



Yonge-Dundas Square

2014 OPERATING BUDGET OVERVIEW

What We Do

Yonge-Dundas Square is a public square that accommodates approximately 300 events each year including third-party and self-programmed events. These events encourage economic and cultural activities by showcasing businesses and drawing residents and tourists to the area. Some days are also set aside for the public to enjoy the square as a piazza.

2014 Budget Highlights

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	2,069.2	2,215.6	146.4	7.1%
Gross Revenue	1,632.6	1,822.6	190.0	11.6%
Net Expenditures	436.5	392.9	(43.6)	-10.0%

Yonge-Dundas Square is adjusting its revenues and expenditure levels to reflect prior year results. Moving into this year's budget, Yonge-Dundas Square estimates net revenue increases of \$0.133 million from permit fees, event support revenues, and ancillary revenues. This increased revenue offsets net pressures of \$0.090 million from inflation, expenditure adjustments to reflect actual spending, and labour cost increases. As a result, the Program's 2014 Recommended Operating Net Budget is \$0.044 million less than 2013.

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Contacts

Judy Skinner
 Manager, Financial Planning
 Tel: (416) 397-4219
 Email: jskinne1@toronto.ca

Jordana Wong
 Financial Planning Analyst
 Tel: (416) 395-6429
 Email: jwongg@toronto.ca

Fast Facts

- Accommodates about 300 events (capacity) per year, reflecting the current business strategy.
- Regular events include Lunchtime Live!, City Cinema, and Indie Fridays.
- Community events include NXNE, BuskerFest, and Nuit Blanche.
- The number of attendees and users of the Square is projected to be 1.250 million in 2014.

Trends

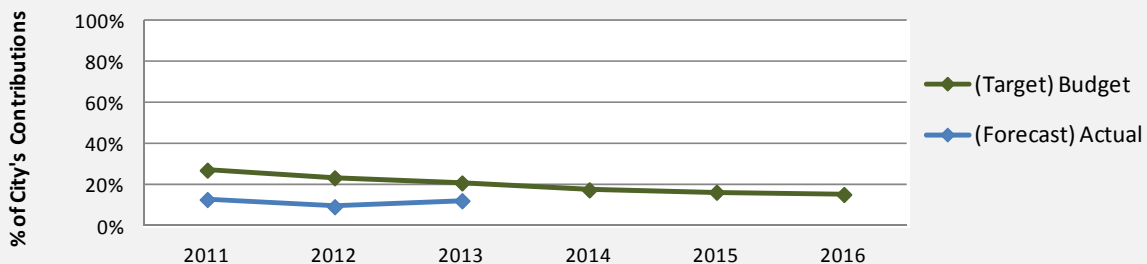
- Funding support from the City as a percentage of the Program’s operations have been steadily declining over the years
- Actual revenues are highly variable and difficult to budget for. Due to uncertainties at the Square (unauthorized use and media reports of dangerous activity), the Program is budgeting for revenues conservatively.

Our Service Deliverables for 2014

The goal of Yonge-Dundas Square is to provide the downtown area with a range of business and cultural events and provide maintenance on the Square as required. The 2014 Operating Budget will fund:

- Approximately 300 events in 2014, which is the same as in 2013:
 - 88% are scheduled 3rd party public events year-round including community and private sector events, City events, and major cultural events.
 - 12% are self-programmed events during the spring, summer and fall.
- Maintenance of the Square by setting aside days for the Square to be a piazza. The Board of Management's business strategy sets a goal of holding approximately 300 events (capacity), and thereafter, allowing for "fountain days" and downtime for maintenance of the Square during peak and non-peak seasons.
- Services including staging, lighting, audio systems, and security that support successful events.

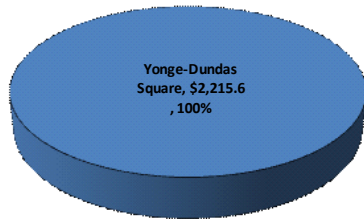
Efficiency - Contribution by City of Toronto as a % of Overall YDS Operating Costs



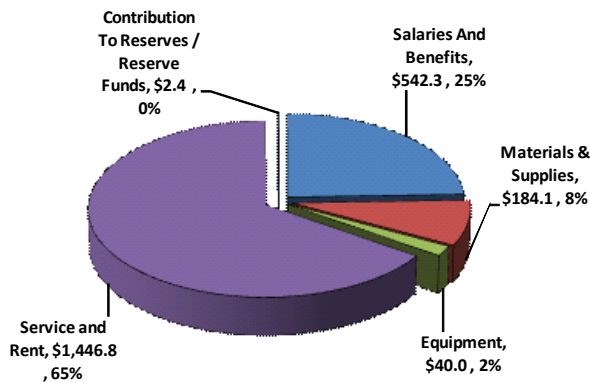
2014 Budget Expenditures & Funding

Where the money goes:

2014 Operating Budget by Service
\$2.216 Million

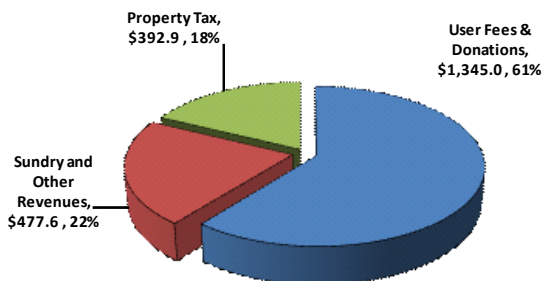


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source
\$2.216 Million



Our Key Challenges

- Unpermitted Use of the Square
- Competition from Other Civic Squares

Our Priority Actions

- Yonge-Dundas Square continues to monitor unauthorized plans to use the Square to prevent and mitigate issues proactively. In 2014, the Program will also be upgrading its surveillance system and increasing contracted security services.
- In October, City Council considered a report recommending increased strategic alignment between the Program and other Public Squares. The report was referred to the General Manager, Economic Development and Culture, for consideration. In the meantime, the Program continues to maintain its primary revenue sources (permit fees, service charges, and sponsorships) while exploring alternate revenue streams.

II: RECOMMENDATIONS

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Operating Budget for Yonge Dundas Square of \$2.216 million gross and \$0.393 million net, comprised of the following services:

<u>Service:</u>	Gross <u>(\$000s)</u>	Net <u>(\$000s)</u>
Yonge-Dundas Square	2,215.6	392.9
Total Program Budget	<u>2,215.6</u>	<u>392.9</u>

2. City Council approve Yonge-Dundas Square's 2014 recommended service levels, as outlined on page 7, and associated staff complement of 6.5 positions.

III: 2014 SERVICE OVERVIEW AND PLAN

Program Map

Yonge-Dundas Square

The mission of the Yonge-Dundas Square Board of Management is to responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown; to launch, promote, and operate the Square as a unique public space, borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.

Yonge-Dundas Square is a unique focal point of the downtown Toronto community. The Square is designated for use as a public open space and as an event venue that can accommodate events of various sizes. You'll discover a wide range of activities on the Square: community celebrations, theatrical events, concerts, receptions, promotions – events that appeal to residents and tourists alike and provide a showcase for local businesses.

**Public Square and
Event Venue**

Purpose:
 To create a unique focal point in the downtown core to promote economic development activities and to contribute to the cultural vitality of the community;
 To provide a balance of commercial and community programming which will appeal to local business and residents, and also provide city wide attractions to Torontonians and visitors alike;
 To promote a high quality of life in a safe, secure and liveable downtown.

Service Customer

- Public Event Production**
- Public Event Participant
 - Public Event Host
 - YDS Space User
 - Business Partners (ticket booth)
 - Sponsors
 - Partners

2014 Service Deliverables

The 2014 Recommended Operating Budget of \$2.216 million gross and \$0.393 million net for Yonge-Dundas Square will fund:

- Approximately 300 events in 2014, which is the same as in 2013. Approximately 264, or 88%, of events are scheduled 3rd party public events year-round including community and private sector events, City events, and major cultural events such as Nuit Blanche, NXNE and Just for Laughs festivals. The other 36, or 12%, of events are self-programmed events during the spring, summer and fall.
- Maintenance of the Square and setting aside days for the square to be a piazza. The Board of Management's business strategy sets a goal of holding approximately 300 events (capacity) in 2010 and thereafter, to allow for "fountain days" and downtime for maintenance of the Square during peak and non-peak seasons. Yonge-Dundas Square's business is seasonal and client activity is slow from January to mid-March but heavy from May to October.
- Services including staging, lighting, audio systems, and security that support successful events.

Service Profile: Public Square and Event Venue



What we do

- Create a unique focal point in the downtown core to promote economic development activities and to contribute to the cultural vitality of the community
- Provide a balance of commercial and community programming which will appeal to local businesses and residents, and also provide city-wide attractions to Torontonians and visitors alike
- Promote a high quality of life in a safe, secure and liveable downtown

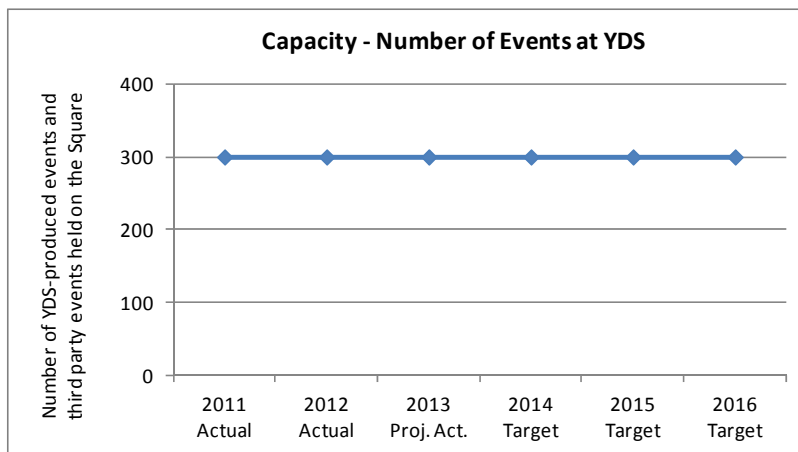
2014 Recommended Service Levels

Public Square and Event Venue

Activity Type	Service Levels
	2014 Recommended
Public Use	Square accessible for public use on a daily basis 100% of the time
Third-Party Rental	88% utilization
Yonge-Dundas Productions	12% utilization

Service Performance Measures

Efficiency Measure – Contribution by City of Toronto as a % of Overall YDS Operations

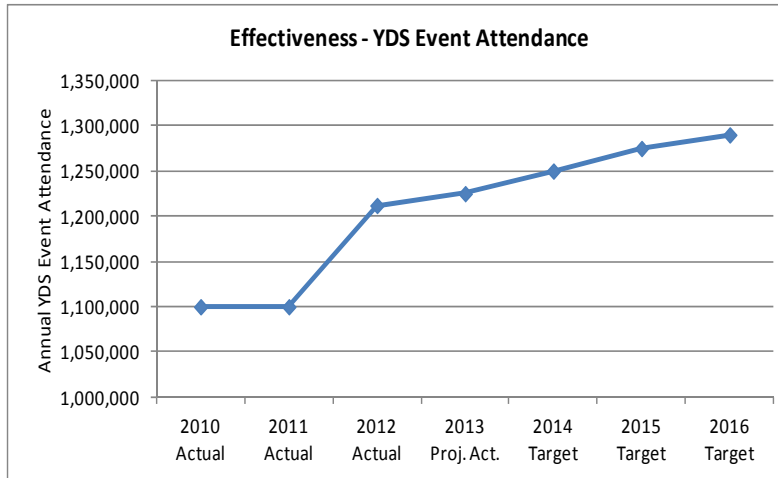


- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events and major cultural festivals.
- Since 2010, the Board of Management's business strategy has set a goal of holding no more than 300 events (capacity), and thereafter, allowing for

"fountain days" and downtime for maintenance of the Square. Under the old business model, YDS held 312 events in 2008 and 315 events in 2009.

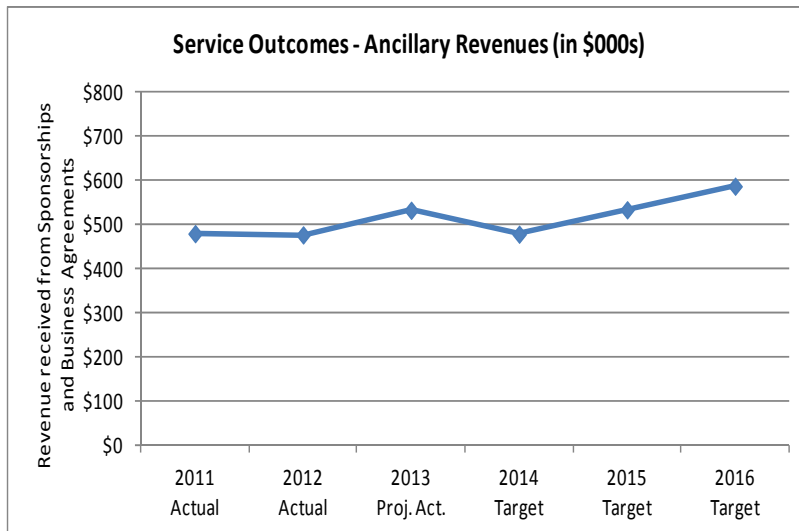
- Since 2010, the number of events at the Square has remained at 300 and this number is expected to remain constant in the near future.

Effectiveness Measure – YDS Event Attendance



- The number of attendees at Yonge-Dundas Square has grown almost every year since the Square opened in 2003
- Attendance at events is on target to increase to 1.290 million in 2016.
- Annual YDS event attendance:
 2008 Actual: 999,070
 2009 Actual: 1,050,675
 2010 Actual: 1,100,000
 2011 Actual: 1,100,000
 2012 Actual: 1,211,998
 2013 Proj. Actual: 1,225,000
 2014 Target: 1,250,000
 2015 Target: 1,275,000
 2016 Target: 1,290,000

Outcome Measures – Ancillary Revenues



- Ancillary revenue includes sponsorships, signage agreements, and kiosk licensing.
- The Program is expecting a one-time peak in these revenues in 2013 from a combination of increases in 2013 and decreases in 2014. While there is a rise in sponsorship levels starting in 2013, the Program is anticipating decreased revenues from kiosk licensing and signage agreements in 2014.
- It should be noted that one-time

ancillary revenues were generated in 2013 from the Program’s 10th Anniversary event.

- Yonge-Dundas Square will focus on growing its ancillary revenues in the near future to help offset budget pressures.

IV: 2014 Recommended Total Operating Budget

2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec.dd vs. 2013 Budget		Incremental Change 2015 and 2016 Plan			
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New /Enhanced	2014 Rec'd Budget	Approved Changes	%	2015		2016	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
Yonge-Dundas Square											
Gross Expenditures	2,069.2	2,480.4	2,215.6		2,215.6	146.4	7.1%	35.5	1.6%	34.8	1.5%
Revenue	1,632.6	2,171.1	1,822.6		1,822.6	190.0	11.6%	55.1	3.0%	53.4	2.8%
Net Expenditures	436.5	309.3	392.9	-	392.9	(43.6)	(10.0%)	(19.7)	(5.0%)	(18.7)	(5.0%)
Approved Positions	6.5	6.5	6.5		6.5	-	0.0%	-	0.0%	-	0.0%

The 2014 Recommended Operating Budget for Yonge-Dundas Square of \$2.216 million gross and \$0.393 million net will fund the Program's only service.

- The Recommended 2014 Operating Budget is below the 0% operating target by \$0.044 million or 10%.
- There are no recommended service reductions.
- A review of actual expenses has resulted in an increase to the budget of \$0.032 million, mostly to the services and rents category.
- In the recent past, Yonge-Dundas Square had been experiencing increasing demand for event support services, especially by the larger, more complex in scope, major events and festivals. Increased client expenses for these types of events are recoverable from clients, and therefore lead to higher net revenues. The Program is now starting to reach its growth capacity in this area.
- The 2014 Recommended Operating Budget includes an increase to event support and permitting revenues that reflect actual levels anticipated based on the 2013 forecast. The budget increase to permitting and event support will lead to a \$0.120 million increase, offset by a corresponding increase in event support costs of \$0.047 million, a fringe benefit cost increase of \$0.010 million, for a net revenue increase of \$0.063 million in 2014.
- In 2014, Yonge-Dundas Square will continue to focus on growing its revenues from ancillary services. Ancillary revenues are largely comprised of sponsorships, signage agreements, and kiosk licensing. The Program anticipates that the high 2012 actual ancillary revenue levels will be sustainable in 2014 largely due to favourable trends in sponsorship revenues.
- In 2015 and 2016, the Program expects continued growth in its ancillary revenues which will result in incremental net budget decreases of 5% in each outlook year.

Approval of the 2014 Recommended Budget will convert one temporary full-time position to a permanent one, with no change in total staff complement levels.

- Yonge-Dundas Square has been successful operating with its new administrative model that expands its organizational capacity to manage a growing number of permit requests. To continue this model, the Program will convert one temporary staff to permanent in 2014, with associated benefit cost increases of \$0.010 million to be fully recoverable from event support net revenue increases.

**2014 Recommended Base Budget
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change 2014 Recommended Base vs. 2013 Approved Budget		Incremental Change			
					2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
Yonge-Dundas Square								
Gross Expenditures	2,069.2	2,215.6	146.4	7.1%	35.5	1.6%	34.8	1.5%
Revenue	1,632.6	1,822.6	190.0	11.6%	55.1	3.0%	53.4	2.8%
Net Expenditures	436.5	392.9	(43.6)	(10.0%)	(19.7)	(5.0%)	(18.7)	(5.0%)
Approved Positions	6.5	6.5	-	0.0%	-	0.0%	-	0.0%

The 2014 Recommended Base Budget of \$2.216 million gross and \$0.393 million net is \$0.044 million or 10% under the 2013 Approved Budget of \$0.437 million net.

As detailed below, base budget pressures from inflationary adjustments, labour cost increases, as well as a base budget adjustment from anticipated spending increases, will be offset by increases to user fee and ancillary revenues.

**Key Cost Drivers
(In \$000s)**

(In \$000s)	2014 Rec'd Base Budget
Gross Expenditure Changes	
Prior Year Impacts	
N/A	
Operating Impacts of Capital	
N/A	
Economic Factors	
Inflationary Adjustments	36.0
COLA and Progression Pay	
COLA, Progression, and Finge Benefit Increases	21.8
Expenditure Changes	
Adjustments to Reflect Actual Spending	32.0
Total Changes	89.7
Revenue Changes	
Permit Fees and Event Support Revenues	63.3
Sundry Revenues	70.0
Total Changes	133.3
Net Expenditures	(43.6)

No recommended service changes or new/enhanced service priority actions are recommended for 2014.

**2015 and 2016 Plan
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
Known Impacts:										
Inflationary Adjustments	35.5		35.5	9.0%		34.8		34.8	9.3%	
Sundry Revenues		55.1	(55.1)	-14.0%			53.4	(53.4)	-14.3%	
			-					-		
Sub-Total	35.5	55.1	(19.6)		-	34.8	53.4	(18.7)		-
Anticipated Impacts:										
N/A										
Total Incremental Impact	35.5	55.1	(19.6)	-5.0%	-	34.8	53.4	(18.7)	-5.0%	-

Approval of the 2014 Recommended Budget for Yonge-Dundas Square will result in a 2015 and 2016 incremental net decrease of \$0.020 million and \$0.019 million respectively without decreasing the 2014 level of service.

Future year incremental costs and revenues include:

Known Impacts

- Inflationary adjustments to utilities, equipment, and cost of materials and supplies used by the Program, which will result in incremental cost increases of \$0.036 million in 2015 and \$0.035 million in 2016.
- The Program has reviewed market trends, and expects increases in ancillary revenues which will result in incremental revenue increases of \$0.055 million in 2015 and \$0.053 million in 2016.

There are no known or anticipated impacts from COLA or progression pay. Although the Program follows the City's compensation increases for management staff as a guideline, the Board of Management of Yonge-Dundas Square approves these increases annually based on staff performance reviews.

V: ISSUES FOR DISCUSSION

Key Program Issues

Unpermitted Use of the Square

- The high level of client activity and public attention received at Yonge-Dundas Square has made the venue an increasingly attractive place for unauthorized protests and demonstrations. Unpermitted use of the venue has been interrupting scheduled events and festivals at the Square. This issue, if left unresolved, will decrease revenues not only from increased security and damage costs, but more importantly, could result in a client perception that the Square is a risky event venue which would negatively affect future revenues.
- The Board of Management of Yonge-Dundas Square continues to closely monitor unauthorized plans to use the Square and prevent, or mitigate, these issues proactively. The Program's Recommended Operating Budget for 2014 also includes funding to upgrade its current surveillance system and additional funding on overall security services on the Square.

Competition from Other Civic Squares

- Yonge-Dundas Square operates in the same market as other civic squares such as David Pecaut Square and Nathan Phillips Square. It continues to be a challenge for the Program to compete for revenues with other civic squares that operate under different business models and fee structures.
- Yonge-Dundas Square continues to maintain its primary revenue sources (permit fees, service charges, and sponsorships) through maintaining the Square as an attractive venue for events, and negotiating sponsorships with private sector partners and community groups. The Board of Management is also mandated to explore alternate revenue streams to support its various service objectives.
- On October 8, 2013, City Council considered a report recommending that Yonge-Dundas Square's Board of Management work with the General Manager of Economic Development and Culture to optimize events across Yonge-Dundas Square and the City's other Civic Squares. The report was referred to the General Manager, Economic Development and Culture, for consideration. The General Manager was also directed to meet with staff and Councillors and report back in the spring of 2014 on ways to encourage better use of the City's Public Squares.

User Fees

- There are no planned user fee increases for Yonge-Dundas Square in 2014.

Sponsorship Revenue

- In 2014, Yonge Dundas Square's sponsorships are expected to be \$0.220 million, or 12% of total revenues for the Program. It will be important for Yonge-Dundas Square to be able to renew their multi-year agreements as required to support this important revenue stream in the future.

Service Efficiency Study Implementation – Status Update

- At the Special City Council Meeting of September 26 and 27, 2011, City Council adopted the following recommendation emanating from the Core Service Review:

"City Council request Yonge-Dundas Square Board of Management to develop a plan to reduce their reliance on tax supported funding, and become financially self-sufficient, and report to the Executive Committee."

- At the Special City Council meeting of January 17, 2012, City Council adopted the following recommendation:

"City Council request the City Manager to undertake a comprehensive review of special events related services, fees and permitting processes, including a strategy to ensure consistent use of the City's civic squares, and report back no later than the 2013 Budget process."

- On November 19, 2012, Executive Committee considered a report titled "Yonge-Dundas Square Board Report on Financial Self-Sufficiency" (EX25.6). This report from the City Manager's Office concluded that the Program is unable to reduce operating expenditures or increase revenues to attain financial self-sufficiency given various business challenges, including:

- Spontaneous and unpredictable unpermitted uses and demonstrations on the Square.
- Competition for revenue generating events from other civic squares in the City with different operating models and fee structures.

This report was referred for inclusion in the City Manager's report on the Civic Squares.

- On October 8, 2013, City Council considered a report from the City Manager titled "Governance and Policy Framework for Toronto's Public Squares" (EX34.6). The report recommended harmonized regulations pertaining to the use of Public Squares including Yonge-Dundas Square. The report also recommended that the General Manager of Economic Development and Culture manage the operations of all public squares except Yonge-Dundas Square, and that Yonge-Dundas Square continue operations under its current model with increased collaboration with the General Manager to optimize events on all Public Squares.
- This report was referred to the General Manager of Economic Development and Culture for further consideration and to explore ways to improve the public's use of these venues. The General Manager is expected to report back to the Economic Development Committee in Spring 2014.

Appendix 1

2013 Service Performance

2013 Key Accomplishments

In 2013, Yonge-Dundas Square achieved the following results:

2013 Targets

- ✓ Successfully exceeded the City's mandated 0% net budget increase with a 6% net budget reduction.
- ✓ Successfully maintained high levels of earned revenues as in previous years.

Programming and Events

- ✓ Continued to establish the Square as a primary venue for major international festivals and events as well as multicultural community festivals.
- ✓ Continued to operate at capacity, with a 100% rate of venue usage in high-season.

2013 Financial Performance

2013 Budget Variance Analysis (In \$000s)

	2011	2012	2013	2013	2013 Approved Budget vs.	
	Actuals	Actuals	Approved Budget	Projected Actuals*	Projected Actual Variance	
(\$000s)	\$	\$	\$	\$	\$	%
Gross Expenditures	2,140.7	2,332.2	2,069.2	2,480.4	411.2	19.9
Revenues	1,861.4	2,109.6	1,632.6	2,171.1	538.5	33.0
Net Expenditures	279.3	222.6	436.5	309.3	(127.3)	(29.2)
Approved Positions	5.0	6.0	6.5	6.5	-	-

* Based on the 3rd Quarter Operating Budget Variance Report

2013 Experience

- Yonge-Dundas Square expects a net under-spending of \$0.127 million or 29.2% at year-end.
- The Program continues to be successful in providing event support to its major events and festivals, resulting in high forecasted event support revenues. Yonge-Dundas Square also entered into a new sponsorship agreement that results in higher sponsorship revenues than budgeted, and is expecting higher levels of signage revenues than 2013 budgeted levels.

Impact of 2013 Operating Variance on the 2014 Recommended Budget

- The 2014 Recommended Operating Budget reflects increases to sponsorships, event support revenues, and signage revenues, reflecting anticipated levels for 2014.
 - As the Program has recently entered into a new multi-year agreement with its sponsors, it is expecting the sponsorship revenue level forecasted for 2013 to continue in 2014.
 - Much of the Program's anticipated event support revenues and signage revenues for 2013 are also expected to continue in 2014.
 - The revenue increase being recommended for 2014, or \$0.190 million, is the result of the Program's performance in 2013.

Appendix 2

2014 Recommended Total Operating Budget by Expenditure Category

Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved	%	Plan	Plan
	\$	\$	\$	\$	\$	\$		\$	\$
Salaries and Benefits	422.0	495.0	510.9	549.7	542.3	31.4	6.1%	542.3	542.3
Materials and Supplies	460.7	309.6	173.1	191.4	184.1	11.0	6.3%	190.2	196.3
Equipment	-	-	40.0	34.8	40.0	-	0.0%	40.9	41.7
Services & Rents	1,255.7	1,525.3	1,342.8	1,702.1	1,446.8	104.0	7.7%	1,475.3	1,503.1
Contributions to Capital	-	-	-	-	-	-	-	-	-
Contributions to Reserve/Res Funds	2.4	2.4	2.4	2.4	2.4	-	0.0%	2.4	2.4
Other Expenditures	-	-	-	-	-	-	-	-	-
Interdivisional Charges	-	-	-	-	-	-	-	-	-
Total Gross Expenditures	2,140.7	2,332.3	2,069.2	2,480.4	2,215.6	146.3	7.1%	2,251.0	2,285.8
Interdivisional Recoveries	-	-	-	-	-	-	-	-	-
Provincial Subsidies	-	-	-	-	-	-	-	-	-
Federal Subsidies	-	-	-	-	-	-	-	-	-
Other Subsidies	-	-	-	-	-	-	-	-	-
User Fees & Donations	1,382.5	1,633.5	1,225.0	1,620.0	1,345.0	120.0	9.8%	1,345.0	1,345.0
Transfers from Capital Fund	-	-	-	-	-	-	-	-	-
Contribution from Reserve Funds	-	-	-	-	-	-	-	-	-
Contribution from Reserve	-	-	-	-	-	-	-	-	-
Sundry Revenues	478.9	476.1	407.6	551.1	477.6	70.0	17.2%	532.8	586.2
Required Adjustments	-	-	-	-	-	-	-	-	-
Total Revenues	1,861.4	2,109.6	1,632.6	2,171.1	1,822.6	190.0	11.6%	1,877.8	1,931.2
Total Net Expenditures	279.3	222.6	436.6	309.3	392.9	(43.7)	-10.0%	373.3	354.6
Approved Positions	5.0	6.0	6.5	6.5	6.5	6.5	0.0%	6.5	6.5

2014 Key Cost Drivers

Salaries and Benefits

- The rise in 2012 actual salary cost, compared to 2011 levels, is due to event coordinators being presented in this category, instead of the services and rents category, starting in this year.
- There is a rise in 2013 forecasted salary and benefit costs for a one-time unanticipated compensation requirement.
- In 2014, salary and benefit costs will increase compared to the 2013 budget driven by increased fringe benefit costs arising from the conversion of one temporary staff to permanent.

Materials and Supplies

- Materials and supplies costs include utilities as well as supplies for daily operations and general maintenance of facilities. The actual need for spending in this category varies from year to year.
- Actual spending in this category for 2013 is expected to be higher than budgeted in large part due to urgent maintenance and repair work that needed to be performed on the fountains at the square.
- As a result of higher than budgeted activity at the Square in 2013, the maintenance needs in 2013 are also higher than previously anticipated. Much of these increased activities, and resulting increased maintenance expenditures, are expected to continue in 2014. As a result, the Program has budgeted for increased spending in this category for 2014 to reflect actual anticipated levels.

Equipment

- Equipment expenses are intended for minor repair and maintenance work that are not always foreseeable, and are highly variable depending on the minor maintenance needs of the Program as the year progresses.
- The recommended level of spending in this category for 2014 is the same as 2013 budgeted levels.

Services and Rents

- Services and rents are the main drivers of expenses and generally fluctuate with the user fee revenue category, as these expenses are in large part costs associated with these revenues.
- Services and rents rose drastically in 2012 due to an increase in demand for event support services, and are forecasted to continue growing in 2013. The peak in 2013 forecasted levels is also partly due to the Program's recent decision to promote its venue with a 10th Anniversary celebration.
- 2014 expenditures are expected to decrease compared to the 2013 forecast. The Program is budgeting conservatively with the assumption that only a portion of the event support activities in 2013 will continue in 2014.

Contributions to Reserve Funds

- Contributions to reserve funds are nearly constant over the years. This category grows only marginally every year as the City adjusts contributions to the Insurance Reserve Fund.

User Fees and Donations

- The user fees and donations category includes event support and permit fee revenues and fluctuates year to year based on market demand to use the Square. User Fees and Donations are forecasted to remain similar to 2012 actual levels in 2013.

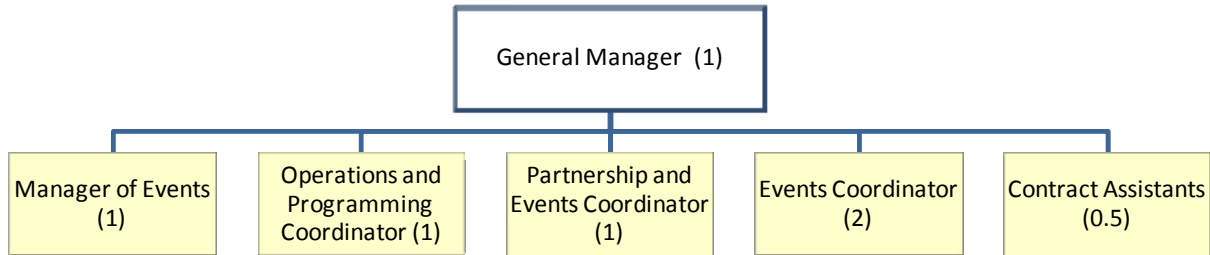
- The recommended allocation to this category for 2014 is a conservative estimate assuming that only a portion of 2013 user fee revenues will continue into the following year.

Sundry Revenues

- Sundry revenues are forecasted to be higher than budgeted due to high levels of signage and sponsorship revenues, as well as revenues from the 10th Anniversary event. Some of these revenues are sustainable and are expected to continue in 2014.

Appendix 2 - Continued

2014 Organization Chart



2014 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	5.0	0.5		6.5
Part-Time					-
Total	1.0	5.0	0.5	-	6.5

Appendix 5

Inflows/Outflows to/from Reserves & Reserve Funds

Corporate Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance			18,307.1	36,762.2	51,417.3
Insurance Reserve Fund	XR1010	18,307.1	2.4	2.4	2.4
Total Reserve / Reserve Fund Draws / Contributions		18,307.1	18,309.5	36,764.6	51,419.6
Other program / Agency Net Withdrawals & Contributions			18,452.7	14,652.6	15,088.1
Balance at Year-End		18,307.1	36,762.2	51,417.3	66,507.7