



# Yonge-Dundas Square

## What We Do

We accommodate approximately 240 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. Consistent with previous years, 28 days are set aside for the public to enjoy the square as a piazza. Yonge-Dundas Square provides Public Square and Event Venue services.

## Why We Do It

We responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown Toronto, 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 the way of its activities, security and cleanliness.

### Our Experience & Success

- Deploy the new permanent digital signage on the square and leverage the new capabilities to generate additional user fee revenues.
- Complete first major capital improvement project with approximately \$5 million in private sector funding.
- Introduce new digital services with affordable pricing access to community groups and a no-cost basic access for not-for-profit organizations.
- Launch new Public Service Announcement Alerts for the public (Amber Alerts, Extreme Cold Warnings).

### Key Challenges

- Maintain affordability for community groups who use Yonge-Dundas Square.
- Maintain a busy event schedule to assist surrounding vicinity with ongoing events and activations.
- Address safety/security concerns on the site and mitigating potential threats to the venue.
- Work with neighbourhood agencies, businesses and groups to address community concerns related to the opioid crisis and related issues.

### Priority Actions

- Increase outreach to a variety of potential clients regarding new digital capabilities.
- Review business plan and user policies for any potential savings that could be achieved to mitigate user costs for community groups.
- Create a Yonge-Dundas Square Reserve Fund where YDS will make a contribution of \$0.050 million in the 2019 Staff Recommended Operating Budget and this reserve fund will fund YDS capital projects and any operating budget shortfalls.
- Increase facility use in general without compromising the balance of users (community / private sector).

## Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$3.4	\$3.6	\$3.7
Revenues	\$3.4	\$3.6	\$3.7
Net Expenditures	\$0	\$0	\$0
Approved Positions	8.0	8.0	8.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$0.1	\$0.5	\$0.5
Debt	\$0.1	\$0.5	\$0.5

*Note: Excluding 2018 carry forward funding to 2019*

## Our Key Service Levels



Yonge-Dundas Square is available for public access **100%** of the time

Source of image: [www.icons8.com](http://www.icons8.com)



**88%** utilization for Third Party Rentals



**12%** utilization for Yonge-Dundas Productions

## Key Service Deliverables

Provide the downtown area with a range of business and cultural events.

Support approximately **190** events in 2019, which include a mix of third-party public events, community and private sector events, City events, and major cultural events.

Operate near capacity, with a near **100%** rate of venue usage in high-season.

Establish the Yonge-Dundas Square as a primary venue for major international festivals and events while maintaining availability for multicultural community festivals and celebrations.

## Who We Serve

### Public Square and Event Venue

- Public Event Hosts
- Public Event Participant
- Yonge-Dundas Space Users

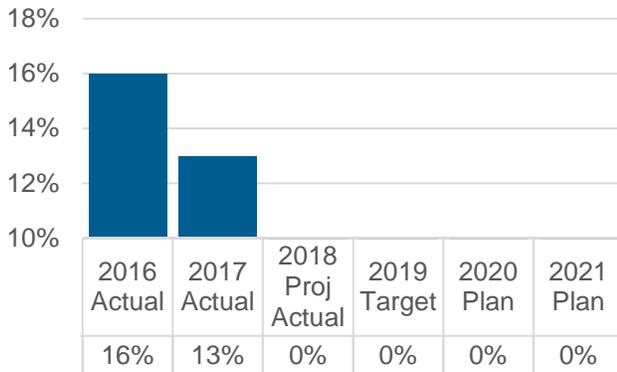
#### *Beneficiaries*

- Businesses
- Partners & Sponsors
- Residents
- City & Agency Staff
- Visitors

## How Well We Are Doing

### Performance Measures

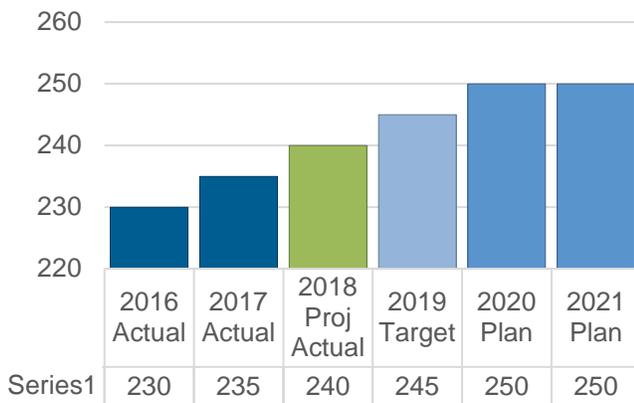
**Contribution by City of Toronto as a % of Overall YDS Operating Cost**



### Behind the Numbers

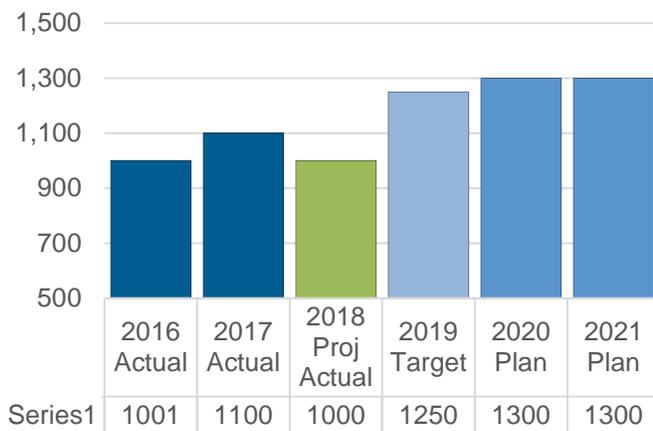
- The contribution by the City of Toronto to the overall Yonge-Dundas Square Operating Budget is anticipated to be 0% for the following years as the Agency is moving towards a self-sustaining business model through its generation of diverse revenue streams

### Number of Events at YDS



- 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.
- There was a downturn in events in 2018 due to the capital improvements taking place on the Square where permits were not accepted during this time.
- The Board of Management's mandate is to operate near capacity (275 – 300 events) and focus on larger production events in lieu of smaller events.

### Event Attendance



- As the Square continues to renew its vision and *adapt* the event roster to reflect the new mandate, it is anticipated that the event attendance will continue to improve.
- There was a downturn in attendance in 2018 due to the fewer events at the Square caused by the capital improvements taking place.
- The Square is also exploring the opportunity to host winter events on the Square in the near future which will increase the number of events held

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### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review
11. Yonge-Dundas Square Reserve Fund Detail

#### Program / Agency:

**Taylor Rath**

**General Manager**

Tel: (416) 979-9960 x 115

Email: [taylor@ydsquare.ca](mailto:taylor@ydsquare.ca)

#### Corporate:

**Judy Skinner**

Manager, Financial Planning

Tel: (416) 397-4219

Email: [Judy.Skinner@toronto.ca](mailto:Judy.Skinner@toronto.ca)



## RECOMMENDATIONS

## RECOMMENDATIONS

The City Manager, Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Yonge-Dundas Square of \$3.442 million gross, \$0 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Public Square and Event Venue	3,442.4	0
Total Program Budget	3,442.4	0

2. City Council approve the 2019 service levels for Yonge-Dundas Square as outlined in Appendix 3 of this report, and associated staff complement of 8.0 positions, entirely comprised of operating service delivery positions.

3. City Council approve the establishment of a discretionary reserve fund account named the "Yonge-Dundas Square Reserve Fund" in Schedule 8 of City of Toronto Municipal Code Chapter 227, Reserves and Reserve Funds ("Chapter 227") the purpose of which is to provide funding for the maintenance and improvements to Yonge-Dundas Square through the Capital Budget, and to support shortfalls from the approved Operating Budget, with criteria as outlined in Appendix 11 of this report.

4. City Council approve the 2019 Staff Recommended Capital Budget for Yonge-Dundas Square with a total project cost of \$0.100 million, and 2019 cash flow of \$0.050 million and future year commitments of \$0.050 million comprised of the following:

a. New Cash Flow Funds for:

1. One new / change in scope sub-project with a 2019 total project cost of \$0.100 million that requires cash flow of \$0.050 million in 2019 and future year cash flow commitments of \$0.050 million for 2020;

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Yonge-Dundas Square totalling \$0.400 million in project estimates, comprised of \$0.050 million for each of the years from 2021 to 2028.



# 2019 STAFF RECOMMENDED OPERATING BUDGET

**PROGRAM MAP**

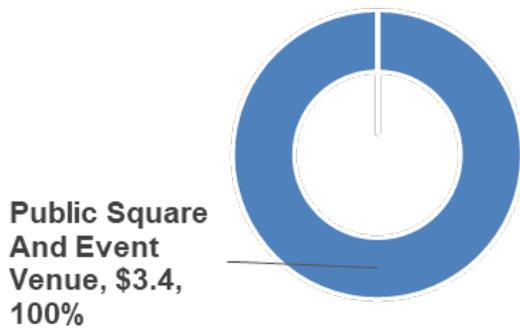
**Yonge-Dundas Square**  
 Responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown Toronto, to launch , promote, and operate the square as a unique public space borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by the way of its activities, security and cleanliness.



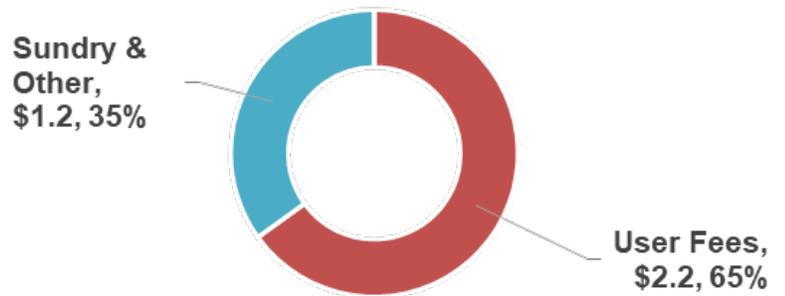
**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$3.4M**

**By Service**



**By Funding Source**



- **0%** Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels , meet additional service demands, and maintain a self-sustaining business model with a \$0 net budget.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

## 2019 OPERATING BUDGET OVERVIEW

**Table 1: 2019 Staff Recommended Operating Budget and Plan by Service**

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Public Square And Event Venue</b>									
Gross Expenditures	3,106.5	3,182.7	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Revenue	3,106.5	3,316.1	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
<b>Net Expenditures</b>	0.0	(133.4)	0.0		0.0	0.0	0%	0.0	0.0
<b>Total</b>									
Gross Expenditures	3,106.5	3,182.7	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
Revenue	3,106.5	3,316.1	3,442.4		3,442.4	335.9	10.8%	161.3	47.5
<b>Total Net Expenditures</b>	0.0	(133.4)	0.0		0.0	0.0	0%	0.0	0.0
<b>Approved Positions</b>	8.0	8.0	8.0		8.0	0.0		0.0	0.0

\* Year-End Projection Based on Q3 2018 Variance Report

### Base Changes

(\$0 Net)

- Increased activity at Yonge-Dundas Square, will see increases in event costs.
- Budget pressures from increased spending in contracted services for security guards as there are growing concerns of public safety given the popularity of the square.
- Decreased spending on advertising and promotion due to programming on the Square as well as decreased utility costs with hydro fees from signage being paid by a third party.
- Inclusion of a reserve contribution to a new Yonge-Dundas Square reserve fund to be directed to fund future year Capital Budget projects.
- Above pressures partially offset by expected revenue increases from volume changes for income derived from events, signage and the tour bus kiosk.

### Future Year Plan

- Inflationary increases in salaries and benefits, as well as volume increases for event costs, which are fully offset by increases in fee revenues.

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Yonge-Dundas Square's 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

## 2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Yonge-Dundas Square is \$0 net change from the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels.

**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

(In \$000s)	Services	Total	
	Public Square And Event Venue		
	\$	\$	Positions
<b>2018 Council Approved Operating Budget (Net)</b>			<b>8.0</b>
<b>Base Expenditure Changes</b>			
<b>Economic Factors</b>			
Inflationary Increase in Utilities Costs	6.0	6.0	
<b>Salaries and Benefits</b>			
Inflationary Increases in Salaries and Benefits	97.9	97.9	
<b>Other Base Expenditure Changes</b>			
Event Costs Due to Volume Changes	137.7	137.7	
Increased contribution to Insurance Reserve	0.1	0.1	
Contribution to New Capital Reserve	50.0	50.0	
Other Base Changes			
Contracted Service	101.2	101.2	
Advertising and Promotion	(51.0)	(51.0)	
Miscellaneous Supplies	(6.0)	(6.0)	
<b>Sub-Total Base Expenditure Changes</b>	<b>335.9</b>	<b>335.9</b>	
<b>Base Revenue Changes</b>			
Base User Fee Changes (Volume)	(335.9)	(335.9)	
<b>Sub-Total Base Revenue Changes</b>	<b>(335.9)</b>	<b>(335.9)</b>	
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

#### Key Service Accomplishments:

- Successfully managed its first year under a new business plan with a \$0 net operating budget.
- Completed all necessary capital improvements and launched new cost effective digital services for clients of Yonge-Dundas Square.
- Established and began implementing a Technology Investment Plan to integrate YDS' administrative systems: accounting, event management, and resource & facility management.
- Continued to manage a successful events calendar with a balance of community and private sector use.

### 2018 Financial Performance

**Table 3: Budget vs. Actual by Category of Expenditures and Revenues**

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	584.0	708.8	708.8	806.7	97.9	13.8%
Materials & Supplies	801.5	252.1	252.1	231.5	(20.6)	(8.2%)
Equipment	40.0	40.0	40.0	40.0		
Service and Rent	1,622.7	2,102.6	2,178.8	2,311.1	208.5	9.9%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	3.0	3.0	3.0	53.1	50.1	1673.4%
Other Expenditures						
Inter-Divisional Charges						
<b>Total Gross Expenditures</b>	<b>3,051.2</b>	<b>3,106.5</b>	<b>3,182.7</b>	<b>3,442.4</b>	<b>335.9</b>	<b>10.8%</b>
Inter-Divisional Recoveries						
Provincial Subsidies						
Federal Subsidies						
Other Subsidies						
User Fees & Donations	1,747.8	1,660.0	1,869.6	1,920.0	260.0	15.7%
Licences & Permits Revenue	345.0	320.0	320.0	320.0		
Transfers From Capital						
Contribution From Reserves/Reserve Funds						
Sundry and Other Revenues	560.1	1,126.5	1,126.5	1,202.4	75.9	6.7%
<b>Total Revenues</b>	<b>2,652.9</b>	<b>3,106.5</b>	<b>3,316.1</b>	<b>3,442.4</b>	<b>335.9</b>	<b>10.8%</b>
<b>Total Net Expenditures</b>	<b>398.3</b>	<b>(0.0)</b>	<b>(133.4)</b>	<b>0.0</b>	<b>0.0</b>	<b>(100.8%)</b>
<b>Approved Positions</b>	<b>6.5</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>		

\* Year-End Projection Based on Q3 2018 Variance Report

Yonge-Dundas Square is projecting a surplus of \$0.133 million at year-end, even though there were increased security costs due to safety concerns on the square and no permit applications were accepted in early 2018 while the digital signage was being constructed. Yonge-Dundas Square projected an increase in events to be held on the Square in the fourth quarter of 2018 to offset the pressures.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

**Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget**

- The favourable 2018 year-end variance is anticipated to continue into 2019. With growing security concerns on the square, Yonge-Dundas Square anticipates increased security costs to address the concerns. The increased security costs will be offset by increased revenues from anticipated events on the square and a full year impact of the digital signage operations.

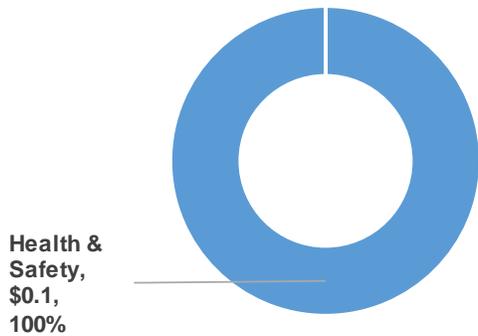


# 2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

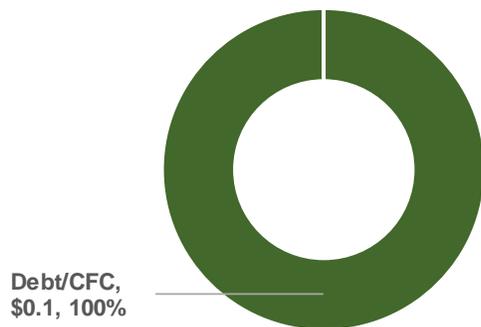
**10-YEAR CAPITAL PLAN HIGHLIGHTS**

**2019 Staff Recommended Capital Budget \$0.100M**

**By Project Category**

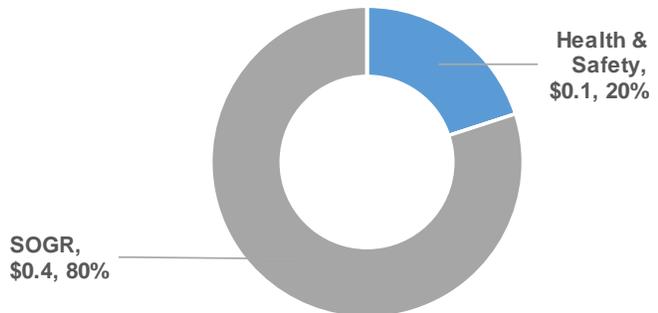


**By Funding Source**

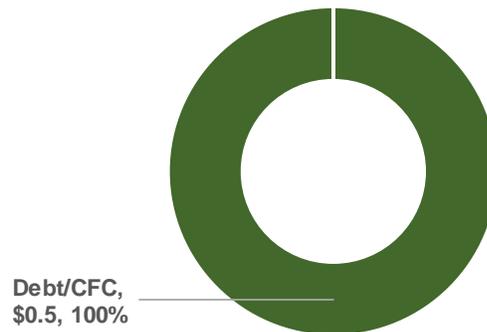


**2019 - 2028 Staff Recommended Capital Budget and Plan \$0.500M**

**By Project Category**



**By Funding Source**



**1**  
YEAR

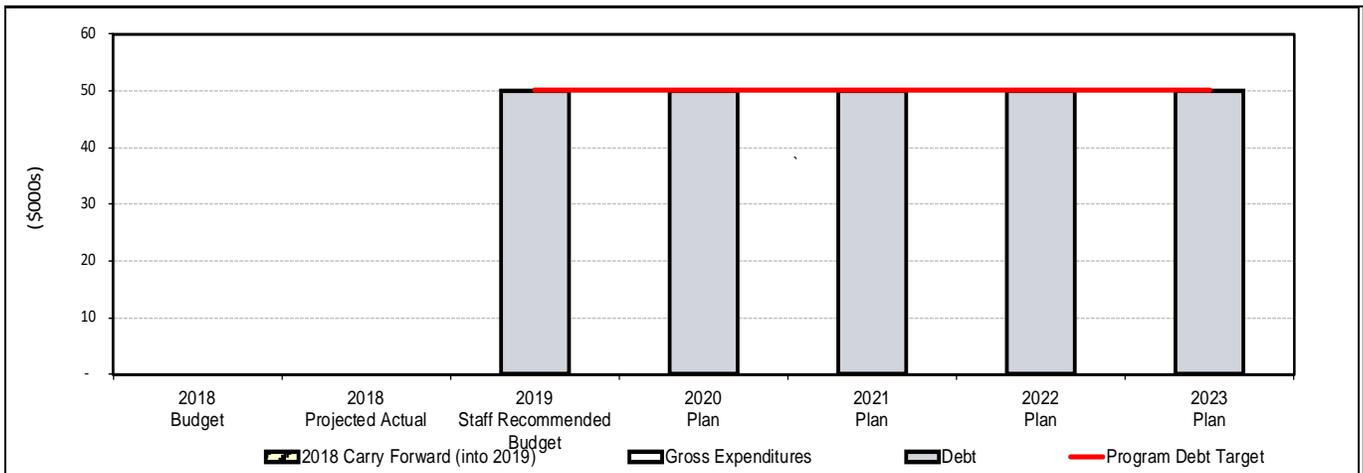
- **\$0.050M** Begin new Health and Safety project to replace portable barriers on the stage with permanent removable *Plinth Safety Guards* railings.

**10**  
YEARS

- **\$0.100M** Health & Safety project to replace portable barriers.
- **\$0.400M** State of Good Repair estimated future costs of maintaining the SOGR as there is no SOGR work needed in 2019 and 2020 based on the facility audit conducted in 2014.

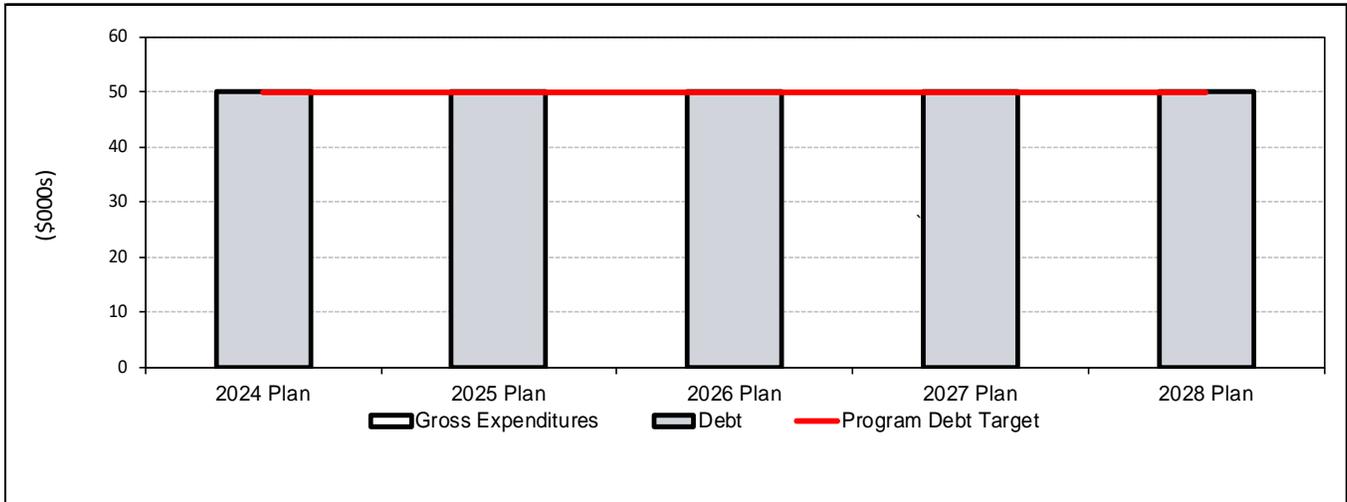
**2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018	2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent	
		Budget	Projected Actual							
<b>Gross Expenditures by Project Category:</b>										
Health & Safety Legislated SOGR			50	50				100	40.0%	
Service Improvement Growth Related					50	50	50	150	60.0%	
<b>Total by Project Category</b>			<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>	<b>100.0%</b>	
<b>Program Debt Target</b>			<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>		
<b>Financing:</b>										
<b>Debt</b>			50	50	50	50	50	250	100.0%	
Reserves/Reserve Funds										
Development Charges										
Provincial/Federal										
Debt Recoverable										
Other Revenue										
<b>Total Financing</b>			<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>	<b>100.0%</b>	
<b>By Status:</b>										
2018 Capital Budget & Approved Future Year (FY) Commitments										
Changes to Approved FY Commitments										
2019 New/Change in Scope & FY Commitments			50	50				100	40.0%	
2020 - 2023 Capital Plan Estimates					50	50	50	150	60.0%	
2-Year Carry Forward for Reapproval										
1-Year Carry Forward to 2019										
<b>Total Gross Annual Expenditures &amp; Plan</b>			<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>250</b>	<b>100.0%</b>	
<b>Asset Value (\$) at year-end</b>		<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)										
Accumulated Backlog Estimate (end of year)										
<b>Backlog: Percentage of Asset Value (%)</b>		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Debt Service Costs			2	7	7	7	7	29		
Operating Impact on Program Costs										
New Positions										

**Chart 2: 10-Year Capital Plan Overview (Continued)**



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
<b>Gross Expenditures by Project Category:</b>								
Health & Safety Legislated SOGR						100	20.0%	
Service Improvement Growth Related	50	50	50	50	50	400	80.0%	
<b>Total by Project Category</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>	<b>100.0%</b>	
<b>Program Debt Target</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>		
<b>Financing:</b>								
<b>Debt</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>	<b>100.0%</b>	
Reserves/Reserve Funds								
Development Charges								
Provincial/Federal								
Debt Recoverable								
Other Revenue								
<b>Total Financing</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>	<b>100.0%</b>	
<b>By Status:</b>								
2018 Capital Budget & Approved Future Year (FY) Commitments								
Changes to Approved FY Commitments								
2019 New/Change in Scope & FY Commitments						100	20.0%	
2024 - 2028 Capital Plan Estimates	50	50	50	50	50	400	80.0%	
2-Year Carry Forward for Reapproval								
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>	<b>100.0%</b>	
<b>Asset Value(\$)</b> at year-end	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)								
<b>Backlog: Percentage of Asset Value (%)</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>		
Debt Service Costs	7	7	7	7	7	61		
Operating Impact on Program Costs								
New Positions								

## Staff Recommended 10-Year Capital Plan by Project Category

**Table 4: Summary of Capital Projects by Project Category**

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
<i>Plinth Safety Guard</i>		50	50									100	100
<b>Sub-Total</b>		50	50									100	100
<b>State of Good Repair</b>													
<i>Estimated Future Costs of Maintaining SOGR</i>				50	50	50	50	50	50	50	50	400	
<b>Sub-Total</b>				50	50	50	50	50	50	50	50	400	
<b>Total Expenditures by Category (excluding carry forward from 2018)</b>		50	50	50	50	50	50	50	50	50	50	500	100

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2019, excluding ongoing capital projects (i.e. Civic Improvement projects)

### 2019 - 2028 Key Capital Projects

The Capital projects funded in the 10-Year Staff Recommended Capital Plan is critical to the safety of users of Yonge-Dundas Square and in maintain the facility in a state of good repair.

#### *Health and Safety*

- Health and Safety projects account for \$0.100 million or 20% of the total 10-Year Staff Recommended Capital Plan's expenditures.
  - The Plinth Safety Guard* project (\$0.100 million) will begin in 2019 over two years to address the need for a permanent removable safety guard as the existing plinth is vulnerable to unsafe behaviour by visitors.

#### *State of Good Repair (SOGR)*

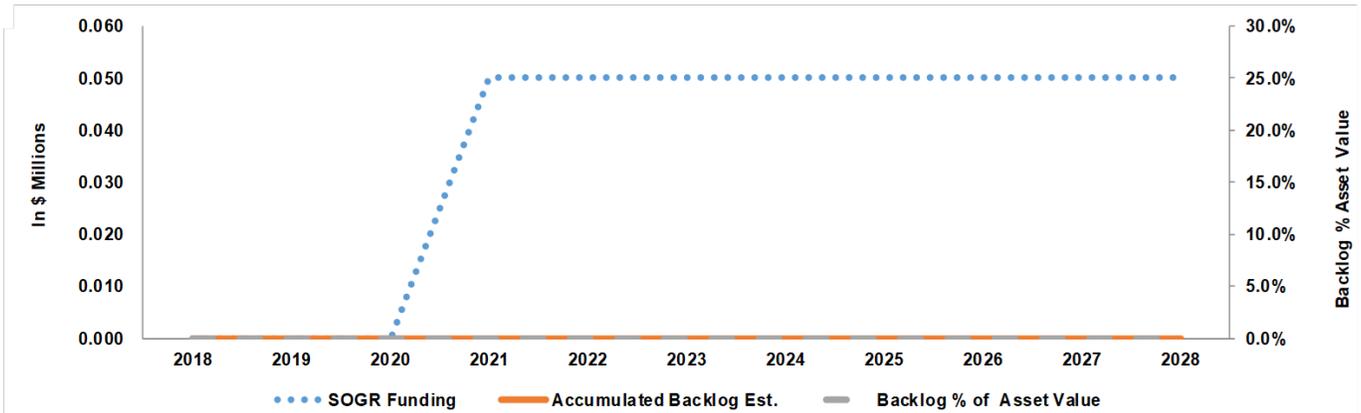
- SOGR projects account for \$0.400 million or 80% of the total 10-Year Staff Recommended Capital Plan's expenditures.
  - The Estimated Future Costs of Maintaining SOGR* project (\$0.400 million) provides a placeholder for any capital initiatives planned for Yonge-Dundas Square. Any anticipated project expenditures are expected to be utilized for maintaining the Square's current assets in a state of good repair.

### State of Good Repair (SOGR) Funding & Backlog

The 10-Year Staff Recommended Capital Plan dedicates \$0.400 million of SOGR projects within Yonge-Dundas Square over the 10-year period, providing an average of \$0.040 million annually. This funding will ensure that current assets valued at \$15.5 million will be maintained in a state of good repair and ensure the availability of this funding, when required, will prevent any backlog from occurring. Yonge-Dundas Square does not have a backlog of state of good repair projects as the Square is relatively new (built in 2001 - 2002) and a facility audit completed in December 2014 found the majority of items reviewed to be in good to fair condition. The next facility audit report is expected in 2020.

Any minor SOGR needs in the future years as presented in the facility audit report, will be addressed and funded from the Operating Budget. These include repairs and replacements to light fixtures, hand dryers, supply and exhaust fans, minor washroom repaired, and remedial painting.

**Chart 3: Total SOGR Funding & Backlog**



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SOGR Funding</b>	0.000	0.000	0.000	0.050	0.050	0.050	0.050	0.050	0.050	0.050	0.050
<b>Accumulated Backlog Est.</b>	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Backlog % of Asset Value</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Asset Value</b>	15.500	15.500	15.500	15.500	15.500	15.500	15.500	15.500	15.500	15.500	15.500

Yonge-Dundas Square completed construction of the digital signage on the square in 2018 which will increase the asset value of the Square. The Square is in a good state of good repair and there is no SOGR backlog projected in the 10-Year Staff Recommended Capital Plan. Sufficient SOGR funding is available to Yonge-Dundas Square should the facility audit in 2020 indicate that repairs are required. Yonge-Dundas Square will provide an update on its asset value as part of its 2020 Budget submission.



## ISSUES FOR DISCUSSION

## ISSUES IMPACTING THE 2019 BUDGET

### 2019 Budget Overview

#### 2019 Operating Budget:

- Almost 2 years after City Council adopted a staff report (EX.21) entitled "Authority for the Yonge-Dundas Square Board of Management to Enter into a Ten-Year Contract with Outfront Media Canada and Update to Dundas Square Special Sign District Regulations for 1 Dundas Street East (Yonge-Dundas Square)", Yonge-Dundas Square is continuing to achieve a self-sustaining business model with no tax funds required from the City.
- After undertaking a 24-month visioning exercise, the Yonge-Dundas Square Board of Management concluded that the Square was becoming less competitive with other venues both functionally and visually. Many large scale events required rented temporarily-installed electronic displays, which adversely impacted client engagement, audience sightlines, and movement.
- As a result, the YDS-Board developed a comprehensive signage plan for the Square, as part of the revised Yonge-Dundas Square Business Plan, to address these issues including incidental structural alterations to the Square as well as for potential signage-related revenue sources.
- With City Council approval, the Yonge-Dundas Square Board of Management was authorized to negotiate and enter into a 10-year agreement with Outfront Media for a new signage program commencing in 2017.
- Following City Council's directive, Yonge-Dundas Square staff are required to report the 2019 and future year implications of this agreement to the Budget Committee for consideration during the 2019 Budget process.
  - In 2018, one year after entering into the 10-year agreement with an advertising company, Yonge-Dundas Square projects a favourable year-end net surplus of \$0.133 million due to increased digital signage revenues. Yonge-Dundas Square was also able to complete the construction of the media towers in 2018 which was funded completely by a third party.
  - In 2019, Yonge-Dundas Square will continue to achieve a self-sustaining business model with a \$0 net budget and be able to make a contribution of \$0.050 million to a Yonge-Dundas Square reserve fund to be utilized to fund future capital projects and any Operating Budget shortfalls. Revenue from the signage agreement accounts for \$0.500 million or 15% of total revenue.
- The establishment of a new reserve fund is being recommended to assist with future year major maintenance and capital improvements, as well as to provide for any Operating Budget shortfalls. Therefore it is recommended that City Council authorize staff to establish the reserve fund account named the "Yonge-Dundas Square Reserve Fund" for this purpose.

#### 10-Year Capital Plan:

- The Staff Recommended 2019 - 2028 Capital Plan for Yonge-Dundas Square provides investments of \$0.500 million primarily for Health & Safety and future SOGR maintenance requirements. Health and Safety project includes replacing the existing plinth used for stage performances with a permanent safety guard and the SOGR projects are to provide funding for any maintenance required on the Square in future years.
- This Staff Recommended 10-Year Capital Plan reflects an increase of \$0.050 million or 10% in capital funding when compared to the 2018 - 2027 Approved Capital Plan. Key changes are summarized as follows:
  - In the 2018 - 2027 Approved Capital Plan, Yonge-Dundas Square had no projects planned for 2018 but there was \$0.050 million allocated to the years thereafter for future SOGR maintenance requirements. In the Staff Recommended 10-Year Capital Plan, Yonge-Dundas Square has put forward the plinth safety guard project which will require YDS' full debt target of \$0.050 million in both 2019 and 2020.
  - Placeholder funding of \$0.050 million has been provided annually to commence in 2021 for future SOGR needs.
- Yonge-Dundas Square still requires over \$1.135 million in capital funding for the Yonge-Dundas Square Stage Revitalization project that would provide service improvements to the stage but could not be accommodated during the 2019 Budget process. With the creation of the Yonge-Dundas Square capital improvements reserve

fund, Yonge-Dundas Square hopes to bring each sub-project into future budgets with funding from the reserve fund and debt. These unmet capital that are not included in the Staff Recommended 10-Year Capital Plan for YDS are discussed in detail in the following sections.

## Additional Service Demands

### Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Yonge-Dundas Square, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for YDS. These projects will be included on the list of unfunded "Capital Priorities" which will be considered for future funding in future budget processes with other City priorities.

**Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan**

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
<b>NOT INCLUDED</b>														
<i>Yonge-Dundas Square Stage Revitalization</i>	1.135		1.135		0.189	0.270	0.676							
<b>Total Unmet Needs (Not Included)</b>	<b>1.135</b>		<b>1.135</b>		<b>0.189</b>	<b>0.270</b>	<b>0.676</b>							

- *Yonge-Dundas Square Stage Revitalization project* requires \$1.135 million to create a lift for the stage, construct a storage facility and improve the stage canopy functionality. Yonge-Dundas Square would plan to have the projects completed in the same timeframe to reduce downtown of the stage, requiring 3 years to complete all projects.
  - The lift for the stage requires funding of \$0.114 million to build a permanent lift to connect the main square level to the stage level. This project would increase the appeal of the Stage to potential clients as the implementation of this project would allow for an easier setup for events.
  - The storage facility on the stage requires funding of \$0.211 million to build an enclosed storage facility. There is an operational need for storage on the square as the square was not originally designed with operational storage needs in mind.
  - The improvement of the stage canopy functionality requires funding of \$0.810 million to construct a permanent overhead structure on the stage with fixed overhead fixtures. This project would improve set-up for events and allow for winter usage of the stage area.

## REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

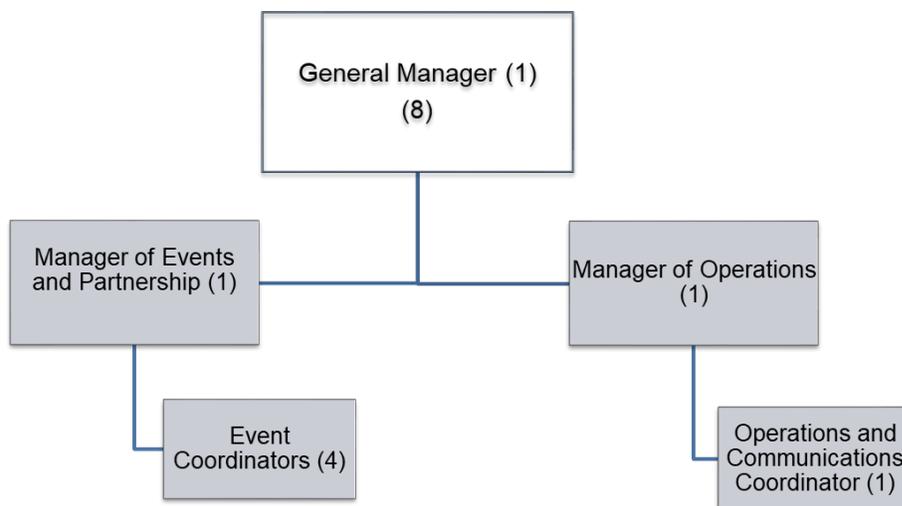
Yonge-Dundas Square had no major capital projects to be reported on.



# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 8.0 operating positions as summarized in the table below.

### 2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0		7.0		8.0
	Temporary					
	<b>Total Operating</b>	1.0		7.0		8.0
Capital	Permanent					
	Temporary					
	<b>Total Capital</b>					
<b>Grand Total</b>		<b>1.0</b>		<b>7.0</b>		<b>8.0</b>

## Appendix 3

### 2019 Service Levels

#### Public Square and Event Venue

Activity	Service Level Description	Status	2016	2017	2018	2019
Public Use	% of Time on a Daily Basis of Square Accessibility for Public Use	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Third Party Rental	% of Utilization	Approved	88%	88%	88%	88%
		Actual	88%	88%	88%	
Yonge-Dundas Productions	% of Utilization	Approved	12%	12%	12%	12%
		Actual	12%	12%	12%	

The 2019 Service Levels have stayed consistent from the approved 2018 Service Levels for all activities under the Public Square and Event Venue service.

## Appendix 7

### 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
<i>Plinth Safety Guard</i>		50	50									100	100
<b>Sub-Total</b>		<b>50</b>	<b>50</b>									<b>100</b>	<b>100</b>
<b>State of Good Repair</b>													
<i>Estimated Future Costs of Maintaining SOGR</i>				50	50	50	50	50	50	50	50	400	
<b>Sub-Total</b>				<b>50</b>	<b>400</b>								
<b>Total Expenditures by Category (including carry forward from 2018)</b>		<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>500</b>	<b>100</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Yonge-Dundas Square**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By											
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
<u>YDS907451 Estimated Future Costs of Maintaining SOGR</u>																							
1	1	Estimated Future Costs of Maintaining SOGR	13	S6	03	0	0	50	50	50	150	250	400	0	0	0	0	0	0	0	400	0	400
Sub-total						0	0	50	50	50	150	250	400	0	0	0	0	0	0	0	400	0	400
<u>YDS908645 Plinth Safety Guard</u>																							
0	1	Plinth Safety Guard Project	13	S4	01	50	50	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100
Sub-total						50	50	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100
<b>Total Program Expenditure</b>						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	500	0	500

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Yonge-Dundas Square**

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing
Financed By:																							
Debt						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	500	0	500
<b>Total Program Financing</b>						50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	500	0	500

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2020 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## Appendix 8

### 2019 Cash Flow and Future Year Commitments

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
<b>Expenditures:</b>											
<b>New w/Future Year</b>											
<i>Plinth Safety Guard</i>	50	50									100
<b>Subtotal</b>	<b>50</b>	<b>50</b>									<b>100</b>
<b>Total Expenditure (including carry forward from 2018)</b>	<b>50</b>	<b>50</b>									<b>100</b>
<b>Financing:</b>											
Debt/CFC	50	50									100
<b>Total Financing</b>	<b>50</b>	<b>50</b>									<b>100</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Yonge-Dundas Square**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By										
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
<u>YDS908645 Plinth Safety Guard</u>																						
0	1	Plinth Safety Guard Project			13 S4 01	50	50	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100
Sub-total						50	50	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100
<b>Total Program Expenditure</b>						50	50	0	0	0	100	0	100	0	0	0	0	0	0	100	0	100

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Yonge-Dundas Square**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>Sub- Project No. Project Name</u>	Ward Stat. Cat.																			
Priority	SubProj No.	Sub-project Name																		
Financed By:																				
Debt		50	50	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100
<b>Total Program Financing</b>		50	50	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## **Appendix 9**

### **2019 Capital Budget with Financing Detail**

(Phase 2) 50-Yonge-Dundas Square Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**

**Yonge-Dundas Square  
Sub-Project Summary**

**Project/Financing**

**Priority Project Project Name**

Priority	Project	Project Name	Start Date	Completion Date	2019	Financing									
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<u>1</u>	<u>YDS908645</u>	<u>Plinth Safety Guard</u>													
0	1	Plinth Safety Guard Project	07/11/2018	07/11/2018	50	0	0	0	0	0	0	0	0	50	0
		<b>Project Sub-total:</b>			50	0	0	0	0	0	0	0	0	50	0
		<b>Program Total:</b>			50	0	0	0	0	0	0	0	0	50	0

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost/Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

## Appendix 10

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

#### 2019 Operating Budget

#### Program Specific Reserve / Reserve Funds

Yonge-Dundas Square Reserve Fund (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
<b>Beginning Balance</b>				50.0	150.0
Yonge-Dundas Square Reserve Fund					
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>			50.0	100.0	100.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>			<b>50.0</b>	<b>150.0</b>	<b>250.0</b>
<b>Balance at Year-End</b>			<b>50.0</b>	<b>150.0</b>	<b>250.0</b>

\* Based on 9-month 2018 Reserve Fund Variance Report

#### Corporate Reserve / Reserve Funds

Insurance Reserve (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
<b>Beginning Balance</b>		31,921.8	31,924.8	31,927.9	31,931.3
Insurance Reserve	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>		3.0	3.1	3.4	3.3
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>31,924.8</b>	<b>31,927.9</b>	<b>31,931.3</b>	<b>31,934.6</b>
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		<b>31,924.8</b>	<b>31,927.9</b>	<b>31,931.3</b>	<b>31,934.6</b>

\* Based on 9-month 2018 Reserve Fund Variance Report

## Appendix 11

### Yonge-Dundas Square Reserve Fund

1. *Location within the Consolidated Reserves/ Reserve Funds Schedule*

Schedule No. 8 - State of Good Repair Discretionary Reserve Funds

2. *Statement of Purpose*

Provides funding, in the first instance, for the maintenance and improvements to Yonge-Dundas Square through the Capital Budget, and in the second instance to support shortfalls from the approved Operating Budget.

3. *Service Area or Beneficiary Program*

Yonge-Dundas Square

4. *Initial Contribution*

\$50,000 in 2019

5. *Contribution Policy*

The reserve is to receive budgeted allocations from the Yonge-Dundas Square Operating Budget.

6. *Withdrawal Policy*

The reserve is to fund projects in the Yonge-Dundas Square Capital Budget or to provide funding should Yonge-Dundas Square have any shortfalls during the year for the Operating Budget.

7. *Review Cycle*

The account shall be reviewed every five years.