

# 2025 Program Summary

## Heritage Toronto

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### Description

Heritage Toronto builds a better city by bringing people together to explore Toronto's shared past and people's lived experiences. It delivers 80+ public programs annually including: walking, cycling and bus tours; plaques, digital programs and exhibitions, the Heritage Toronto Awards, the Emerging Historian program, community events programming, and the Heritage Equity Initiative.

### Why We Do It

Heritage is a positive force for social inclusion, economic development, and sustainability. Heritage Toronto's programs connect people and neighbourhoods and build a compassionate city which honours its diverse stories to ensure that each resident feels reflected, and has a voice, in its future.

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

*For further information about Heritage Toronto, please visit: [www.heritagetoronto.org](http://www.heritagetoronto.org)*

What Service We Provide

Heritage Promotion and Education

**Who We Serve:** City Council, Residents and Tourists, Community Organizations, Students and Educational Institutions, Media, Business Improvement Areas (BIAs) and Business, Neighbourhood Groups

**What We Deliver:** 80+ annual public programs

**How Much Resources (gross 2025 operating budget):** \$1.270 million

Heritage Fundraising and Partnerships

**Who We Serve:** Volunteers, Community Organizations, Educational Institutions, Philanthropists, Corporations, Industry and Business, City Divisions, Other Charities, Other Levels of Government

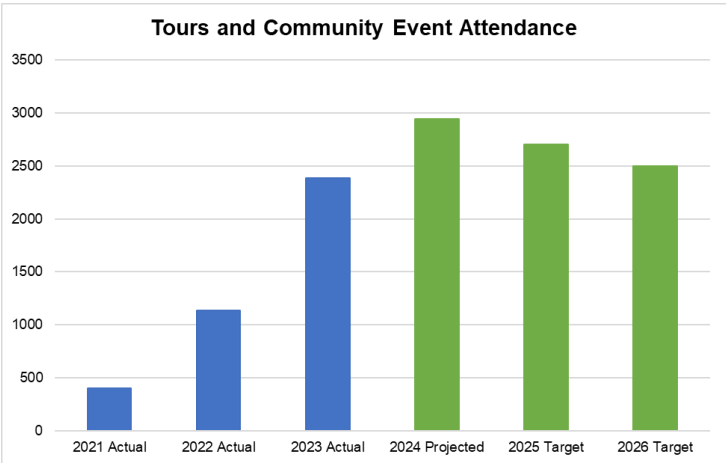
**What We Deliver:** Partnerships with hundreds of community groups, businesses, city divisions, donors and volunteers across the City

**How Much Resources (gross 2025 operating budget):** \$0.171 million

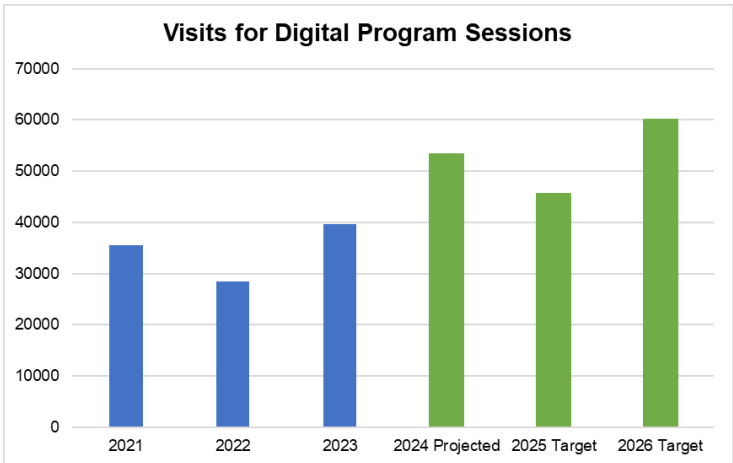
Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.758	\$0.881	\$0.634	Heritage Toronto does not have a 10-Year Capital Budget and Plan.			
Gross Expenditures	\$1.441	\$1.583	\$1.336				
Net Expenditures	\$0.683	\$0.701	\$0.701				
Approved Positions	10.75	10.75	9.75				

How Well We Are Doing – Behind the Numbers



- The introduction in 2023 of paid ticketing for tours has been balanced by the launch and subsequent growth of free community programming at events and festivals across the city.
- In 2024, Heritage Toronto offered 77 events as part of its tours season, including 63 paid and 14 free tours. It also offered ten free community events. The agency saw growth in attendance in both programming models: 39% in tours and 6% in community events.
- In 2025, the agency will pilot new programming streams including Equity Heritage events and public programs to celebrate the 50th anniversary of the Heritage Toronto Awards.
- In 2026, there may be a slight decrease in overall attendance due to the conclusion of events associated with the 50th Anniversary in 2025. There will be a continued expansion of free programming via the community event model.



- Heritage Toronto is growing its digital service, doubling the number of website users, and building on its growing archive of 61 free digital programs.
- In 2024, it completed a self financed website redesign to address dated technology both with respect to increased website security and accessibility requirements.
- In addition to experiential improvement, reach has been increased resulting in a 33% increase to digital programs, 17% increase in website visits due to searches, and a 13% improvement in search rankings.
- Once the planned Online Plaque Exploration Map is completed, views to these free and accessible digital programs will grow and account for a minimum of a third of all website visits.

## How Well We Are Doing

Service	Measure	2022 Actual	2023 Actual	2024 Target	2024 Projection	Status	2025 Target	2026 Target
Outcome Measures								
Heritage Promotion and Education	Heritage Plaques Installed	60	35	35	35	●	35	35
Heritage Promotion and Education	Heritage Toronto Awards Nominees	42	46	53	53	●	55	57
Heritage Promotion and Education	Total In Person Attendance	1,130	1,450	1,450	4,252	●	5,420	5,000
Service Level Measures								
Heritage Promotion and Education	User Sessions of Digital Programs	28,535	39,716	35,000	53,368	●	45,500	60,000
Heritage Promotion and Education	Public Subscribers to Bi-monthly E-newsletters	8,651	9,241	9,000	9,880	●	10,000	10,500
Other Measures								
Heritage Fundraising and Partnerships	Increase in Private Donations	-6%	16%	-1.6%	-6%	●	26%	66%
Heritage Fundraising And Partnerships	Increase in Sponsorship Revenues	53%	-14%	-8%	-40%	●	50%	12%
Heritage Fundraising and Partnerships	Number of Community Partnerships	45	55	55	39	●	50	50

### 2024 Projection to 2024 Target Comparison

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

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- **New and timely content.** 34 unique tours offered during the 2024 tours season, the highest number of new tour offerings ever in the 30-year history of the program.
- **Plaque photography project.** For the first time, quality pictures exist for each of the city's 900 plaques installed throughout the city.
- **22 Emerging Historians.** These young people were hired to write content and lead tours, elevating underrepresented narratives, and promoting inclusive storytelling to reflect the city's diverse history.
- **Equity Heritage Initiative.** A two-year sponsorship extension (2025/2026) was procured. In 2024, the agency worked with three full-time Equity Coordinators to produce new programming.
- **Increased digital service.** A two-year website redesign was completed to address dated technology, meet *Accessibility for Ontarians with disabilities Act* (AODA) requirements, increase website security and provide a better user experience. As a result, users increased by 100% and pageviews increased by 15%.

### Key Challenges and Risks

- **Deferred programs.** The completion of special projects, such as the State of Heritage Report, are being substantially delayed as stretched staff resources focus on immediate operational priorities.
- **Plaques.** Heritage Toronto does not monitor the State of Good Repair for the city's 900 plaques and needs to develop a damage or theft reporting tool within a planned Plaque Exploration Map.
- **Earned and Philanthropic Revenues.** Not increasing at a pace to match the cost of doing business.
- **Heritage Toronto Awards.** Audiences remains stagnant since 2022, selling at only ~70% venue capacity.
- **Marketing.** Resources must be found to scale up digital advertising for tours, given pilot results which increased tour registrations by 15%.

### Priority Actions

- **Define public audience impact.** Implement a pilot for the start of the tours/events season to better track in-person participant demographics; and continue evaluation training for staff to better measure digital audience engagement and integrate online platforms for digital analysis.
- **Review volunteer program.** Research and implement recommendations to increase the accessibility and diversity of our volunteer program and update volunteer policies.
- **Develop Digital Plaque Exploration Map.** This plaque map will be a comprehensive digital tool for exploring Heritage Toronto's 900 historical plaques through a user-friendly map interface.
- **Create a community partnerships framework model.** Using an Equity lens, determine and implement benchmarks to measure, assess, and increase the agency's community partnerships.
- **50th anniversary of the Heritage Toronto Awards.** Create and implement year-long programming to commemorate fifty years of celebrating excellence in the city's heritage sector.
- **Equity Heritage Initiative.** Increase staff bandwidth to execute this program and imbed equity work within strategic and operational plans.
- **Build philanthropic opportunities.** Focus on enhancing donor engagement and stewardship and accelerating grant and foundation applications to strengthen private revenue.

**2025 BUDGET**

1. The 2025 Operating Budget for Heritage Toronto of \$1.441 million gross, \$0.758 million revenue and \$0.683 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Heritage Fundraising and Partnership Development	170.9	436.1	(265.2)
Heritage Promotion and Education	1,270.3	322.2	948.1
<b>Total Program Budget</b>	<b>1,441.2</b>	<b>758.3</b>	<b>682.9</b>

- The 2025 staff complement for Heritage Toronto comprised of 10.8 operating positions.
2. That all third-party funding included in the 2025 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2025 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

# **2025 OPERATING BUDGET**

## 2025 OPERATING BUDGET OVERVIEW

Table 1: 2025 Operating Budget by Service

(In \$000s)	2023 Actual	2024 Budget	2024 Projection*	2025 Base Budget	2025 New / Enhanced	2025 Budget	Change v. 2024 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Heritage Fundraising & Partnership Development	400.7	432.1	311.6	436.1		436.1	4.1	0.9%
Heritage Promotion & Education	244.2	303.1	384.4	322.2		322.2	19.1	6.3%
<b>Total Revenues</b>	<b>645.0</b>	<b>735.2</b>	<b>696.0</b>	<b>758.3</b>		<b>758.3</b>	<b>23.2</b>	<b>3.1%</b>
<b>Expenditures</b>								
Heritage Fundraising & Partnership Development	162.8	214.8	162.2	170.9		170.9	(43.9)	(20.4%)
Heritage Promotion & Education	1,074.9	1,159.3	1,172.8	1,270.3		1,270.3	111.0	9.6%
<b>Total Gross Expenditures</b>	<b>1,237.8</b>	<b>1,374.2</b>	<b>1,334.9</b>	<b>1,441.2</b>		<b>1,441.2</b>	<b>67.1</b>	<b>4.9%</b>
<b>Net Expenditures</b>	<b>592.8</b>	<b>639.0</b>	<b>639.0</b>	<b>682.9</b>		<b>682.9</b>	<b>43.9</b>	<b>6.9%</b>
<b>Approved Positions**</b>	<b>12.5</b>	<b>9.3</b>	<b>N/A</b>	<b>10.8</b>		<b>10.8</b>	<b>1.5</b>	<b>16.2%</b>

\* 2024 Projection based on 9 Month Variance

\*\*YoY comparison based on approved positions

### KEY DRIVERS

**Total 2025 Budget** expenditures of \$1.441 million gross reflects an increase of \$0.067 million in spending above 2024 budget, predominantly arising from:

- Gross expenditure increases are a result of salary and benefit adjustments, 1.5 additional FTEs, and cybersecurity and digital map updates.
- Revenue increases are stemming from increased equity sponsorship funds to be received in 2025 based on expected programming.

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Heritage Toronto's 2025 Operating Budget do not have any significant equity impacts.



## 2025 OPERATING BUDGET KEY COST DRIVERS

The 2025 Net Operating Budget for Heritage Toronto of \$0.683 million is \$0.044 million or 6.9% greater than the 2024 Net Budget. Table 2 below summarizes the key cost drivers for the 2025 Budget.

**Table 2: 2025 Key Cost Drivers**

(In \$000s)	2025				2026 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
<b>2024 Projection*</b>	<b>696.0</b>	<b>1,334.9</b>	<b>639.0</b>	<b>9.3</b>	<b>N/A</b>
<b>2024 Budget</b>	<b>735.2</b>	<b>1,374.2</b>	<b>639.0</b>	<b>9.3</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Prior Year Impacts</b>					
Annualization of One-time Section 37 funds	(38.0)	(38.0)			
<b>Salary &amp; Benefits</b>					
Salary and Benefits Adjustments		31.4	31.4		
Hiring Plan		39.9	39.9	1.5	35.5
<b>Other Base Expenditure Changes</b>					
Cybersecurity and plaque map updates		29.5	29.5		
<b>Other Base Revenue Changes</b>					
Decreased Donations	(2.2)		2.2		
Equity Sponsorship Initiative	63.3	16.5	(46.8)		(17.0)
<b>Sub-Total - Key Cost Drivers</b>	<b>23.2</b>	<b>79.2</b>	<b>56.0</b>	<b>1.5</b>	<b>18.5</b>
<b>Affordability Measures:</b>					
Line by Line/Matching Actuals		(12.1)	(12.1)		
<b>2025 Budget</b>	<b>758.3</b>	<b>1,441.2</b>	<b>682.9</b>	<b>10.8</b>	<b>18.5</b>
<b>Change from 2024 Budget (\$)</b>	<b>23.2</b>	<b>67.1</b>	<b>43.9</b>	<b>1.5</b>	<b>N/A</b>
<b>Change from 2024 Budget (%)</b>	<b>3.1%</b>	<b>4.9%</b>	<b>6.9%</b>	<b>16.2%</b>	<b>N/A</b>

\*Based on 9 Month Variance

\*\*YoY comparison based on approved positions

### Key Base Drivers:

#### Prior Year Impacts:

The reversal of one-time Section 37 funds received for heritage plaques installed in 2024.

#### Salaries and Benefits:

The increase is driven by inflationary increases to salaries and benefits for existing non-union staff positions as well as the addition of 1.5 FTEs to support programming.

#### Other Base Expenditure Changes:

The rise in costs is linked to updates required to the website to enhanced cybersecurity as well as a digital plaque exploration map.

#### Revenue Changes:

The increase in sponsorship revenue is related to increased equity sponsorship funding to be received in 2025 based on expected programming, which is offsetting the decrease in donation revenues based on actual experience from tours in 2024.

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

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2025				2026 (Incremental)		
			Revenue	Gross	Net	Positions	Gross	Net	Positions
Review of Operations	Line By Line	No Impact		(12.1)	(12.1)				
<b>Total Affordability Measures</b>				(12.1)	(12.1)				

**Base Budget Reductions:**

The 2025 Operating Budget includes \$0.012 million in gross and net expenditures reductions as part of the discretionary expenditures line-by-line review.

**Note:**

- For additional information, please refer to [Appendix 4](#) for Operating Program Provincial/Federal Funding Streams by Funding Source.

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

(In \$000s)	2025 Budget	2026 Incremental Outlook	2027 Incremental Outlook
<b>Revenues</b>			
Sponsorship Funding		123.1	(246.9)
<b>Total Revenues</b>	<b>758.3</b>	<b>123.1</b>	<b>(246.9)</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		35.5	(26.5)
Programming Costs		106.1	(220.4)
<b>Total Gross Expenditures</b>	<b>1,441.2</b>	<b>141.6</b>	<b>(246.9)</b>
<b>Net Expenditures</b>	<b>682.9</b>	<b>18.5</b>	<b>0.0</b>
<b>Approved Positions</b>	<b>10.8</b>		<b>(1.0)</b>

\*\*YoY comparison based on approved positions

## Key Outlook Drivers

The 2026 Outlook with total gross expenditures of \$1.583 million reflects an anticipated \$0.142 million or 9.83% increase in gross expenditures above the 2025 Operating Budget. The 2027 Outlook expects a decrease of \$0.247 million or 15.60% below 2026 gross expenditures.

These changes arise from the following:

- Further increases in revenue related to increases to equity sponsorship funding as well as an increase in programming related costs to deliver the equitable community partnership and diversified programming in 2026.
- Conclusion of the equitable community partnership and diversified programming is anticipated to result in decreases in both associated expenditures and revenues in 2027.

# APPENDICES

## Appendix 1

### 2025 Operating Budget by Category

Category (In \$000s)	2022 Actual	2023 Actual	2024 Budget	2024 Projection*	2025 Budget	2025 Change from 2024 Budget	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	1.5	1.5	1.5	1.5	1.5		
Federal Subsidies	19.8	22.4	5.0	9.3	5.0		
User Fees & Donations	431.1	607.5	688.5	629.2	723.8	35.3	5.1%
Contribution From Reserves/Reserve Funds	16.6		38.0	38.0		(38.0)	(100.0%)
Sundry and Other Revenues	1.2	13.5	2.1	17.9	28.0	25.9	1208.4%
<b>Total Revenues</b>	<b>470.3</b>	<b>644.9</b>	<b>735.2</b>	<b>696.0</b>	<b>758.3</b>	<b>23.2</b>	<b>3.1%</b>
Salaries and Benefits	590.0	839.8	840.6	836.8	911.8	71.2	8.5%
Materials & Supplies	24.6	27.3	37.5	24.9	38.4	0.9	2.4%
Service and Rent	193.6	425.6	496.1	473.3	491.1	(5.0)	(1.0%)
Other Expenditures							
<b>Total Gross Expenditures</b>	<b>808.1</b>	<b>1,292.7</b>	<b>1,374.2</b>	<b>1,334.9</b>	<b>1,441.2</b>	<b>67.1</b>	<b>4.9%</b>
<b>Net Expenditures</b>	<b>337.8</b>	<b>647.8</b>	<b>639.0</b>	<b>639.0</b>	<b>682.9</b>	<b>43.9</b>	<b>6.9%</b>

\*Projection based on 9 Month Variance

## **Appendix 2**

### **Summary of 2025 Service Changes**

N/A

## **Appendix 3**

### **Summary of 2025 New / Enhanced Service Priorities Included in Budget**

N/A

## Appendix 4

### Operating Program Provincial/Federal Funding Streams by Program

Program Name	Federal / Provincial	Budget (in 000's)		
		2025	2026	2027
<i>Heritage Organization Development Grants</i>	Provincial	1.5	1.5	1.5
<b>Sub-Total - Provincial Funding</b>		<b>1.5</b>	<b>1.5</b>	<b>1.5</b>
<i>Canada Summer Jobs</i>	Federal	5.0	5.0	5.0
<b>Sub-Total - Federal Funding</b>		<b>5.0</b>	<b>5.0</b>	<b>5.0</b>
<b>Total Funding</b>		<b>6.5</b>	<b>6.5</b>	<b>6.5</b>

## **Appendix 5**

**2025 Capital Budget;  
2026 - 2034 Capital Plan Including Carry Forward Funding  
N/A**

## **Appendix 6**

**Reporting on Major Capital Projects: Status Update  
N/A**

## **Appendix 7**

**Capacity to Deliver Review  
N/A**

## **Appendix 8**

**Summary of Capital Delivery Constraints  
N/A**

## **Appendix 9**

**Capital Program Provincial/Federal Funding Streams by Project  
N/A**

## **Appendix 10**

**Inflows and Outflows to/from Reserves and Reserve Funds  
N/A**



## Appendix 11

### Glossary

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

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

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

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

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

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

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

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

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provide services.

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

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

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

**Tax Supported Budget:** Budget funded by property taxes.

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