major international business focused conferences and events (e.g. Collision Technology Conference, Toronto Global Forum, etc.); business development and trade-enhancement activities and projects undertaken with international cities; assistance to companies with export development and training; market intelligence and research to support international trade (and sector development) activities; and international trade enhancing marketing materials and activations. The impact of this reduction will be mitigated in part in 2023 because of continued forecast lower than normal (pre-pandemic) travel linked to international trade promotion (in-bound and out-bound) and by the ability for the City to leverage more support from Toronto Global under the terms of a new three-year funding agreement. However, the City's ability to bid effectively for, extend existing or host new major international business focused conferences and events will be constrained by this reduction as first priority will need to be given to cover expenditures associated with existing multi-year commitments (e.g. for the Collision Technology Conference). | | | | | | |
| | | Equity Statement: | | | | | | |
| | | There is no equity impact associated with this initiative. It does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups. The initiative is neutral in nature and impacts all residents and/or groups in the same way. | | | | | | |
| | | Service: Business Services | | | | | | |
| | | Tabled Budget Changes: | (140.0) | 0.0 | (140.0) | 0.00 | 140.0 | 0.0 |
| | | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Total Approved: | (140.0) | 0.0 | (140.0) | 0.00 | 140.0 | 0.0 |
| | | Tabled Budget: | (140.0) | 0.0 | (140.0) | 0.00 | 140.0 | 0.0 |
| | | Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Approved Service Changes: | (140.0) | 0.0 | (140.0) | 0.00 | 140.0 | 0.0 |

Appendix 3 (continued)

Summary of 2023 Service Changes

| Form ID | Community and Social Services | | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|------------|--|-----------------|-----------------|--------------------|----------------------|----------------------|------------------------|---------|-----|---------|------|-------|-----|-----------------------|-----|-----|-----|------|-----|-----|-------------------------|-----|-----|-----|------|-----|-----|-------------|-----|-----|-----|------|-----|-----|------------------------|----------------|------------|----------------|-------------|--------------|------------|-----------------------|----------------|------------|----------------|-------------|--------------|------------|------------------------------------|------------|------------|------------|-------------|------------|------------|------------------------|------------|------------|------------|-------------|------------|------------|--------------------|------------|------------|------------|-------------|------------|------------|----------------------------------|----------------|------------|----------------|-------------|--------------|------------|
| | | | Gross Expenditure | Revenue | Net | Approved Positions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Category | Equity | Impact | Program - Economic Development & Culture | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28304 | One-Time Reduction to BIC Grant Program | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 59 | No Impact | | Description: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Business Incubation and Commercialization (BIC) Grant program will be reduced one-time by \$0.100 million or 8%. This will mean that the BIC program may not be in a position to offer any new multi-year operating grants to non-profit incubators or accelerators in Toronto in 2023. Existing multi-year operating grants will continue to be honoured, and the BIC program can still offer a small number of one year grants through its program and events grant streams.</p> <p>Service Level Impact:</p> <p>The funding envelope for this grant program will go from \$1.246 million to \$1.146 million. With this reduction, it is anticipated that few, if any, additional incubators or accelerators will be in a position to receive a (new) multi-year operating grant through the BIC program in 2023. The proposed reduction can be mitigated in part by directing available funding to applicants / initiatives demonstrating the highest impact and need, and by providing information on potential alternative sources of funding to stakeholders and applicants.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with this initiative. It does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups. The initiative is neutral in nature and impacts all residents and/or groups in the same way.</p> <p>Service: Business Services</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 45%;">Tabled Budget Changes:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>BC Requested Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Total Approved:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> </table> <table border="0" style="width: 100%;"> <tr> <td style="width: 45%;">Tabled Budget:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Budget Committee Requested:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Approved Service Changes:</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">100.0</td> <td style="text-align: right;">0.0</td> </tr> </table> | | | | | | | | | Tabled Budget Changes: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Total Approved: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | Tabled Budget: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Approved Service Changes: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 |
| Tabled Budget Changes: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Approved: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tabled Budget: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved Service Changes: | (100.0) | 0.0 | (100.0) | 0.00 | 100.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28305 | One-time Cancellation of Info-to-Go | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 59 | No Impact | | Description: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>The Info-to-Go Program will not run in 2023. The Info-to-Go program employs part-time staff who operate mobile kiosks and offer tourist information, promote local events and attractions, and improve visitor experience which helps to support and stimulate tourism. Eliminating this program for 2023 would offer staff savings of \$0.190 million in 2023 but will also reduce the available information for a tourist coming into the city.</p> <p>Service Level Impact:</p> <p>The Info-to-Go program will not operate in 2023. This program supports festivals, events and attractions, and as it enables the City to provide tourism promotion across the city, including outside the core. Without this service, visitors will need to be more pro-active and independent in their research for activities and events happening in and around the city during their stay. Event organizers will also have to find other outlets to promote their festivals and events. This service will be restored in 2024, as tourism continues to rebound and proper staffing should be more accessible.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with this initiative. It does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups. The initiative is neutral in nature and impacts all residents and/or groups in the same way.</p> <p>Service: Entertainment Industries Services</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 45%;">Tabled Budget Changes:</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">190.5</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>BC Requested Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Total Approved:</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">190.5</td> <td style="text-align: right;">0.0</td> </tr> </table> <table border="0" style="width: 100%;"> <tr> <td style="width: 45%;">Tabled Budget:</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">190.5</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Budget Committee Requested:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Approved Service Changes:</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">(190.5)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">190.5</td> <td style="text-align: right;">0.0</td> </tr> </table> | | | | | | | | | Tabled Budget Changes: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Total Approved: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | Tabled Budget: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Approved Service Changes: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 |
| Tabled Budget Changes: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Approved: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tabled Budget: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved Service Changes: | (190.5) | 0.0 | (190.5) | 0.00 | 190.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Summary: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tabled Budget: | | | (870.5) | 0.0 | (870.5) | 0.00 | 870.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget Committee Requested: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | | | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved Service Changes: | | | (870.5) | 0.0 | (870.5) | 0.00 | 870.5 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved Base Budget: | | | 102,167.0 | 21,377.5 | 80,789.6 | 323.60 | 2,406.8 | (186.0) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 4

Summary of 2023 New / Enhanced Service Priorities Included in Budget

| Form ID | | Community and Social Services Program - Economic Development & Culture | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change |
|---|---------------|---|-------------------|------------|--------------|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 28642 | | One-time Funding for Scarborough Business Association | | | | | | |
| 74 | Positive | Description: | | | | | | |
| <p>The City of Toronto, through the Economic Development and Culture Division, seeks to extend (through capable 3rd parties) supports to small and medium sized businesses impacted by transit construction and related growth and development pressures outside the city core. In 2023, one-time funding of \$0.100 million gross and net will be used to provide a directed grant to the Scarborough Business Association (SBA) to provide supports to businesses in Scarborough impacted by transit construction and growth pressures. This targeted funding will complement other City funding for small businesses and BIAs / non profit business associations, such as the new Transit Expansion Construction Mitigation grant program. This funding will help to address capacity issues for the SBA and position it to provide some or all of the following services to businesses in different areas of Scarborough (including but limited to Golden Mile, Scarborough East and Malvern) -- business outreach; business directory maintenance / expansion, education sessions, digital scale-up training, job fairs, economic advisory services or other services considered by the SBA to be effective in addressing business and community needs.</p> <p>Service Level Impact:</p> <p>The one-time allocation of \$0.100 million gross and net to provide a directed grant to the Scarborough Business Association to support small businesses impacted by transit construction and growth-related issues will be delivered through existing EDC staff and directed grant mechanisms. No incremental operational resources are required to deliver this one-time funding in 2023. The results of this one-time investment will aid in the operational sustainability and program reach / impact of the recipient organization. EDC will require the SBA to provide a summary report to track and assess the impacts of this financial contribution.</p> <p>Equity Statement:</p> <p>This initiative represents a targeted, one-time investment in a well-established, high-performing hyper diverse member-driven non-profit business organization, the Scarborough Business Association (SBA), focused on supporting businesses in Scarborough. The SBA delivers creative, effective services and programs in support of entrepreneurs, business operators and workers in Scarborough. This investment will support a number of programs and services that not only will benefit business owners and entrepreneurs from equity-deserving groups, but also activities like job fairs and training services in a region of the city that has a disproportionately large population of Indigenous, Black and equity-deserving residents. The equity impact of this investment is low positive: relative to other parts of Toronto, there are fewer Business Improvement Areas (BIAs) – only four – and a higher percentage of diverse owned / operated / serving businesses in Scarborough.</p> <p>Service: Business Services</p> | | | | | | | | |
| | | Tabled Budget Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 100.0 | 0.0 | 100.0 | 0.00 | (100.0) | 0.0 |
| | | Total Approved: | 100.0 | 0.0 | 100.0 | 0.00 | (100.0) | 0.0 |
| | | Tabled Budget: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Budget Committee Requested : | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| | | Amendments: | 100.0 | 0.0 | 100.0 | 0.00 | (100.0) | 0.0 |
| | | Approved New/Enhanced Service Priorities: | 100.0 | 0.0 | 100.0 | 0.00 | (100.0) | 0.0 |

Appendix 4 (continued)

Summary of 2023 New / Enhanced Service Priorities Included in Budget

| Form ID | | Community and Social Services Program - Economic Development & Culture | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change |
|----------|---------------|---|-------------------|---------|-----|--------------------|-------------------------|-------------------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | |
| 28643 | | Additional Funding for Youth Culture Organizations | | | | | | |
| 74 | Positive | Description: | | | | | | |

Service Level Impact:

The enhanced funding of \$0.900 million gross and net will be delivered through existing EDC granting and skills development programs with existing EDC staff. No incremental operational resources are required to deliver this funding. The results of this investment will aid in the capacity building and operational sustainability for the recipient organizations. The impact of the funding will be tracked through reporting requirements for grant recipients, and participant evaluations for EDC led programs.

Equity Statement:

The equity impact of this investment to support youth arts organizations and initiatives is medium positive, with particular benefits to vulnerable youth and youth from other equity-deserving communities. Sense of identity, belonging and civic engagement will be positively impacted with the increased access to arts and culture opportunities. Indigenous, Black, 2SLGBTQ+ and newcomer youth will have increased access to high quality, accessible arts and culture programs. Special attention will be dedicated to directing investments to community organizations and programs that have a demonstrated expertise in serving Indigenous, Black and equity-deserving youth and in supporting artists from these communities.

Service: Arts Services

| | | | | | | |
|-------------------------|-------|-----|-------|------|-----|-----|
| Tabled Budget Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | 700.0 | 0.0 | 700.0 | 0.00 | 0.0 | 0.0 |
| Total Approved: | 700.0 | 0.0 | 700.0 | 0.00 | 0.0 | 0.0 |

Service: Entertainment Industries Services

| | | | | | | |
|-------------------------|-------|-----|-------|------|-----|-----|
| Tabled Budget Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | 100.0 | 0.0 | 100.0 | 0.00 | 0.0 | 0.0 |
| Total Approved: | 100.0 | 0.0 | 100.0 | 0.00 | 0.0 | 0.0 |

Service: Museums & Heritage Services

| | | | | | | |
|-------------------------|-------|-----|-------|------|-----|-----|
| Tabled Budget Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | 100.0 | 0.0 | 100.0 | 0.00 | 0.0 | 0.0 |
| Total Approved: | 100.0 | 0.0 | 100.0 | 0.00 | 0.0 | 0.0 |

| | | | | | | |
|--|--------------|------------|--------------|-------------|------------|------------|
| Tabled Budget: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Budget Committee Requested : | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 |
| Amendments: | 900.0 | 0.0 | 900.0 | 0.00 | 0.0 | 0.0 |
| Approved New/Enhanced Service Priorities: | 900.0 | 0.0 | 900.0 | 0.00 | 0.0 | 0.0 |

Appendix 4 (continued)

Summary of 2023 New / Enhanced Service Priorities Included in Budget

| Form ID | | Community and Social Services Program - Economic Development & Culture | Adjustments | | | | 2024 Plan Net Change | 2025 Plan Net Change | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------------|---|-------------------|-------------|----------------|--------------------|-------------------------|-------------------------|-----|------|--------|------|-----|-----|-----------------------------|-----|-----|-----|------|-----|-----|-------------------------|-----|-----|-----|------|-----|-----|-------------|---------|-----|---------|------|---------|-----|--|----------------|-------------|---------------|-------------|----------------|------------|-----------------------|------------|-------------|---------------|-------------|------------|------------|-------------------------------------|------------|------------|------------|-------------|------------|------------|------------------------|------------|------------|------------|-------------|------------|------------|--------------------|------------|------------|------------|-------------|------------|------------|--|------------|-------------|---------------|-------------|------------|------------|
| Category | Equity Impact | | Gross Expenditure | Revenue | Net | Approved Positions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 27649 | | New Power Drops User Fee Charge | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 74 | No Impact | Description: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>To achieve a cost recovery operational model, EDC proposes a \$400/per day user fee to users of the power drop kiosk. This user fee is necessary to help pay off the loan that was granted by the Energy and Environment Office to install the power drops, as well cover their ongoing maintenance.</p> <p>Service Level Impact:</p> <p>The current service level does not provide any funding towards the greening project and does not offer a funding model to maintain the kiosks that will be installed. Without this user fee, EDC will not have the financial resources to support additional power drop installations. The power drop user fees will enable Economic Development and Culture to subsidize additional environmentally friendly power options, not only for film productions, but for all city initiatives in the area that could utilize the emission reducing kiosk, such as street festivals and sporting events. Through this initiative, EDC will be able to meet their objectives and create more greening options for the industry and for the City of Toronto.</p> <p>Equity Statement:</p> <p>There is no equity impact associated with this initiative. It does not yield specific, particular, disproportionate impacts for Indigenous, Black and/or equity-deserving groups. The initiative is neutral in nature and impacts all residents and/or groups in the same way.</p> <p>Service: Entertainment Industries Services</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 40%;">Tabled Budget Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">(36.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>BC Requested Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed Changes:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Total Approved:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">(36.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Tabled Budget:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">(36.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Budget Committee Requested :</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Approved New/Enhanced Service Priorities:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">(36.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> </table> | | | | | | | | Tabled Budget Changes: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Total Approved: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | Tabled Budget: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | Budget Committee Requested : | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Approved New/Enhanced Service Priorities: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 |
| Tabled Budget Changes: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BC Requested Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed Changes: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Approved: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tabled Budget: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget Committee Requested : | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved New/Enhanced Service Priorities: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Summary: | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="0" style="width: 100%;"> <tr> <td style="width: 40%;">Tabled Budget:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">(36.0)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Budget Committee Requested:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Mayor Proposed:</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Amendments:</td> <td style="text-align: right;">1,000.0</td> <td style="text-align: right;">0.0</td> <td style="text-align: right;">1,000.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> </tr> <tr> <td>Approved New/Enhanced Service Priorities:</td> <td style="text-align: right;">1,000.0</td> <td style="text-align: right;">36.0</td> <td style="text-align: right;">964.0</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">(100.0)</td> <td style="text-align: right;">0.0</td> </tr> </table> | | | | | | | | Tabled Budget: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | Amendments: | 1,000.0 | 0.0 | 1,000.0 | 0.00 | (100.0) | 0.0 | Approved New/Enhanced Service Priorities: | 1,000.0 | 36.0 | 964.0 | 0.00 | (100.0) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Tabled Budget: | 0.0 | 36.0 | (36.0) | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Budget Committee Requested: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Mayor Proposed: | 0.0 | 0.0 | 0.0 | 0.00 | 0.0 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Amendments: | 1,000.0 | 0.0 | 1,000.0 | 0.00 | (100.0) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Approved New/Enhanced Service Priorities: | 1,000.0 | 36.0 | 964.0 | 0.00 | (100.0) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Appendix 5

Summary of 2023 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

| Project Code | (In \$000s) | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | 2023 - 2032 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|------------------------------|----------------|---------------------------|
| ED001 | BIA | 11,551 | 7,636 | 7,573 | 7,805 | 7,549 | 7,549 | 7,549 | 7,549 | 7,549 | 7,549 | 79,659 | | 65,838 | 13,821 |
| ED002 | Collections Care | 375 | 750 | 250 | 400 | 350 | 350 | 400 | 200 | 500 | 250 | 3,825 | | 2,775 | 1,050 |
| ED003 | Cultural Infrastructure Development | 651 | | | 2,029 | 600 | 300 | 900 | | | 400 | 4,880 | 1,729 | 178 | 2,973 |
| ED004 | Economic Competitiveness Data Mgmt System | 460 | 250 | | | | | | | | | 710 | | | 710 |
| ED005 | Indigenous Ctr for Innovation & Entrepreneurship | 6,833 | 2,900 | | | | | | | | | 9,733 | | | 9,733 |
| ED006 | Major Maintenance <input checked="" type="checkbox"/> | 3,894 | 1,500 | 1,600 | 1,500 | 500 | 1,800 | 2,150 | 1,750 | 900 | 1,100 | 16,694 | 3,345 | 13,299 | 50 |
| ED007 | Refurbishment and Rehabilitation | | 200 | 700 | 500 | 300 | 600 | 200 | 700 | 400 | | 3,600 | | 2,600 | 1,000 |
| ED008 | Restoration/Preservation of Heritage Elements <input checked="" type="checkbox"/> | 8,475 | 6,240 | 3,600 | 7,850 | 3,750 | 6,450 | 3,500 | 6,300 | 5,700 | 6,050 | 57,915 | 800 | 56,790 | 325 |
| ED009 | Service Enhancement <input checked="" type="checkbox"/> | 1,175 | 1,700 | 1,250 | 450 | 1,400 | 2,000 | 2,100 | 300 | 300 | 1,050 | 11,725 | | | 11,725 |
| Total Expenditures (including carry forward from 2022) | | 33,414 | 21,176 | 14,973 | 20,334 | 14,449 | 19,049 | 16,799 | 16,799 | 15,349 | 16,399 | 188,741 | 5,874 | 141,480 | 41,387 |

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

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

*Information above includes full project / sub-project 2023-2032 Capital Budget and Plan cash flows. Does not break out the climate component costs separately.

Appendix 6a

2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

| Project Code | (In \$000s) | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | Total 2023 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|--|--|---------------|---------------|------------|--------------|------|------|------|------|------|------|-----------------------------------|---------------------|-----------------|--------------------|
| ED001 | BIA | 11,551 | 2,927 | 520 | 340 | | | | | | | 15,338 | 8,247 | | 7,091 |
| ED002 | Collections Care | 375 | 400 | | | | | | | | | 775 | | 775 | |
| ED003 | Cultural Infrastructure Development | 651 | | | 1,729 | | | | | | | 2,380 | 2,230 | 150 | |
| ED004 | Economic Competitiveness Data Mgmt System | 460 | 250 | | | | | | | | | 710 | 210 | 500 | |
| ED005 | Indigenous Ctr for Innovation & Entrepreneurship | 6,833 | 2,900 | | | | | | | | | 9,733 | 9,733 | | |
| ED006 | Major Maintenance | 3,894 | 150 | | | | | | | | | 4,044 | 2,984 | 750 | 310 |
| ED008 | Restoration/Preservation of Heritage Elements | 8,475 | 4,040 | 250 | | | | | | | | 12,765 | 4,712 | 3,603 | 4,450 |
| ED009 | Service Enhancement | 1,175 | 300 | | | | | | | | | 1,475 | 855 | (30) | 650 |
| Total Expenditure (including carry forward from 2022) | | 33,414 | 10,967 | 770 | 2,069 | | | | | | | 47,220 | 28,971 | 5,748 | 12,501 |

Appendix 6b

2024 - 2032 Capital Plan

| Project Code | (In \$000s) | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | 2024 - 2032 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---------------------------|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|------------------------------|----------------|---------------------------|
| ED001 | BIA | 4,709 | 7,053 | 7,285 | 7,549 | 7,549 | 7,549 | 7,549 | 7,549 | 7,549 | 64,321 | | 52,732 | 11,589 |
| ED002 | Collections Care | 350 | 250 | 400 | 350 | 350 | 400 | 200 | 500 | 250 | 3,050 | | 2,500 | 550 |
| ED003 | Cultural Infrastructure Development | | | 300 | 600 | 300 | 900 | | | 400 | 2,500 | | | 2,500 |
| ED006 | Major Maintenance | 1,350 | 1,600 | 1,500 | 500 | 1,800 | 2,150 | 1,750 | 900 | 1,100 | 12,650 | 1,650 | 11,000 | |
| ED007 | Refurbishment and Rehabilitation | 200 | 700 | 500 | 300 | 600 | 200 | 700 | 400 | | 3,600 | | 2,600 | 1,000 |
| ED008 | Restoration/Preservation of Heritage Elements | 2,200 | 3,350 | 7,850 | 3,750 | 6,450 | 3,500 | 6,300 | 5,700 | 6,050 | 45,150 | 800 | 44,350 | |
| ED009 | Service Enhancement | 1,400 | 1,250 | 450 | 1,400 | 2,000 | 2,100 | 300 | 300 | 1,050 | 10,250 | | | 10,250 |
| Total Expenditures | | 10,209 | 14,203 | 18,265 | 14,449 | 19,049 | 16,799 | 16,799 | 15,349 | 16,399 | 141,521 | 2,450 | 113,182 | 25,889 |

Appendix 7

Reporting on Major Capital Projects: Status Update

| Division/Project name | 2022 Cash Flow | | | Total Project | | Status | Start Date | End Date | | On Budget | On Time |
|---|--|-----------|-----------------|---------------|--------------|----------|------------|----------|---------|-----------|---------|
| | Appr. | YTD Spend | YE Projec Spend | Appr. Budget | Life to Date | | | Planned | Revised | | |
| Economic Development and Culture | | | | | | | | | | | |
| Project Name : Casa Loma Phase 10 | 647 | 380 | 647 | 3,980 | 3,712 | On Track | Jan-19 | Jul-22 | Dec-22 | Ⓞ | Ⓢ |
| Comments: | Capital Assets closed the tender for Phase10, West Castle Perimeter Wall in June 2020. The recommendation went to Bid Award Panel in August, and construction start had been delayed from October to November 2020, at the tenant's request. On-site construction started in Q4 2020. The construction continued in Q3 2021 and the contractor made good progress. The perimeter wall and front courtyard were fully completed at the end of November 2021. Due operational requirements and material temperature constraints, the asphalt replacement in the west parking lot was deferred to 2022. As of September 30, 2022 the project is complete and release of holdback will be issued soon. | | | | | | | | | | |
| Explanation for Delay: | | | | | | | | | | | |

- On/Ahead of Schedule** Ⓞ >70% of Approved Project Cost
- Minor Delay < 6 months** Ⓢ Between 50% and 70%
- Significant Delay > 6 months** Ⓡ < 50% or > 100% of Approved

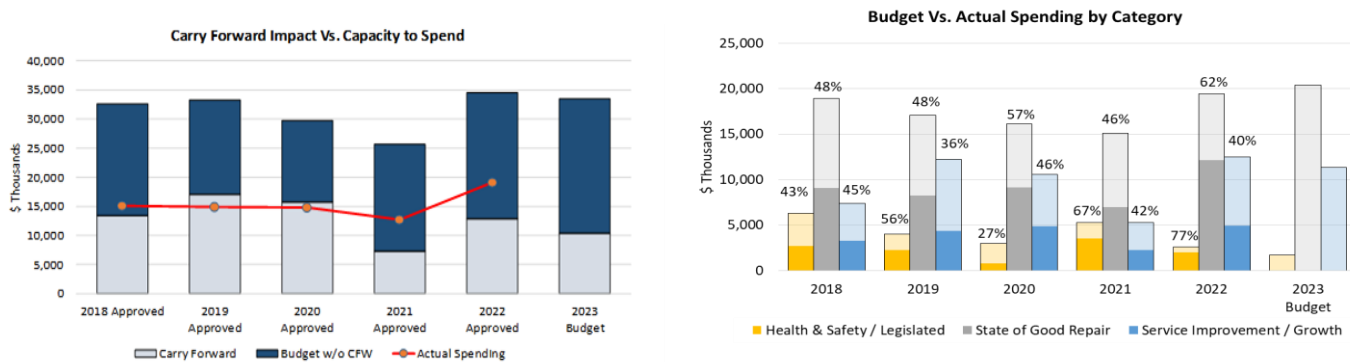
Appendix 8

Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Economic Development and Culture ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below) as well as the level of projected 2022 underspending that will be carried forward into 2023 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

The 2023 Capital Budget of \$33.41 million (including carry forward funding of \$10.36 million) is higher than the historic 5-year average budget of \$30.37 million. The primary reason for the increase is due to the following:

- Grant funding from the Investing in Canada Infrastructure Program (ICIP) for the *Spadina Garage Restoration & AODA project* in the amount of \$1.18 million; and,
- Funding provided for the 2022 COVID Backstop in the amount of \$1.16 million has been re-requested to complete the remaining works for several projects.

EDC reviewed its historical capital spending trends and capacity to deliver projects. Approximately \$3.25 million in capital spending originally cash flowed in 2023 has been deferred to future years compared to last year’s 10-Year Plan. The key adjustment was to the Indigenous Centre for Innovation and Entrepreneurship, as \$2.90 million of the project’s 2023 cash flow has been deferred to future years.

Despite the key adjustment noted above, EDC still requires cash flow funding of \$33.41 million in 2023 to continue the capital work. Economic Development and Culture's actual spending over the previous five years, from 2017 to 2021, has averaged \$14.20 million per year. In 2022, EDC is forecasting to spend \$19.07 million or 55.3% of the 2022 Council Approved Capital Budget.

In addition to the major increases as noted above, the 2023 cash flow is higher than the historic 5-year average spending and is attributed to the requirements below:

- To complete capital improvements in heritage and cultural properties (including Theatre Passe Muraille AODA, Alumnae Theatre AODA, Spadina Museum) to meet health and safety standards as well as the Federal and Provincial grant obligations.
- To invest in major maintenance in properties and public arts that are needing capital improvements to address SOGR backlog which includes Casa Loma, Dempsey Bros Store, and various Heritage and Cultural Buildings.
- Construction of the Indigenous Centre for Innovation and Entrepreneurship to provide space and support for Indigenous entrepreneurs looking to build businesses, social enterprises, not-for-profits, collectives, or cooperatives.

Appendix 9

Summary of Capital Needs Constraints

| Project Description | Total Project Cost | Non-Debt | Debt Required | Cash Flow (In \$ Millions) | | | | | | | | | | |
|---|--------------------|----------|---------------|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | | | | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | |
| NOT INCLUDED | | | | | | | | | | | | | | |
| <i>Guild Public Art & Monument Conservation</i> | 1.25 | | | 0.30 | 0.25 | 0.20 | 0.20 | 0.10 | | | | | | 0.20 |
| <i>Building Condition Audits</i> | 0.70 | | | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 |
| Total Needs Constraints (Not Included) | 1.95 | | | 0.37 | 0.32 | 0.27 | 0.27 | 0.17 | 0.07 | 0.07 | 0.07 | 0.07 | 0.07 | 0.27 |

In addition to the 10-Year Capital Plan, EDC staff have also identified \$1.95 million in capital needs constraints for Economic Development and Culture as reflected in the table above. The capital needs constraints are substantial in scope and require significant funding. These projects will be considered for funding in the budget process of future years.

- ***Guild Public Art and Monument Conservation*** project at the Guild requires \$1.25 million to support conservation repairs including the Greek Amphitheatre, sculptures, architectural elements, and assemblies that have fallen into an unsatisfactory state of repair, some of which are attributable to historic vandalism.
- ***Building Condition Audits*** project requires \$0.70 million to complete building condition audits (BCA) for Heritage Properties in the Economic Development and Culture portfolio. Several properties do not have audit reports completed, and many existing BCAs are out of date. The industry standard is to update BCAs every five years. At \$0.07 million per year, Economic Development and Culture would not achieve that standard.

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2023 Operating Budget

Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|----------------|---------------|
| | | 2023 | 2024 | 2025 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 234.0 | 242.6 | 119.2 |
| Vehicle Reserve - Economic Dev. & Culture | XQ1200 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>Contributions (+)</i> | | 49.6 | 49.6 | 49.6 |
| Total Reserve / Reserve Fund Draws / Contributions | | 283.6 | 292.2 | 168.8 |
| Other Program / Agency Net Withdrawals & Contributions | | (41.0) | (173.0) | (62.0) |
| Balance at Year-End | | 242.6 | 119.2 | 106.8 |

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|------------------|-------------------|
| | | 2023 | 2024 | 2025 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 377,606.0 | 321,882.0 | 315,280.0 |
| Land Acquisition | XR1012 | | | |
| <i>Withdrawals (-)</i> | | (1,780.0) | | |
| <i>Contributions (+)</i> | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | 375,826.0 | 321,882.0 | 315,280.0 |
| Other Program / Agency Net Withdrawals & Contributions | | (53,944.0) | (6,602.0) | (71,065.0) |
| Balance at Year-End | | 321,882.0 | 315,280.0 | 244,215.0 |

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|------------------|-----------------|
| | | 2023 | 2024 | 2025 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 19,403.0 | 18,274.2 | 16,342.0 |
| Section 45 | XR3028 | | | |
| <i>Withdrawals (-)</i> | | (4.8) | | |
| <i>Contributions (+)</i> | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | 19,398.2 | 18,274.2 | 16,342.0 |
| Other Program / Agency Net Withdrawals & Contributions | | (1,124.0) | (1,932.2) | (71.0) |
| Balance at Year-End | | 18,274.2 | 16,342.0 | 16,271.0 |

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds

2023 Operating Budget

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|-------------------|-------------------|
| | | 2023 | 2024 | 2025 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 232,028.0 | 178,617.0 | 148,394.0 |
| Debt Servicing Stabilization1 | XQ0709 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>Contributions (+)</i> | | 45.0 | 90.0 | 135.0 |
| Total Reserve / Reserve Fund Draws / Contributions | | 232,073.0 | 178,707.0 | 148,529.0 |
| Other Program / Agency Net Withdrawals & Contributions | | (53,456.0) | (30,313.0) | (36,201.0) |
| Balance at Year-End | | 178,617.0 | 148,394.0 | 112,328.0 |

Inflows and Outflows to/from Reserves and Reserve Funds

2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|---|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XQ4209 | Beginning Balance | 320 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | |
| Museum Donation - Spadina | <i>Withdrawals (-)</i> | | | | | | | | | | | |
| | <i>Spadina Garage Restoration & AODA</i> | (300) | | | | | | | | | | (300) |
| | Total Withdrawals | (300) | - | - | - | - | - | - | - | - | - | (300) |
| | <i>Contributions (+)</i> | | | | | | | | | | | |
| | Total Contributions | - | - | - | - | - | - | - | - | - | - | - |
| Balance at Year-End | | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 | (300) |

| Public Arts (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|-----------------------------|--|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XQ4002 | Beginning Balance | 802 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | |
| Public Arts Reserve Fund | <i>Withdrawals (-)</i> | | | | | | | | | | | |
| | <i>Public Art - Pam Mcconnell Memorial</i> | (30) | | | | | | | | | | (30) |
| | <i>Public Art Development Dundas - Islington</i> | (131) | | | | | | | | | | (131) |
| | Total Withdrawals | (161) | - | - | - | - | - | - | - | - | - | (161) |
| | <i>Contributions (+)</i> | | | | | | | | | | | |
| | Total Contributions | - | - | - | - | - | - | - | - | - | - | - |
| Balance at Year-End | | 641 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | 641 | (161) |

Appendix 10 (continued)

Inflows and Outflows to/from Reserves and Reserve Funds 2023 – 2032 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|--|---------------------------------------|-------------------------------|------------|------------|-------------|------------|------------|------------|------------|------------|------------|--------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XR3213 16 Ryerson Capital Maintenance | Beginning Balance | 203 | 153 | 153 | 153 | 103 | 103 | 103 | 103 | 103 | 103 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | <i>Theatre Passe Muraille</i> | (50) | | | (50) | | | | | | | (100) |
| | Total Withdrawals | (50) | - | - | (50) | - | - | - | - | - | - | (100) |
| | Contributions (+) | | | | | | | | | | | |
| | Total Contributions | - | - | - | - | - | - | - | - | - | - | - |
| Balance at Year-End | | 153 | 153 | 153 | 103 | 103 | 103 | 103 | 103 | 103 | 103 | (100) |

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|---|---------------------------------------|-------------------------------|----------------|----------------|----------------|----------------|----------------|--------------|----------------|----------------|----------------|-----------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XR1501 Casa Loma Capital Maintenance | Beginning Balance | - | 2,000 | 1,000 | 4,500 | 1,000 | 2,500 | - | 2,000 | 1,000 | 2,000 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | <i>Casa Loma Exterior Restoration</i> | (1,000) | (2,000) | (1,000) | (4,500) | (1,000) | (2,500) | - | (2,000) | (1,000) | (2,000) | (17,000) |
| | Total Withdrawals | (1,000) | (2,000) | (1,000) | (4,500) | (1,000) | (2,500) | - | (2,000) | (1,000) | (2,000) | (17,000) |
| | Contributions (+) | | | | | | | | | | | |
| | Total Contributions | - | - | - | - | - | - | - | - | - | - | - |
| Other Program/Agency Net Withdrawals and Contributions | | 3,000 | 1,000 | 4,500 | 1,000 | 2,500 | - | 2,000 | 1,000 | 2,000 | - | 17,000 |
| Balance at Year-End | | 2,000 | 1,000 | 4,500 | 1,000 | 2,500 | - | 2,000 | 1,000 | 2,000 | - | - |

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|---|---|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|----------------|------------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XR3026 Section 37 | Beginning Balance | 346,748 | 314,596 | 252,140 | 226,278 | 210,331 | 178,548 | 158,190 | 161,094 | 164,053 | 167,071 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | <i>Economic Development and Culture Withdrawals - Capital</i> | (7,725) | (2,958) | | (1,652) | | | | | | | (12,335) |
| | Total Withdrawals | (7,725) | (2,958) | | (1,652) | | | | | | | (12,335) |
| | Contributions (+) | | | | | | | | | | | |
| | Total Contributions | | | | | | | | | | | |
| Other Program/Agency Net Withdrawals and Contributions | | (24,427) | (59,498) | (25,862) | (14,295) | (31,783) | (20,358) | 2,904 | 2,959 | 3,018 | 3,077 | (164,265) |
| Balance at Year-End | | 314,596 | 252,140 | 226,278 | 210,331 | 178,548 | 158,190 | 161,094 | 164,053 | 167,071 | 170,148 | (176,600) |

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|---|---|-------------------------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|
| | | 2023 Budget | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2032 Plan | Total |
| XR3028 Section 45 | Beginning Balance | 19,403 | 18,274 | 16,342 | 16,271 | 16,500 | 16,812 | 17,129 | 17,453 | 17,784 | 18,120 | |
| | Withdrawals (-) | | | | | | | | | | | |
| | <i>Economic Development and Culture Withdrawals - Capital</i> | (116) | | | (77) | | | | | | | (193) |
| | Total Withdrawals | (116) | | | (77) | | | | | | | (193) |
| | Contributions (+) | | | | | | | | | | | |
| | Total Contributions | | | | | | | | | | | |
| Other Program/Agency Net Withdrawals and Contributions | | (1,013) | (1,932) | (71) | 306 | 312 | 317 | 324 | 331 | 336 | 344 | (746) |
| Balance at Year-End | | 18,274 | 16,342 | 16,271 | 16,500 | 16,812 | 17,129 | 17,453 | 17,784 | 18,120 | 18,464 | (939) |

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced Service Priorities: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

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

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

Tax Supported Budget: Budget funded by property taxes.

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