

# Analyst Briefing Notes

## Budget Committee - February 16, 2010

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## Executive Summary

- The Theatres Program showcases a broad variety of entertaining performances: Broadway shows, orchestras and music concerts, and community and cultural events which enrich and enliven the cultural life of the citizens and tourists of Toronto. The Theatres provide state-of-the-art facilities and event services to performing arts, cultural, educational, community and business organizations, through three venues: Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts.
- The 2010 service objectives for the Theatres Program include:
  - Completing the Sony Centre for the Performing Arts' facility restoration and renovation on time and on budget; and ramping-up operations to prepare for re-opening in October 2010;
  - Retaining the St. Lawrence Centre for the Arts' core clients which include not-for-profit, multicultural, arts and community groups while seeking new business opportunities; and
  - Maximizing Toronto Centre for the Arts' facility utilization and stabilizing programming through strategic planning and collaborative initiatives with the Canadian Songwriters Hall of Fame.
- The Theatres' key accomplishments for 2009 are highlighted below:
  - *Sony Centre for the Performing Arts* closed the real estate transaction between the City and the Developer to facilitate the flow of funding for the Centre's redevelopment plan, enabling construction to commence.
  - *St. Lawrence Centre for the Arts* hosted 274 events including "Just for Laughs" and "Luminato Festival"; negotiated 3 Collective Bargaining Agreements; implemented an integrated Event booking, financial accounting, and ticketing system; renovated the Stage Door and Green Room; and received recognition for providing superior customer service.
  - *Toronto Centre for the Arts* increased usage of the Studio Theatre by implementing a 5 year strategic plan to attract multiple resident groups; successfully staged "Jersey Boys" in collaboration with Dancap Productions resulting in higher than budgeted revenues for 2009; and streamlined its management structure as a result of the retirement of the Centre's Executive Manager.
- The Theatres' Third Quarter Variance report projects that the Program will be \$0.188 million or 5.1% below the 2009 Approved Operating Budget of \$3.699 million net by year-end. *Sony Centre for the Performing Arts* and *St. Lawrence Centre for the Arts* expect to spend by year-end 100% of their 2009 Approved Operating Budget of \$1.144 million net and \$1.495 million net, respectively. *Toronto Centre for the Arts*' under spending of \$0.188 million net or 17.8% is attributed to higher net revenues and recoveries from the successful staging of "Jersey Boys" in the Main Stage Theatre.

- There are no 2009 operating variance impacts on the 2010 Recommended Budget.

**Table 1: 2010 Recommended Budget**

	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget			2011	2012
	\$	\$	\$	\$	\$			\$	\$
<b>(In \$000s)</b>									
<b>GROSS EXP.</b>									
Sony Centre	2,794.3	2,863.4	10,793.1	0.0	10,793.1	7,998.8	286.3	4,795.9	1,295.0
St. Lawrence Centre	4,001.3	3,963.8	4,067.0	0.0	4,067.0	65.7	1.6	6.6	47.4
Toronto Centre for the Arts	5,068.1	7,329.7	5,507.2	250.0	5,757.2	689.1	13.6	(1,177.5)	137.4
	<b>11,863.7</b>	<b>14,156.9</b>	<b>20,367.3</b>	<b>250.0</b>	<b>20,617.3</b>	<b>8,753.6</b>	<b>73.8</b>	<b>3,625.0</b>	<b>1,479.8</b>
<b>REVENUE</b>									
Sony Centre	1,650.0	1,719.1	9,706.0	0.0	9,706.0	8,056.0	488.2	4,795.9	1,295.0
St. Lawrence Centre	2,506.3	2,468.8	2,646.8	0.0	2,646.8	140.5	5.6	6.6	47.4
Toronto Centre for the Arts	4,008.7	6,458.7	4,526.8	250.0	4,776.8	768.1	19.2	(1,177.5)	137.4
	<b>8,165.0</b>	<b>10,646.6</b>	<b>16,879.6</b>	<b>250.0</b>	<b>17,129.6</b>	<b>8,964.6</b>	<b>109.8</b>	<b>3,625.0</b>	<b>1,479.8</b>
<b>NET EXP.</b>									
Sony Centre	1,144.3	1,144.3	1,087.1	0.0	1,087.1	(57.2)	(5.0)	0.0	0.0
St. Lawrence Centre	1,495.0	1,495.0	1,420.2	0.0	1,420.2	(74.8)	(5.0)	0.0	0.0
Toronto Centre for the Arts	1,059.4	871.0	980.4	0.0	980.4	(79.0)	(7.5)	0.0	0.0
	<b>3,698.7</b>	<b>3,510.3</b>	<b>3,487.7</b>	<b>0.0</b>	<b>3,487.7</b>	<b>(211.0)</b>	<b>(5.7)</b>	<b>0.0</b>	<b>0.0</b>
<b>Approved Positions</b>									
Sony Centre	25.9	25.9	63.6	0.0	63.6	37.7	145.6	14.4	0.0
St. Lawrence Centre	48.6	43.7	48.0	0.0	48.0	(0.6)	(1.2)	0.0	0.0
Toronto Centre for the Arts	58.7	92.0	65.0	0.0	65.0	6.3	10.7	0.0	0.0
	<b>133.2</b>	<b>161.6</b>	<b>176.6</b>	<b>0.0</b>	<b>176.6</b>	<b>43.4</b>	<b>32.6</b>	<b>14.4</b>	<b>0.0</b>

  

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
<b>NET BUDGET</b>				
Sony Centre	1,087.1	1,087.1	0.0	1,029.9
St. Lawrence Centre	1,420.2	1,420.2	0.0	1,345.4
Toronto Centre for the Arts	1,039.0	980.4	(58.6)	986.0
	<b>3,546.3</b>	<b>3,487.7</b>	<b>(58.6)</b>	<b>3,361.3</b>
<b>PROGRAM REDUCTION (\$)</b>				
Sony Centre	(94.2)	(94.2)	0.0	(57.2)
St. Lawrence Centre	(113.6)	(113.6)	0.0	(74.8)
Toronto Centre for the Arts	(75.3)	(133.9)	(58.6)	(53.0)
	<b>(283.1)</b>	<b>(341.7)</b>	<b>(58.6)</b>	<b>(185.0)</b>
<b>PROGRAM REDUCTION (%)</b>				
Sony Centre	(8.2)	(8.2)	NA	(5.0)
St. Lawrence Centre	(7.6)	(7.6)	NA	(5.0)
Toronto Centre for the Arts	(7.1)	(12.6)	(5.5)	(5.0)
	<b>(7.7)</b>	<b>(9.2)</b>	<b>(1.6)</b>	<b>(5.0)</b>

- The 2010 Recommended Operating Budget for the Theatres of \$20.617 million gross and \$3.488 million net is \$0.211 million or 5.7% below the 2009 Approved Operating Budget which is under the Program's budget target of \$3.546 million by \$0.059 million or 1.6%.

- The Sony Centre for the Performing Arts' 2010 Recommended Operating Budget of \$1.087 million net is at the 2010 budget target of 5.0% below the 2009 Approved Net Operating Budget.
- The St. Lawrence Centre for the Arts' 2010 Recommended Operating Budget of \$1.420 million net is at 5% below the 2009 Approved Net Budget which meets its 2010 budget target.
- The Toronto Centre for the Arts' 2010 Recommended Operating Net Budget of \$0.980 million is 7.5% below the 2009 Approved Net Budget which is 2.5% below the 2010 net budget target.
- The 2010 Recommended Operating Budget for Theatres is comprised of base funding of \$20.367 million gross and \$3.488 million net and \$0.250 million gross and \$0 net for new / enhanced service priorities. Approval of the 2010 Recommended Operating Budget will increase the program's staffing levels by 43.4 approved positions for a total complement of 176.6.
  - The 2011 Outlook includes 14.4 additional approved positions to recommence full year operations at the Sony Centre with no incremental impact since the cost of the positions will be covered by increased programming revenues and cost recoveries. St. Lawrence Centre projects no net incremental change since COLA to salaries and wages and progression and step pay will be absorbed by fee and revenue adjustments. Toronto Centre for the Arts will also offset any increases to salary and benefits with revenues generated by successful programming of its venues.
  - The Theatre's 2012 Outlook forecasts inflationary increases for salaries and benefits and increases for progression and step pay which will be absorbed by higher programming revenues resulting in \$0 net incremental impact in 2012.
- The 2010 recommended funding for new / enhanced service priority action of \$0.250 million gross and \$0 net for *Toronto Centre for the Arts*, funded from the Centre's Stabilization Reserve Fund, will be used to broaden the current "rentals only" mandate in the George Weston Recital Hall to include co-presentation and co-production of events. Through alliances with third parties, the Centre will increase programming revenues resulting in reduced reliance on City funding.
- The 2010 Recommended Base Budget provides funding for key cost drivers that include increases to COLA, progression pay, and other inflationary service costs that total \$0.134 million. The 2010 Recommended Base Budget also includes funding for the following cost drivers:
  - Operating the Sony Centre for the Performing Arts theatre through its "dark days" of redevelopment and ramping up operations to re-open the Centre by October 2010. The anticipated increase in operating expenditures of \$7.999 million has corresponding revenues in programming and contributions from reserve funds of \$8.056 million; and
  - Funding of \$0.845 million for special item improvements, which include the new electronic sign located on the corner of Yonge & North York Boulevard, is offset by a reserve fund contribution of \$0.845 million.

- The cost drivers noted above will be partially off-set by the following savings included in the 2010 Recommended Operating Budget:
  - Changes to the staffing structure at the Toronto Centre for the Arts have resulted in additional savings of \$0.086 million net and a reduction of 1.0 vacant approved position;
  - Increased net revenues of \$0.048 million and an increase of 7.3 approved positions arising from the long-running production of “Jersey Boys” in the Main Stage Theatre of the Toronto Centre for the Arts;
  - Increased revenues at St. Lawrence Centre arising from increased rental rates, Box Office, and Food and Beverage revenues of \$0.026 million; and
  - Increased gapping of one administrative position at the St. Lawrence Centre for a savings of \$0.007 million.
- The 2010 Recommended Base Budget includes two service changes with budgetary savings of \$0.114 million in 2010 and no incremental impacts in 2011. The service change actions include:
  - Permanent closure of the St. Lawrence Centre Forum which has experienced declining interest and attendance over the past 3 years resulting in a reduction of one approved position; and
  - Closure of St. Lawrence Centre entirely during the month of August because the Centre has been “dark” at this time for the past 5 years, despite attempts to present programming during this time.
- The 2010 Recommended Base Budget for Theatres also includes base change savings of \$0.228 million in 2010 with no incremental impacts in 2011.
- At the time the 2009 Operating Budget was approved by Council, the Sony Centre for the Performing Arts projected that the real-estate transaction between the City and the Developer would close on time and that the theatre would re-open in early 2010. The 2009 Approved Operating Budget included increased expenditures and corresponding staffing levels required to ramp up in late 2009. The agreement was closed in October 2009, so construction and re-opening were delayed until the later part of 2010. As such, an in-year technical adjustment to the 2009 Approved Operating Budget was required to reflect the revised timeline of the redevelopment project, resulting in a reduction in expenditure and revenues of \$0.366 million gross for a \$0 net impact and a reduction of 15.4 approved positions.
- The Sony Centre for the Performing Arts’ 2010 Recommended Operating Budget with gross expenditure of \$10.793 million and 63.6 approved positions provides funding for the continued shutdown of the theatre until renovations are completed, as well as associated ramp-up costs to resume full operations by October 2010. The sources of funding for operations are derived from City funding of \$1.087 million, programming revenues of \$7.755 million, and contributions from the Sony Centre Facility Fee Reserve Fund of \$1.367 million.

- Toronto Centre for the Arts will replace its existing pylon sign with a new electronic sign at a cost of \$0.450 million to be funded from the North York Performing Arts Centre Capital Reserve Fund. The electronic sign will have the capacity to be updated daily without incurring additional costs and will advertise shows held in the Main Stage, George Weston Recital Hall and Studio Theatre, resulting in increased public awareness and programming revenues.
- The 2010 Recommended Operating Budget supports each City theatre in delivering its services:
  - Sony Centre for the Performing Arts offers multi-functional space, comprehensive event services, a 3,000-seat auditorium, state-of-the-art lighting and sound systems, a world class stage and highly experienced event staff. The 2010 Recommended Operating Budget provides funding to keep the theatre closed during renovations, ramp-up operations for re-opening in October 2010, and add 14.4 approved positions.
  - St. Lawrence Centre for the Arts provides state-of-the-art facilities to Toronto's "not for profit" performing arts companies and local communities at an affordable cost. The Centre houses 2 theatres: the 876-seat Bluma Appel theatre and the 498-seat Jane Mallett theatre. The 2010 Recommended Operating Budget supports the Centre in maintaining programming while marketing the renewed facility.
  - Toronto Centre for the Arts offers a first class venue for a full range of performing arts. The Centre holds 3 theatres: the 1,727-seat Main Stage theatre; 1,032-seat George Weston Recital Hall; and the versatile 200-seat Studio Theatre. The 2010 Recommended Operating Budget provides funding to allow the Centre to operate the facilities while embarking upon new strategic initiatives to secure operating revenues for its 3 venues for future years. The Centre has consistently reduced its requirement for City funding and this trend continues in 2010.

## Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2010 Recommended Operating Budget for Theatres of \$20.617 million gross and \$3.488 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Sony Centre for the Performing Arts	10,793.1	1,087.1
St. Lawrence Centre for the Arts	4,067.0	1,420.2
Toronto Centre for the Arts	<u>5,757.2</u>	<u>980.4</u>
Total Program Budget	<u><u>20,617.3</u></u>	<u><u>3,487.7</u></u>

## Mission Statement

The Theatres program provides world-class venues and facilities for a full range of performing arts, theatrical and concert events that enrich the cultural life of Toronto residents and tourists. The program has three performing arts venues: Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts. Each theatre operates independently and delivers its services as indicated in the mission statements below:

### *Sony Centre for the Performing Arts*

- To present a broad variety of quality attractions and profitable theatrical and concert events that will celebrate and inspire the diversity of audiences that is Toronto.

### *St. Lawrence Centre for the Arts*

- To provide Toronto's not-for-profit, music, dance companies, and diverse cultural communities with a professional, service-oriented, well-equipped theatrical and entertainment facility.
- To act as a focus for Canadian performing arts, and continue to attract, facilitate and present varied, high quality cultural, artistic and public events.

### *Toronto Centre for the Arts*

- To ensure that the Toronto Centre for the Arts functions as a first class venue for a full range of performing arts which enliven and enrich the cultural life of the citizens of Toronto.

## Program Map





***Sony Centre for the Performing Arts***

The Centre's mandate allows for facility rentals and risk presentations whereby the Centre is involved in the production and marketing of programs. Located at the corner of Yonge and Front Streets, the Centre offers multi-functional spaces and comprehensive event services. With over 3,000-seats, it is the largest soft-seat auditorium in Canada. The Centre also has state-of-the-art lighting and sound systems, a fully integrated Ticket Master TM box office, a world class stage, and highly experienced event staff.

***St. Lawrence Centre for the Arts***

The Centre's mandate is a "rentals only" facility and in keeping with the mandate, the focus is to offer a well-equipped theatrical facility and event services to approximately 60 not-for-profit arts organizations and local groups in 2010. The Centre is located in downtown Toronto and houses 2 theatres: the 876-seat Bluma Appel Theatre which features state-of-the-art sound and lighting capable of accommodating a wide range of presentations; and the 498-seat Jane Mallett theatre which provides exceptional acoustics for concerts.

***Toronto Centre for the Arts***

The Toronto Centre for the Arts complex currently functions as a "rentals only" facility to 150 different arts, cultural, educational, community and business organizations. The facility hosts approximately 660 performances and events per year. The Centre houses 3 main components. The Main Stage Theatre is a 1,727-seat theatre ideal for a wide variety of live performance events including musical, opera, ballet, symphony and corporate events. The 1,032-seat George Weston Recital Hall is known for stellar acoustics and is most frequently used for unamplified music concerts. The Studio Theatre is a 200-seat "black box" and is an extremely versatile and affordable space used for music concerts, plays, meetings and receptions.

***Theatre and Concert Hall Production Service***

Each theatre operates independently while offering Theatre and Concert Hall Productions Services with the following activities, types and service levels:

- Venue Space Rental – Due to low demand for theatrical space during the month of August, St. Lawrence Centre for the Arts will close its facility at this time and not present programming for savings in cleaning and utility costs of \$0.022 million.
  - Theatre (Proscenium)
  - Concert Hall
  - Risk Presentations
- Ancillary Bundles/Packages
- Community Forum (St. Lawrence Centre for the Arts) – Programming will discontinue and the Forum will close permanently due to waning interest, resulting in savings of \$0.092 million and a reduction of 1 vacant approved position.

**Service Objectives**

The Theatres Program has established service objective targets for 2010 to address the challenges and opportunities in providing theatre and concert hall productions.

***Sony Centre for the Performing Arts***

- Completing the redevelopment of the facility on time and on budget;
- Finishing the mechanical and electrical systems upgrades and renovating the interior and exterior spaces of the Centre; and
- Returning to full-time programming by October 2010.

***St. Lawrence Centre for the Arts***

- Celebrating and promoting the Centre's 40<sup>th</sup> anniversary to increase awareness of the facility's rich history while leveraging this opportunity to garner new business;
- Capitalizing on the new ticketing system by expanding Box office services to new and existing clients;
- Increasing the number of days booked for facility rentals from 195 to 202. This would increase program revenues to support the theatre operations; and
- Increasing the number of organizations served from 54 to 60 while maintaining close ties with existing resident theatres. The Centre will strive to support not-for-profit, arts and community groups.

***Toronto Centre for the Arts***

- Implementing a strategic relationship with the Canadian Songwriters Hall of Fame to proactively develop programming through presentations and co-productions in the George Weston Recital Hall;
- Increasing days booked for The Recital Hall and Studio Theatre to 120 and 135 respectively, by targeting specific groups through marketing initiatives; and
- Continuing to identify ways to decrease overhead operating costs while operating the venue as a first class facility.

## 2009 Accomplishments

The Theatres' 2009 accomplishments include the following:

### *Sony Centre for the Performing Arts*

- Finalized the developer agreement and secured the closing of the real estate transaction to facilitate the flow of funding of the Centre's redevelopment plan; and
- Initiated construction work to redevelop the Centre.

### *St. Lawrence Centre for the Arts*

- Successfully hosted over 274 events including "Just for Laughs" and "Luminato Festival" with 2010 returns already booked for both shows;
- Negotiated 3 Collective Bargaining Agreements;
- Booked 7 week show in the Bluma Appel theatre for December & January;
- Installed and implemented a new integrated Event booking, financial accounting and ticketing system;
- Renovated the Stage Door and Green Room for presenters and performers; and
- Received many accolades from presenters and corporate clients for excellent guest and customer service.

### *Toronto Centre for the Arts*

- Implemented a 5 year strategic plan for the Studio Theatre designed to attract multiple resident theatre groups in this venue, resulting in increased utilization of the space;
- Successfully staged the production of Jersey Boys resulting in full utilization of the Main Stage and lower than budgeted support from the 2009 Approved Operating Budget. Also, provided excellent customer service to the hundreds of thousands of people that attended the show; and
- Despite increased activities the Centre continued to streamline its management structure by eliminating one vacant position arising from the retirement of the Centre's Executive Manager.

**Table 2: 2009 Budget Variance Review (\$000s)**

(In \$000s)	2008 Actuals	2009 Approved Budget	2009 Projected Actuals*	2009 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
<b>GROSS EXP.</b>					
Sony Centre	10,658.5	2,794.3	2,863.4	69.1	2.5
St. Lawrence Centre	3,685.0	4,001.3	3,963.8	(37.5)	(0.9)
Toronto Centre for the Arts	5,503.5	5,068.1	7,329.7	2,261.6	44.6
	<b>19,847.0</b>	<b>11,863.7</b>	<b>14,156.9</b>	<b>2,293.2</b>	<b>19.3</b>
<b>REVENUES</b>					
Sony Centre	9,565.4	1,650.0	1,719.1	69.1	4.2
St. Lawrence Centre	2,043.7	2,506.3	2,468.8	(37.5)	(1.5)
Toronto Centre for the Arts	4,519.0	4,008.7	6,458.7	2,450.0	61.1
	<b>16,128.1</b>	<b>8,165.0</b>	<b>10,646.6</b>	<b>2,481.6</b>	<b>30.4</b>
<b>NET EXP.</b>					
Sony Centre	1,093.1	1,144.3	1,144.3	0.0	0.0
St. Lawrence Centre	1,641.3	1,495.0	1,495.0	0.0	0.0
Toronto Centre for the Arts	984.5	1,059.4	871.0	(188.4)	(17.8)
	<b>3,718.9</b>	<b>3,698.7</b>	<b>3,510.3</b>	<b>(188.4)</b>	<b>(5.1)</b>
<b>Approved Positions</b>					
Sony Centre	60.2	25.9	25.9	0.0	0.0
St. Lawrence Centre	40.4	48.6	43.7	(4.9)	(10.1)
Toronto Centre for the Arts	68.5	58.7	92.0	33.3	56.7
	<b>169.1</b>	<b>133.2</b>	<b>161.6</b>	<b>28.4</b>	<b>21.3</b>

\*Projected Actuals Based on the September 30, 2009 Variance Report

## 2009 Budget Variance Analysis

The Theatres' Third Quarter Variance report projects that the Program will be \$0.188 million or 5.1% below the 2009 Approved Operating Budget of \$3.699 million net by year-end.

- Sony Centre for the Performing Arts expects to spend 100% of its 2009 Approved Operating Budget of \$1.144 million net by year-end.
- St. Lawrence Centre for the Arts projects that it is on target to spend 100% its entire 2009 Approved Operating Budget of \$1.495 million net by year-end.

- The under spending of \$0.188 million is attributed to higher net revenues and recoveries at Toronto Centre for the Arts stemming from the successful staging of “Jersey Boys” at the Main Stage Theatre.

**Impact of 2009 Operating Variance on the 2010 Recommended Budget**

There are no 2009 operating variance impacts on the 2010 Recommended Budget.

Table 3: 2010 Recommended Base Budget (\$000s)

	2009 Appvd. Budget	2010 Recommended Base	Change 2010 Recommended Base v. 2009 Appvd. Budget		FY Incremental Outlook	
					2011	2012
(In \$000s)	\$	\$	\$	%	\$	\$
<b>GROSS EXP.</b>						
Sony Centre	2,794.3	10,793.1	7,998.8	286.3	4,795.9	1,295.0
St. Lawrence Centre	4,001.3	4,067.0	65.7	1.6	6.6	47.4
Toronto Centre for the Arts	5,068.1	5,507.2	439.1	8.7	(927.5)	137.4
	<b>11,863.7</b>	<b>20,367.3</b>	<b>8,503.6</b>	<b>71.7</b>	<b>3,875.0</b>	<b>1,479.8</b>
<b>REVENUE</b>						
Sony Centre	1,650.0	9,706.0	8,056.0	488.2	4,795.9	1,295.0
St. Lawrence Centre	2,506.3	2,646.8	140.5	5.6	6.6	47.4
Toronto Centre for the Arts	4,008.7	4,526.8	518.1	12.9	(927.5)	137.4
	<b>8,165.0</b>	<b>16,879.6</b>	<b>8,714.6</b>	<b>106.7</b>	<b>3,875.0</b>	<b>1,479.8</b>
<b>NET EXP.</b>						
Sony Centre	1,144.3	1,087.1	(57.2)	(5.0)	0.0	0.0
St. Lawrence Centre	1,495.0	1,420.2	(74.8)	(5.0)	0.0	0.0
Toronto Centre for the Arts	1,059.4	980.4	(79.0)	(7.5)	0.0	0.0
	<b>3,698.7</b>	<b>3,487.7</b>	<b>(211.0)</b>	<b>(5.7)</b>	<b>0.0</b>	<b>0.0</b>
<b>Approved Positions</b>						
Sony Centre	25.9	63.6	37.7	145.6	14.4	0.0
St. Lawrence Centre	48.6	48.0	(0.6)	(1.2)	0.0	0.0
Toronto Centre for the Arts	58.7	65.0	6.3	10.7	0.0	0.0
	<b>133.2</b>	<b>176.6</b>	<b>43.4</b>	<b>32.6</b>	<b>14.4</b>	<b>0.0</b>

**Table 3: 2010 Recommended Base Budget (\$000s) – cont'd**

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
<b>NET BUDGET</b>				
Sony Centre	1,087.1	1,087.1	0.0	1,029.9
St. Lawrence Centre	1,420.2	1,420.2	0.0	1,345.4
Toronto Centre for the Arts	1,039.0	980.4	(58.6)	986.0
	<b>3,546.3</b>	<b>3,487.7</b>	<b>(58.6)</b>	<b>3,361.3</b>
<b>PROGRAM REDUCTION (\$)</b>				
Sony Centre	(94.2)	(94.2)	0.0	(57.2)
St. Lawrence Centre	(113.6)	(113.6)	0.0	(74.8)
Toronto Centre for the Arts	(75.3)	(133.9)	(58.6)	(53.0)
	<b>(283.1)</b>	<b>(341.7)</b>	<b>(58.6)</b>	<b>(185.0)</b>
<b>PROGRAM REDUCTION (%)</b>				
Sony Centre	(8.2)	(8.2)	NA	(5.0)
St. Lawrence Centre	(7.6)	(7.6)	NA	(5.0)
Toronto Centre for the Arts	(7.1)	(12.6)	(5.5)	(5.0)
	<b>(7.7)</b>	<b>(9.2)</b>	<b>(1.6)</b>	<b>(5.0)</b>

**Table 3a: Program Reduction Requirements (\$000s) - Sony**

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	1,144.3	
<b>Pressures Reported with 2010 / 2011 Outlook</b>	<b>0.0</b>	<b>0.0</b>
Pressures Not Reported with 2010 / 2011 Outlook	37.0	0.0
<b>5% Reduction Target</b>	<b>(57.2)</b>	<b>(57.2)</b>
Additional Pressures not in 2010 Reported Outlook	(37.0)	<b>TBD</b>
<b>Program Reduction Target</b>	<b>(94.2)</b>	<b>(57.2)</b>
<b>Net Budget Target</b>	<b>1,087.1</b>	<b>1,029.9</b>

**Table 3a: Program Reduction Requirements (\$000s) - St. Lawrence**

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	1,495.0	
<b>Pressures Reported with 2010 / 2011 Outlook</b>	<b>0.0</b>	<b>0.0</b>
Pressures Not Reported with 2010 / 2011 Outlook	38.8	0.0
<b>5% Reduction Target</b>	<b>(74.8)</b>	<b>(74.8)</b>
Additional Pressures not in 2010 Reported Outlook	(38.8)	TBD
<b>Program Reduction Target</b>	<b>(113.6)</b>	<b>(74.8)</b>
<b>Net Budget Target</b>	<b>1,420.2</b>	<b>1,345.4</b>

**Table 3a: Program Reduction Requirements (\$000s) - Toronto Centre**

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	1,059.4	
<b>Pressures Reported with 2010 / 2011 Outlook</b>	<b>32.6</b>	<b>0.0</b>
Pressures Not Reported with 2010 / 2011 Outlook	22.3	0.0
<b>5% Reduction Target</b>	<b>(53.0)</b>	<b>(53.0)</b>
Additional Pressures not in 2010 Reported Outlook	(22.3)	TBD
<b>Program Reduction Target</b>	<b>(75.3)</b>	<b>(53.0)</b>
<b>Net Budget Target</b>	<b>1,039.0</b>	<b>986.0</b>

## 2010 Recommended Base Budget

The 2010 Recommended Base Budget of \$3.488 million net represents a \$0.211 million or 5.7% decrease over the Theatre's 2009 Approved Operating Budget of \$3.699 million. The 2010 Recommended Base Budget includes \$8.504 million or 71.7% in base budget increases, which have been offset by decreases of \$8.715 million or 106.7% arising from increased revenues and service changes.

The 2010 Recommended Base Budget of \$3.488 million net represents a \$0.059 million or 1.6% decrease over the Theatre's 2010 reduction target of \$3.546 million. The 2010 Operating Budget target is calculated by adding the Theatres' 2009 Approved Budget with the 2010 base pressures reported through the 2009 budget process, then subtracting the Theatres' 5% reduction target.



Approval of the Theatres' 2010 Recommended Base Budget will result in the Program's total staff complement increasing from 133.2 to 176.6 approved positions.

***Sony Centre for the Performing Arts***

- Sony Centre for the Performing Arts' 2010 Recommended Base Budget of \$1.087 million net represents a \$0.057 million or 5.0% decrease over its 2009 Approved Operating Budget of \$1.144 million, which meets the Sony Centre 2010 Operating Budget target.
- The Centre's 2010 Recommended Base Budget includes \$7.999 million in base budget increases, which have been offset by increases in revenue of \$8.056 million arising from resumed theatre operations in October 2010.
- Approval of Sony Centre for the Performing Arts' 2010 Recommended Base Budget will result in the Program's total staff complement increasing from 25.9 to 63.6 approved positions as the theatre returns to full operation.

***St. Lawrence Centre for the Arts***

- St. Lawrence Centre for the Arts' 2010 Recommended Base Budget of \$1.420 million net is \$0.075 million or 5.0% below its 2009 Approved Operating Budget of \$1.495 million which meets its 2010 Operating Budget target.
- The Centre's 2010 Recommended Base Budget includes \$0.066 million or 1.6% in base budget increases with offsetting service and revenue changes of \$0.141 million or 5.6%.
- Approval of St. Lawrence Centre of the Arts' 2010 Recommended Base Budget will result in the Centre's total staff complement decreasing from 48.6 to 48.0 approved positions as a result of service changes.

***Toronto Centre for the Arts***

- Toronto Centre for the Arts' 2010 Recommended Base Budget of \$0.980 million net represents a \$0.079 million or 7.5% reduction over its 2009 Approved Operating Budget of \$1.059 million. The 2010 Recommended Base Budget is \$0.059 million or 5.5% above the Toronto Centre's 2010 reduction target of \$0.075 million.
- The Toronto Centre 2010 Recommended Base Budget includes \$0.439 million or 8.7% in base budget increases, which have been offset by increases in programming revenues of \$0.518 million or 12.9% arising from the successful staging of "Jersey Boys".
- The Centre's approved positions will increase by 6.3 positions as a result of forecasted increases in theatrical activity.

**2010 Base Budget Key Cost Drivers*****Sony Centre for the Performing Arts***

- The key cost driver for Sony Centre for the Performing Arts is the temporary shutdown of the theatre for redevelopment and the expected re-opening scheduled for Fall 2010. Ramp up costs associated with resuming full operations is expected to increase expenditures by \$7.999 million with corresponding revenues in programming and contributions from reserve funds of \$8.056 million.
- COLA and pre-negotiated wage increases add a pressure of \$0.037 million.

***St. Lawrence Centre for the Arts***

- COLA, step, negotiated salary and wage, staff relation expense and payroll charge increases, account for an additional pressure of \$0.069 million.
- Increased revenues attributed to increased rental rates, Box Office, and Food and Beverage revenues partially offset pressures by \$0.026 million.
- Increased gapping of one administrative position also helps offset pressures by \$0.007 million.

***Toronto Centre for the Arts***

- COLA, progression and step increases for staff add a pressure of \$0.030 million.
- Non-labour inflationary increases account for an additional \$0.025 million.
- Increased net revenues of \$0.048 million and an increase of 7.3 approved positions associated with a long-running production in the Main Stage Theatre help offset base increases.
- The retirement and elimination of the Executive Manager's position has resulted in additional savings of \$0.086 million and a reduction of 1 vacant approved position.
- The 2010 Recommended Base Budget also includes funding of \$0.845 million for special item improvements, which are offset by a reserve fund contribution of \$0.845 million.

**2010 Service Changes**

The Theatres' 2010 Recommended Base Budget includes additional service change savings of \$0.114 million, resulting from service review actions as summarized below:

***Minor Service Level Changes***

- St. Lawrence Centre for the Arts will close its' facility and not present any programs during the month of August in order to save cleaning, maintenance and utility costs of \$0.022 million. Typically, August is the slowest month for programming. The facility can be opened in August if an interested renter is able to cover the operating costs of the facility.

*Major Service Level Changes*

- St. Lawrence Centre for the Arts will permanently close the Forum and no longer present programming. The closure will result in the reduction of 1 approved position for a net savings of \$0.092 million. In 2009, no programming was presented due to the vacant Forum Director position.

Please refer to Part V for a discussion of 2010 Recommended Base Budget Service Changes.

**2011 and 2012 Outlook: Net Incremental Impact**

Approval of the 2010 Recommended Base Budget for Theatres will not result in any incremental impacts in 2011 and 2012 to increase the 2010 level of service and increase the staff complement by 14.4 approved positions. Future year changes are attributed to the following:

- *Sony Centre for the Performing Arts* anticipates that it will resume full year operations and add 14.4 approved positions for \$0 net incremental impact in 2011. Increased programming revenues and recoveries will cover the cost of the additional positions. The 2011 and 2012 Outlooks also include COLA for salary and wages and inflationary increases for non-labour expenses which the Centre will absorb within its budget envelope.
- *St. Lawrence Centre for the Arts* projects no net incremental changes in 2011 and 2012 to maintain the 2010 level of service and staff complement. Future year outlooks also include known increases in salaries and wages with offsetting increases in programming revenues.
- *Toronto Centre for the Arts* projects no net incremental impacts in 2011 and 2012. Any salary and benefit increases will be covered by revenues arising from successful programming of the Main Stage and Studio Theatre. The Centre intends to develop and stabilize programming in the George Weston Recital Hall to increase future programming revenues to reduce reliance on City funding.

**Table 4: 2010 Recommended Service Change Summary**  
(In \$000s)

Description	2010 Recommended Service Changes				Net Incremental Impact	
	Position Change	Gross Exp.	Net Exp.	% Change over 2009 Budget	2011	
	#	\$	\$	#	\$	# Pos
<b>Base Change Summary</b>	<b>6.3</b>	<b>(94.2)</b>	<b>(228.1)</b>	<b>-6.2%</b>	<b>0.0</b>	<b>0.0</b>
<b>Service Efficiencies:</b>						
<b>Revenue Changes:</b>						
<b>Minor Service Level Changes:</b>						
Closing St. Lawrence Centre for month of August	0.0	(21.5)	(21.5)	-0.6%		
<b>Major Service Level Changes:</b>						
Closing St. Lawrence Centre Forum	(1.0)	(95.6)	(92.1)	-2.5%		
<b>Sub-Total Service Changes</b>	<b>(1.0)</b>	<b>(117.1)</b>	<b>(113.6)</b>	<b>-3.1%</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Changes</b>	<b>5.3</b>	<b>(211.3)</b>	<b>(341.7)</b>	<b>-9.2%</b>	<b>0.0</b>	<b>0.0</b>

## 2010 Recommended Service Changes

Implementation of the following two service changes are included in the 2010 Recommended Base Budget, with savings of \$0.114 million in 2010 that do not realize any incremental savings in 2011. Also included in the 2010 Recommended Base Budget are base change savings of \$0.228 million in 2010 that have no incremental impacts in 2011. Approval of the recommended service changes will result in an overall decrease of 1.0 approved position in 2010.

### Service Changes

The following 2 recommended service changes included in Theatre's 2010 Recommended Base Budget, resulting in 2010 savings of \$0.114 million net are discussed below.

#### *Minor Service Level Change*

- *Closing of the St. Lawrence Centre for the Month of August*

St. Lawrence Centre for the Arts will close its facility during the month of August to save cleaning, maintenance and utility costs of \$0.022 million, since August is typically the slowest month for programming. As a result of the closure, no programming will take place at the Centre in August, unless an interested party comes forward who is capable of covering the full

operating costs for the month. St. Lawrence Centre will not have any incremental position changes as a result of the service change. The Centre uses Facilities Management staff for cleaning. Due to low demand for theatrical space in the summer, the Centre has remained “dark” throughout the month of August for the past 5 years.

***Major Service Level Change***

- *Closing of the St. Lawrence Centre Forum*

St. Lawrence Centre for the Arts will permanently close the Forum reducing 1 vacant position for savings of \$0.092 million. As a result, programming at the Forum will discontinue. Due to declining interest, the average attendance for Forum discussions from 2006 to 2008 has dropped 22.7% (from 291 to 225); as well, the number of discussions presented has also declined by 27.3% (from 11 to 8 presentations per year). The last Forum discussion took place in November 2008. Due to the vacant Forum Director’s position, the Centre did not present any programming in 2009. The Forum provided a space for Toronto citizens to gather, share ideas, and discuss a wide range of topics that resonate within the community. It is noted that the City provides alternative options for public debate and discussion through electronic means and discussions presented by the Toronto Public Library.

**Table 5: 2010 New / Enhanced Service Priority Actions: Summary**

(In \$000s)

Description	2010 Recommended			Net Incremental Impact			
	Gross Exp.	Net Exp.	New Positions	2011		2012	
	\$	\$	#	\$	# Pos	\$	# Pos
<b>Enhanced Services:</b>							
(a) Enhanced Services - Council Approved							
(b) Enhanced Services - Program Initiated							
New Initiatives in the George Weston Recital Hall	250.0	0.0	0.0				
<b>Sub-Total Enhanced Services</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>New Services:</b>							
(a) New Services - Council Approved							
(b) New Services - Program Initiated							
<b>Sub-Total New Services</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Enhanced/New Services</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**2010 Recommended New / Enhanced Service Priority Actions****Enhanced Service Priority Actions - Program Initiated***Toronto Centre for the Arts - New Initiatives in the George Weston Recital Hall*

The 2010 recommended new/enhanced service priority action of \$0.250 million gross and \$0 net will utilize the “North York Performing Arts Stabilization Reserve Fund” to proactively seek out collaborative opportunities with third parties for long-term financial and programming stability in the George Weston Recital Hall. The Centre is planning to broaden its current “rentals only” mandate by pursuing co-presentations and co-productions with successful third parties to increase the quality and frequency of programming in this venue. The use of the Reserve Fund for this activity is within the designated purpose, since the Reserve Fund purpose was amended during the 2009 operating budget process to include “support fiscal stabilization activity through revenue generating plans and initiatives”. In 2009 the Centre used the Reserve Fund for similar initiatives, which led to higher revenues and reduced reliance on City funding. Therefore, the 2010 Recommended Operating Budget includes this new/enhanced service priority action of \$0.250 million gross and \$0 net.

## 2010 Budget Issues

### *Sony Centre for the Performing Arts Facility Redevelopment*

The Sony Centre Theatre closed in July 2008 to commence an expansive restoration and renovation capital project to rejuvenate the Centre funded by the sale of part of the site. Delays in securing the agreement between the City and the Developer arising from the complex nature of the real-estate transaction, delayed the construction until October 2009. The theatre is now expected to re-open in the Fall of 2010, when audiences will be invited to celebrate the Centre's 50<sup>th</sup> Anniversary in a revitalized and restored facility.

At the time the 2009 Operating Budget was approved, it was believed that the transaction between the City and the Developer would close on time and that construction would be completed and the theatre re-opened by early 2010. The 2009 Approved Operating Budget included increased expenditures and corresponding staffing increases required to ramp up operations for early 2010. However since the agreement closed in October 2009, the re-opening was delayed until the next budget year. As such, a technical adjustment to the 2009 Approved Operating Budget was required to reflect a reduction in expenditure and revenues for a net \$0 impact and a reduction of 15.4 approved positions for a revised complement of 25.9.

The 2010 Recommended Operating Budget with gross expenditure of \$10.793 million and 63.6 approved positions provides funding for the continued shutdown of the theatre until renovations are completed, as well as ramp-up costs associated with resuming full operations of the theatre by October 2010. The sources of funding for operations are derived from City funding of \$1.087 million, programming revenues of \$7.755 million, and draws from the Sony Centre Facility Fee Reserve Fund of \$1.367 million.

### *Toronto Centre for the Arts Stability Funding*

Now that the Main Stage and Studio Theatres in the Centre are well utilized, The Toronto Centre for the Arts is seeking to broaden the current Council approved "rentals only" mandate in the George Weston Recital Hall (GWRH) to include co-presentation and co-production of events. This will allow the Centre's management to proactively stabilize and increase programming through Board approved initiatives that will seek out collaborative opportunities with third parties, resulting in long-term financial and programming stability for the GWRH. An amount of \$0.250 million funded from the Centre's Stabilization Reserve is recommended for this purpose. The current balance in the Reserve of \$1.100 million is sufficient to secure future revenues for the Centre and further support the trend of reduced City funding. This use of the Reserve for this activity is within its designated purpose.

### *Toronto Centre for the Arts Capital Investment in Yonge Street Sign*

The existing pylon sign located on the corner of Yonge Street and North York Boulevard was designed to expose the Centre's activities to the general public. The sign is well suited for long running Main Stage productions, but fails to provide exposure to shorter running shows or events

occurring in the Studio Theatre or George Weston Recital Hall (GWRH), since the cost to update the sign is \$0.010 million each time.

The Centre is planning to replace the existing sign with an electronic sign that will allow the theatre to advertise all shows at the facility and thus increase awareness of the smaller venues (GWRH & Studio Theatre), leading to increased programming revenue. The electronic sign costing \$0.450 million will be funded from the “North York Performing Arts Centre Capital Reserve Fund”. The electronic sign will not show motion or display advertising, but will display a static image which can be updated daily to reflect programming in the smaller venues at no cost.

## **2011 and Future Year Issues**

### ***2011 Reduction Target***

The Theatres have presented some viable 2011 revenue and reduction options during the 2010 Budget process to achieve a portion of the Program’s 2011 reduction target of \$0.185 million or 5% of the 2009 Approved Budget. They will be asked to submit additional reductions to meet the 5% target for 2011, at which time these options will be further reviewed over the course of the year and presented for consideration during the 2011 Operating Budget process. The Theatres are undertaking initiatives to develop programming to achieve long-term financial stability and reduced reliance on City funding.



## Appendix A

## 2010 Recommended Base Budget Changes vs. 2009 Approved Budget

(In \$000s)	Summary of 2010 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2011	2012
		\$	\$	\$	\$	\$
<b>2009 Council Approved Operating Budget</b>	<b>133.2</b>	<b>11,863.7</b>	<b>8,165.0</b>	<b>3,698.7</b>	<b>0.0</b>	<b>0.0</b>
Technical Adjustments						
In-Year Budget Adjustments						
<b>2009 Approved Operating Budget</b>	<b>133.2</b>	<b>11,863.7</b>	<b>8,165.0</b>	<b>3,698.7</b>	<b>0.0</b>	<b>0.0</b>
Prior Year Impacts:						
Annualizations from Prior Year						
Reversals from Prior Year		(768.0)	(768.0)			
Operating Impacts of Capital						
Zero Base Items						
Economic Increases:						
Salary		168.1	58.2	109.9		
Non Salary		40.5		40.5		
<b>Adjusted Base Budget</b>	<b>133.2</b>	<b>11,304.3</b>	<b>7,455.2</b>	<b>3,849.1</b>	<b>0.0</b>	<b>0.0</b>
Base Expenditure Changes	36.7	8,725.4	8,902.0	(176.6)		
Base Revenue Changes	7.7	454.7	525.9	(71.2)		
<b>2010 Base Budget Prior to Service Changes</b>	<b>177.6</b>	<b>20,484.4</b>	<b>16,883.1</b>	<b>3,601.3</b>	<b>0.0</b>	<b>0.0</b>
Recommended Service Changes:						
Service Efficiencies						
Revenue Changes						
Minor Service Level Changes		(21.5)		(21.5)		
Major Service Level Changes	(1.0)	(95.6)	(3.5)	(92.1)		
<b>Total Recommended Base Changes</b>	<b>(1.0)</b>	<b>(117.1)</b>	<b>(3.5)</b>	<b>(113.6)</b>	<b>0.0</b>	<b>0.0</b>
<b>2010 Recommended Base Budget</b>	<b>176.6</b>	<b>20,367.3</b>	<b>16,879.6</b>	<b>3,487.7</b>	<b>0.0</b>	<b>0.0</b>

**Appendix B**  
**Summary of Service Changes**

**Appendix C**

**Summary of 2010 Recommended  
New/Enhanced Service Priority Actions**

## Appendix D-1

## Program Summary by Expenditure Category

CLUSTER: AGENCIES, BOARDS AND COMMISSIONS PROGRAM: THEATRES - SONY CENTRE							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	1,833.0	1,885.7	4,659.8	2,826.8	154.2%	7,359.0	7,359.0
Materials and Supplies	241.1	253.8	755.3	514.2	213.3%	780.0	1,000.0
Equipment	6.2	6.3	20.4	14.2	229.0%	25.0	25.0
Services & Rents	666.0	669.7	3,164.9	2,498.9	375.2%	4,000.0	4,500.0
Contributions to Capital							
Contributions to Reserve/Res Funds	25.9	25.3	1,585.3	1,559.4	6020.8%	1,325.0	1,400.0
Other Expenditures	22.1	22.6	607.4	585.3	2648.4%	2,100.0	2,600.0
Interdivisional Charges							
<b>TOTAL GROSS EXPENDITURES</b>	2,794.3	2,863.4	10,793.1	7,998.8	286.3%	15,589.0	16,884.0
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations		35.0	7,755.1	7,755.1	n/a	12,926.9	14,009.4
Transfers from Capital Fund							
Contribution from Reserve Funds	1,650.0	1,684.1	1,541.7	(108.3)	(6.6%)	575.0	787.5
Contribution from Reserve							
Sundry Revenues			409.2	409.2	n/a	1,000.0	1,000.0
<b>TOTAL REVENUE</b>	1,650.0	1,719.1	9,706.0	8,056.0	488.2%	14,501.9	15,796.9
<b>TOTAL NET EXPENDITURES</b>	1,144.3	1,144.3	1,087.1	(57.2)	(5.0%)	1,087.1	1,087.1
<b>APPROVED POSITIONS</b>	25.9	25.9	63.6	37.7	145.6%	78.0	78.0

## Appendix D-2

## Program Summary by Expenditure Category

CLUSTER: AGENCIES, BOARDS AND COMMISSIONS PROGRAM: THEATRES - ST. LAWRENCE CENTRE							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	2,892.7	2,584.6	2,942.9	50.2	1.7%	2,989.5	3,036.9
Materials and Supplies	452.5	435.8	447.7	(4.8)	(1.1%)	447.7	447.7
Equipment							
Services & Rents	505.2	485.1	464.1	(41.1)	(8.1%)	424.1	424.1
Contributions to Capital							
Contributions to Reserve/Res Funds	88.1	13.1	88.1	0.0	0.0%	88.1	88.1
Other Expenditures	62.8	178.8	124.2	61.4	97.8%	124.2	124.2
Interdivisional Charges							
<b>TOTAL GROSS EXPENDITURES</b>	4,001.3	3,697.4	4,067.0	65.7	1.6%	4,073.6	4,121.0
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	2,407.2	2,026.0	2,521.4	114.2	4.7%	2,528.0	2,575.4
Transfers from Capital Fund	75.0		75.0	0.0	0.0%	75.0	75.0
Contribution from Reserve Funds							
Contribution from Reserve							
Sundry Revenues	24.1	39.7	50.4	26.3	109.1%	50.4	50.4
<b>TOTAL REVENUE</b>	2,506.3	2,065.7	2,646.8	140.5	5.6%	2,653.4	2,700.8
<b>TOTAL NET EXPENDITURES</b>	1,495.0	1,631.7	1,420.2	(74.8)	(5.0%)	1,420.2	1,420.2
<b>APPROVED POSITIONS</b>	48.6	43.7	48.0	(0.6)	(1.2%)	48.0	48.0

## Appendix D-3

## Program Summary by Expenditure Category

CLUSTER: AGENCIES, BOARDS AND COMMISSIONS PROGRAM: THEATRES - TORONTO CENTRE FOR THE ARTS							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	2,680.3	4,150.9	2,879.2	198.9	7.4%	2,843.5	2,928.8
Materials and Supplies	617.8	991.3	764.5	146.7	23.7%	655.4	675.1
Equipment	608.0	39.4	860.0	252.0	41.4%	18.0	18.5
Services & Rents	861.4	1,348.0	952.9	91.5	10.6%	728.2	750.0
Contributions to Capital							
Contributions to Reserve/Res Funds	300.6	800.0	300.6	0.0	0.0%	334.6	344.6
Other Expenditures							
Interdivisional Charges							
<b>TOTAL GROSS EXPENDITURES</b>	5,068.1	7,329.7	5,757.2	689.1	13.6%	4,579.7	4,717.1
Interdivisional Recoveries							
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	3,240.7	6,458.7	3,681.8	441.1	13.6%	3,599.3	3,736.7
Transfers from Capital Fund							
Contribution from Reserve Funds	593.0		845.0	252.0	42.5%		
Contribution from Reserve	175.0		250.0	75.0	42.9%		
Sundry Revenues							
<b>TOTAL REVENUE</b>	4,008.7	6,458.7	4,776.8	768.1	19.2%	3,599.3	3,736.7
<b>TOTAL NET EXPENDITURES</b>	1,059.4	871.0	980.4	(79.0)	(7.5%)	980.4	980.4
<b>APPROVED POSITIONS</b>	58.7	92.0	65.0	6.3	10.7%	65.0	65.0

## Appendix E

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

## Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Sony Centre Facility Fee Reserve Fund	XR3030	Beginning Balance	21,005.9	21,048.4	21,048.4
		Proposed Withdrawals (-) / Contributions (+)	(1,366.7) 1,409.2		
		Total Proposed Contributions (Withdrawals)	42.5	0.0	0.0
Reserve Fund Balance at Year End			21,048.4	21,048.4	21,048.4

\*Balance as of December 2009

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Sony Centre Stabilization Reserve Fund	XQ2031	Beginning Balance	181.2	156.2	156.2
		Proposed Withdrawals (-) / Contributions (+)	(175.0) 150.0		
		Total Proposed Contributions (Withdrawals)	(25.0)	0.0	0.0
Reserve Fund Balance at Year End			156.2	156.2	156.2

\*Balance as of December 2009

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
St. Lawrence Centre for the Arts Reserve Fund	XR1046	Beginning Balance	1.1	1.1	1.1
		Proposed Withdrawals (-) / Contributions (+)	(75.0) 75.0		
		Total Proposed Contributions (Withdrawals)	0.0	0.0	0.0
Reserve Fund Balance at Year End			1.1	1.1	1.1

\*Balance as of December 2009

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
North York Performing Arts Centre Capital Reserve Fund	XR3007	Beginning Balance	8,019.3	7,459.7	7,459.7
		Proposed Withdrawals (-) / Contributions (+)	(845.0) 285.4		
		Total Proposed Contributions (Withdrawals)	(559.6)	0.0	0.0
Reserve Fund Balance at Year End			7,459.7	7,459.7	7,459.7

\*Balance as of December 2009

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
North York Performing Arts Centre Operating Stabilization Reserve Fund	XQ1060	Beginning Balance	1,274.7	1,024.7	1,024.7
		Proposed Withdrawals (-) / Contributions (+)	(250.0)		
		Total Proposed Contributions (Withdrawals)	(250.0)	0.0	0.0
Reserve Fund Balance at Year End			1,024.7	1,024.7	1,024.7

\*Balance as of December 2009

**Corporate Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2009	Proposed Withdrawals (-) /		
			2010	2011	2012
		\$	\$	\$	\$
Insurance Reserve Fund	XR1010	32,534.1			
Sony Centre for the Performing Arts			26.1	26.1	26.1
St. Lawrence Centre for the Arts			13.1	13.1	13.1
Toronto Centre for the Arts			15.2	15.2	15.2
Total Reserve / Reserve Fund Draws / Contributions			54.4	54.4	54.4