

A Governance and Operational Review of Sankofa Square (formerly Yonge-Dundas Square)

Date: June 4, 2024
To: Executive Committee
From: City Manager
Wards: All

SUMMARY

This report responds to City Council's request to conduct a governance and operational review of Sankofa Square¹, including but not limited to considerations such as publicly operating Sankofa Square in the same manner as Nathan Phillips Square (NPS).

The review included a jurisdictional scan and engagement with Board members. Key findings of the review include:

- Sankofa Square has a broader mandate than the City's civic squares which includes economic development and community and commercial objectives.
- Sankofa Square's governance and operations model is similar to other North American squares that have broad mandates.
- Sankofa Square is mandated to be financially self-sufficient while the civic squares are not and therefore Sankofa Square can generate revenues from advertisements, sponsorships and commercial events.

Based on the key findings of the review, it is recommended that Sankofa Square continue its current board of management governance structure. Departing from this structure and operating Sankofa Square in the same manner as NPS could constrain programming, limit its ability to conduct fundraising, generate revenues, and potentially increase the City of Toronto's net expenditures.

A multi-year strategic plan and business plan is recommended to refresh the Square's objectives. This strategic planning process will help to align the Square's objectives with

¹ For consistency with Council directions on MM13.29 on December 13, 2023, to rename the Square and adoption by the Board of the new name on February 15, 2024, staff have used the terms "Sankofa Square" and "Sankofa Square Board of Management" throughout this report unless reference to the Yonge-Dundas Square and the Yonge-Dundas Square Board of Management is required.

the post pandemic events market and evolving neighbourhood context and to address the opportunities and challenges identified in this report.

This report also transmits, as directed by City Council, the Sankofa Square Board of Management (Board) report on Yonge-Dundas Square's adoption of the new name of Sankofa Square, as previously adopted by City Council, and includes the Board's implementation and transition plan for the new name (Attachment 1).

RECOMMENDATIONS

The City Manager recommends that:

1. City Council direct the Sankofa Square Board of Management to develop a multi-year strategic and business plan, in consultation with the General Manager, Economic Development & Culture and the City Manager that includes:

- strategies to enhance the activation of Sankofa Square for economic development, tourism, and community and commercial programming;
- enhanced revenue streams to deliver on the mandate and programming of Sankofa Square and the community;
- a review of permitting, production support policies, and fee structures, including considerations for increasing accessibility by community and not-for-profit organizations;
- considerations for setting up a foundation to fund the resourcing of the Square's revitalization and enhance access for community and not-for-profit organizations;
- strategies to enhance the safety and perception of safety of Sankofa Square;
- rebranding of Yonge-Dundas Square to Sankofa Square;
- outcomes of community engagement on the revitalization of Sankofa Square;
- opportunities for partnerships on programming with key stakeholders;
- a business case and detailed financial implications of implementation of the multi-year strategic plan and business plan; and
- performance metrics to measure progress on the plans.

2. City Council direct the Sankofa Square Board of Management to report back to City Council through Executive Committee by Q3 of 2025 on the results and implementation status of the Board's multi-year strategic plan and business plan adopted by the Board as set out in Recommendation 1, and an update on the partnership/sponsorship opportunities undertaken by the Board.

3. City Council advise the Sankofa Square Board of Management that the City Manager's governance review requested in Item 2023.MM7.5 is concluded and that it is authorized to pursue appropriate partnership and sponsorship opportunities, subject to the Board-approved partnership policy, multi-year strategic plan and business plan, and consistent with the City's partnership policies.

4. City Council amend Toronto Municipal Code Chapter 636, Public Squares, to:

- a. replace all references to Yonge-Dundas Square with Sankofa Square;
- b. replace all references to Yonge-Dundas Square Board of Management with the Sankofa Square Board of Management; and
- c. replace all references to Ryerson University with Toronto Metropolitan University.

5. City Council authorize the City Solicitor to submit bills directly to Council for enactment to amend any City of Toronto by-law or Municipal Code Chapter to replace all references to Yonge-Dundas Square with Sankofa Square and to replace all references to the Yonge-Dundas Square Board of Management with the Sankofa Square Board of Management.

6. City Council authorize the City Manager, in consultation with the City Solicitor, to amend the City's Relationship Framework with the Yonge-Dundas Square Board of Management and any other substantive or technical changes as may be required to give effect to City Council's decision to reflect the change of the name of Yonge-Dundas Square and the Yonge-Dundas Square Board of Management as set out in Recommendation 4, and as may be required by any other City Council decisions in this report.

7. City Council authorize the Sankofa Square Board of Management to amend their rules of procedure to reflect the change of the name to Sankofa Square and Sankofa Square Board of Management as set out in Recommendation 4.

8. City Council authorize the City Manager and the Sankofa Square Board of Management or their delegates, to take any necessary action to give effect to Recommendations 1 to 7.

FINANCIAL IMPACT

The financial impacts of the implementation of the multi-year strategic plan and business plan will be identified when the Board reports to City Council in Q3 2025 on the adoption and implementation of the plans. Additional resources, if necessary, will be included in future year budget processes for consideration, subject to the City's financial resource capacity.

City Council previously adopted the new name of Sankofa Square selected by the Recognition Review Community Advisory Committee (MM13.29) and as adopted by the Board at its February 2024 Board meeting. Funding of \$0.230 million is included in the 2024 Operating Budgets for one-time marketing and communication costs to implement the new name, and \$0.105 million in 2024-2033 Capital Budget and Plans funded by Section 37 Reserve Fund from the local ward for new signage.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

EQUITY IMPACT

The concept of Sankofa, originating in Ghana, refers to the act of reflecting on and reclaiming teachings from the past which enables us to move forward together. City Council's direction to adopt this new name advances the City's ongoing efforts to confront anti-Black racism.

The review identified several challenges faced by equity-deserving and vulnerable populations regarding access and utilization of Sankofa Square. This includes a Square that can feel under utilized and unsafe especially when there is no sustained programming onsite, and a fee structure that is cost prohibitive for community and not-for-profit groups. The recommendations in this report identify actions that the Sankofa Square Board of Management, in collaboration with the City of Toronto and other community and commercial partners, can take to address these challenges.

Together, these actions are intended to remove barriers, reduce current challenges, and ensure better equity in access and utilization of the Square.

DECISION HISTORY

On December 13, 2023, City Council directed the Board, in collaboration with the General Manager of Economic Development and Culture to adopt the new name Sankofa Square and to report to City Council through the Executive Committee as part of the report on the Governance Review of Sankofa Square, to adopt the recommended new name by the end of the second quarter of 2024.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM13.29>

On June 14, 2023, City Council directed the City Manager to conduct a review of the governance and operations model for Sankofa Square, including but not limited to considerations such as publicly operating Sankofa Square in the same manner as Nathan Phillips Square (NPS), and to report back to City Council in the first quarter of 2024 with recommendations. City Council in this decision also requested the Yonge-Dundas Square Board of Management to not enter into new external funding agreements that may affect or alter the governance or operations of Yonge-Dundas Square until the City Manager's governance review has concluded.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM7.5>

City Council at its meeting on December 1, 2 and 3, 2008 adopted Item EX26.4 (2008), a Relationship Framework between the City of Toronto and the Board, setting out its mandate, strategic objectives, operating principles and legislative and policy framework: <https://www.toronto.ca/wp-content/uploads/2017/08/948e-sp-yonge-dundas-square.pdf>

COMMENTS

Sankofa Square

Sankofa Square (Square) is a one-acre outdoor public space in downtown Toronto. The Square serves as a gathering place and hosts entertainment and community activities that appeal to residents and tourists, showcases local businesses, and contributes to the community's vitality. While it is a publicly owned space, it was not established by City Council as a civic square as in the case of Nathan Phillips Square and the other civic squares that are attached to the City's civic centres.

The Board of Management

The Board is a City board that manages, operates and maintains Sankofa Square. It was established as Yonge-Dundas Square by the City in 2001 and is a City board under the *City of Toronto Act, 2006*. Toronto Municipal Code, Chapter 636, Public Squares, governs the maintenance, operation and control of Sankofa Square exercised by the Board and establishes its structure and procedures. A Council-approved Relationship Framework further defines the relationship between the City and the Board and sets out Council's delegations of authority, expectations, policy and legislative framework, and reporting requirements.

The Board has 15 members, including the local Councillor (Ward 13) who is a member of the Board by right of office, 5 public members, 2 members of the Business Improvement Area, 1 member from Toronto Metropolitan University, 1 member nominated by a local resident's association, and 1 member from Massey Hall. It also has 4 ex-officio non-voting members (2 City of Toronto employees, 1 Police Service board employee, and 1 employee nominated by the Toronto Parking Authority).

Strategic Objectives

The Board is directed by City Council to achieve the following Strategic Objectives (Section 2.2 of the Relationship Framework):

Yonge-Dundas Square² is the centre of the City's regeneration project for this vital area of the City's downtown. It is a key element in the effort to promote economic development in the area and revitalize the surrounding community. While the City owns Yonge-Dundas Square, the City board governance model creates a vehicle for engaging all stakeholders with a vested interest in the area in the decision making. The City supports the Board by providing it with operating and capital funding.

City Council in the establishing report (Report No.16 of the Policy and Finance Committee, December 4, 5, and 6, 2001) set out the following purpose of the Square:

Yonge-Dundas Square is designed to function as a unique focal point in the Yonge-Dundas area. It promotes economic development activities and contributes to the

² Retrieved from Section 2.2 of the Relationship Framework for City of Toronto with Yonge-Dundas Square Board (2008) which still contains the name Yonge-Dundas Square.

cultural vitality of the community. Yonge-Dundas Square will feature entertainment events which will appeal to both local businesses and residents and also provide city-wide attractions for Torontonians and visitors alike.

The business and residential communities surrounding Yonge-Dundas Square have, and continue to be, actively involved in the planning process for the Square and the development of an events program. Events on the Square have impacts on the quality of life in this neighbourhood and issues such as appropriate maintenance of the Square, noise control, crowd management and security need to be addressed jointly with the stakeholder community. The commercial use of the Square and the active community planning component distinguishes Yonge-Dundas Square from other civic squares.

Nathan Phillips Square (NPS) and the City's Other Civic Squares

NPS and the other civic squares - David Pecaut Square (DPS), Mel Lastman Square (MLS) and Albert Campbell Square (ACS) are important public spaces for gathering, celebrating, and participating in civic society and are often the gateway to government services for citizens, businesses and visitors. Public squares have a long history as focal points of civic life and continue to achieve important civic objectives to provide space to meet and exchange ideas, participate in cultural and other activities, and serve as staging areas for civic receptions, gatherings, demonstrations, and protests.

The City's civic squares are currently managed through a decentralized delivery model involving City divisions and subject to their own City by-laws and policies, including by-laws of their former municipalities.

Methodology of the Review

The governance and operational review included an assessment of the City's civic squares, a jurisdictional scan, financial analysis, an events analysis, and engagement with the Sankofa Square Board of Management and the General Manager of the Square.

Review of Civic Squares

The primary squares reviewed included Sankofa Square and NPS. Other civic squares, including David Pecaut Square (DPS), Mel Lastman Square (MLS) and Albert Campbell Square (ACS) were reviewed to provide broader context. The information gathered included governance and operational structures, utilization and data on types of events (e.g., commercial vs community events), program and operating data, fee structures and financial data.

Jurisdictional scan

The North American squares reviewed included Celebration Square (Mississauga), Robson Square³ (Vancouver), Times Square (New York City) and Union Square (San Francisco). The information gathered included governance and operational structures, funding sources, fee structures and event types (e.g., commercial vs community events).

Financial analysis

Sankofa Square has a dedicated budget while NPS, DPS, MLS and ACS are operated and maintained by several divisions with different responsibilities and their own divisional budgets. To ensure that the financial data was comparable across the public squares, City staff gathered data across the squares according to the same budget categories. These included event support, salaries and benefits, maintenance, day-to-day operations, administration, and minor capital projects.

Events analysis

City staff reviewed information about Sankofa Square's event days, event types and fee structures, including commercial and community events. Event data was also reviewed for the civic squares for comparative purposes.

Engagement

The key findings of the civic squares review, jurisdictional scan and events analysis were shared with the Sankofa Square Board of Management members for their feedback.

Summary of findings

Sankofa Square's mandate, governance, operations, and fee policies were compared with the City's civic squares and the squares from the jurisdictional scan. The main findings are summarized below.

1. Sankofa Square has a broader mandate than the City's civic squares

As described in the strategic objectives, Sankofa Square has a broader mandate than the civic squares that includes economic development of the Yonge-Dundas area, and community and commercial programming. This contrasts with the civic squares that act as a "front door" to the City's civic centres and host events for registered, not-for profit, charitable organizations, and community groups only. The exception is MLS which is a park and operated solely by PFR and hosts both community and commercial events.

³ Robson Square refers to the street-level 800 Robson Plaza owned by the City of Vancouver. Robson Square is split between 5 institutional partners: City of Vancouver, Vancouver Art Gallery, University of British Columbia, Province of British Columbia and the Law Courts

2. Sankofa Square's governance and operations model is similar to other North American squares that have broad mandates

Times Square and Union Square are governed by a volunteer board of directors comprised of government representatives, business owners/representatives, residents, and community partners. The boards are accountable to their respective city councils. Both Times Square and Union Square use a private non-profit organization for the daily operations of their squares.

Sankofa Square is also governed by a Board of Management comprised of representatives from government, business, major institutions, and the community. The Board is accountable to the City of Toronto. A team of 8 employees manage the operations of the Square. Contract services are used for security, custodial and other maintenance services.

In contrast, the governance and operations of the civic squares is led by various City Divisions, including Economic Development and Culture, Corporate Real Estate Management, and Parks, Forestry and Recreation. Celebration Square in Mississauga and the City-owned portion of Robson Square in Vancouver are governed by their respective cities and are operated by municipal staff.

3. Sankofa Square's fee structure is similar to squares that host commercial and community clients

Sankofa Square charges a permit fee and a cost recovery event support fee. The permit fee is charged to both commercial and community clients. Community groups receive a 25% discount on permit fees and the fees can be waived with a letter of support from the local ward City Councillor. Discounted cost recovery event support fees, however, cannot be waived. Similar to Sankofa Square, Celebration Square in Mississauga, Times Square and Union Square all offer a discounted permit fee to community groups and allow commercial events.

The City's civic squares (ACS, DPS and NPS) do not charge a permit fee but clients are required to pay for cost recovery event support fees. As mentioned above, commercial activity is not allowed in ACS, DPS and NPS while MLS allows commercial activity and charges a commercial permit fee.

4. Sankofa Square is mandated to be financially self-sufficient while the civic squares are not

Appendix A sets out a comparison between Sankofa Square the City's civic squares. Sankofa Square is mandated to be financially self sufficient and relies on various sources of revenue including permit fees, advertisement fees, kiosk rentals, and sponsorships. Times Square and Union Square have a broader funding model with access to a combination of assessed (tax levy) and non-assessed revenue (i.e., sponsorships, grants, etc.).

In contrast, the City's civic squares are funded solely by the City through the tax base. Celebration Square and Robson Square are also resourced and funded by their respective cities. Celebration Square utilizes revenue generated through sponsorships

and grants to procure performers/entertainment for public events (i.e., Canada Day, New Years Eve, etc.).

Sankofa Square Financial Analysis

The City's net expenditure on Sankofa Square is lower than on NPS (Appendix B). Sankofa Square is mandated to be financially self-sufficient and is permitted to generate revenues from various sources while NPS cannot.

The City's net expenditure on Sankofa Square had been trending downwards towards \$0 in 2019, with most of the Square's revenues coming from earned revenues such as permit fees, sponsorships, and advertisements. As with many City boards during the COVID-19 pandemic, Sankofa Square had to rely heavily on the City for funding, but that reliance has decreased, however, it has been impacted by the pause on funding agreements (Appendix C) in 2023.

Sankofa Square's financial results are shown in Table 1 below. The Square reported a favourable net expenditure variance of \$0.4 million at the end of 2023. This variance was attributable to greater sales at the onsite ticket sales kiosk for sightseeing bus tours, and higher signage advertising revenue, leading to an increase in revenue of \$0.7 million. Significant cost increases in audit fees under a new contract, and additional maintenance costs to keep Sankofa Square in good repair, resulted in increasing gross expenditures by \$0.3 million.

Table 1: Sankofa Square financial results

YEAR-END DECEMBER 31, 2023			
	BUDGET	ACTUALS	VARIANCE OVER/(UNDER)
	(\$000s)	(\$000s)	(\$000s) %
Gross Expenditure	3,248.1	3,528.6	280.5 8.6%
Revenue	1,949.8	2,604.5	654.7 33.6%
Net Expenditure	1,298.4	924.2	(374.2) (28.8%)

Events

Sankofa Square hosted 166 event days in 2023 and 162 event days in 2022. This is on par with the pre-COVID-19 number of 163 event days in 2019. Compared with the City's civic squares, Nathan Phillips Square hosted the most event days followed by Sankofa Square (Appendix D).

Compared to pre-COVID-19 figures, the number of commercial events has decreased while the community/charitable events have increased (Appendix E).

Board member engagement

Input and feedback from the Board and the General Manager of Sankofa Square identified the challenges and opportunities discussed below.

Challenges

Security concerns

Mental health, addiction and homelessness are disproportionately affecting downtown areas, including Sankofa Square. Safety and the perception of safety impact the experiences of businesses, residents and visitors and is an urgent challenge that must be addressed. Clients have cancelled hosting events at Sankofa Square due to safety concerns for their staff and event attendees. This leads to a decrease in activation of Sankofa Square, further impacting safety and the perception of safety. It also affects Sankofa Square's financial self-sufficiency and viability as a welcoming public space.

The fee structure is perceived to be a barrier

Sankofa Square charges permit fees and operates on a cost recovery basis for event support fees, while civic squares only charge a cost recovery event support fee. As a result, this allows community groups to book events in the various civic squares at a lower cost. Additionally, the cost of having to use Sankofa Square's security, audio-visual services, operations, cleaning, and stage management, rather than the clients' own providers can further increase costs. These production support and fee structures are hindering both commercial and community clients from holding events at Sankofa Square and further decreasing its activation.

Human Resourcing perceived to be a barrier

Sankofa Square is mandated to be financially self-sufficient, yet it has a broad mandate to promote economic development and serve the business community, residents and visitors. The board member engagement identified that there is a gap between the Square's mandates and the resources it requires to fulfill them. That gap has widened further in recent years with more resources being directed towards the ongoing and increasing security challenges. This poses a challenge to address security matters as well as other responsibilities, including operations, event support, outreach, communications, marketing, and revenue generation.

Rejuvenate the physical attributes of the Square, including standing attractions and amenities

Sankofa Square was built over 20 years ago and requires a refresh and refurbishment. As a modernist architectural concept, containing no trees or other greenery, it can appear uninviting and barren when there is no programming on the site. Capital expenditures have not kept pace with Sankofa Square's needs, as circumstances in its immediate neighbourhood and the broader event market have changed, limiting its ability to be fully utilized.

Future Opportunities

Enhance the utilization of the Square

With its new name and identity, there is an opportunity to enhance the utilization of the Square. This could include permanent amenities and attractions that invite people to enjoy the space even when events are not happening. For instance, the Toronto sign at NPS is one of the most visited attractions in the City, drawing in thousands every year to take photos with the sign. It could also include considering how portions of the Square could be used regularly for community or educational programming to maintain the activation of the Square.

Increase sponsorships & partnerships

Building on its new identity, there is an opportunity for Sankofa Square to explore new ways to increase sponsorships and partnerships. Ideas include increasing sponsorship revenues (i.e., amplifying signage revenue, augment sponsorship deals, etc.), which could be re-invested into support for community events and educational programming.

Sankofa Square should also explore partnership opportunities with neighbouring organizations including but not limited to the Downtown Yonge Business Improvement Area (DYBIA), Toronto Metropolitan University, Massey Hall and Mirvish Theatre to meet its community access mandate. Other City facilities that allow commercial and community use and may be helpful precedents to consult with, include the Meridian Arts Centre, Memorial Hall, and the Bluma Appel Salon at the Toronto Reference Library.

Sankofa Square should include in its strategic planning process consideration for creating a foundation to fund the proper resourcing of the Square's revitalization and enhanced access for community and not-for-profit organizations.

Finally, the entry of new commercial actors to the area may provide the opportunity, in collaboration with the DYBIA, to look at new partnership opportunities for Sankofa Square.

Explore new revenue generating tools

Sankofa Square's Board has pursued its financial self-sustainability mandate, but new thinking needs to be applied to removing financial and administrative barriers to community and commercial access and participation. New revenue generating tools are required to enhance resourcing, including partnerships and fundraising.

A multi-year strategic plan and business plan

There was unanimous agreement from the Board that a logical next step in enhancement of the Square's performance is the development of a multi-year strategic plan and business plan. The Board provided specific input on the development and opportunities for these plans, which are incorporated in Recommendation 1 of this report.

Analysis Based on Findings of the Review

Operating Sankofa Square as another civic square could narrow its mandate to serving community and charitable organizations only. Consequently, this could constrain programming, limit its ability to conduct any future fundraising, generate revenues, and ultimately increase the City of Toronto's net expenditures.

As outlined in the key findings, other North American public squares with broad mandates that include economic development, and commercial and community objectives are operated by boards and have more flexibility to engage the business community and to utilize more revenue tools.

The focus of a dedicated Board is required to implement Sankofa Square's new name and identity and to develop a long-term strategic plan and business plan. The Square should retain its broad mandate of economic development of the Yonge-Dundas area, and community and commercial programming, and refresh its objectives with the changed events market and evolving neighbourhood context in mind. This includes reviewing the permitting, production policies and fee structure to increase access and participation for community and not-for-profit groups, increasing sponsorships and partnerships, exploring new revenue models, rethinking the utilization of the Square, and working with the City, the community and business partners on the security challenges. Ensuring that resources are aligned with the objectives will be key to successful implementation.

A multi-year strategic plan and business plan, developed in consultation with City staff, the local Councillor, and community stakeholders, is recommended to refresh the Square's objectives and to address the opportunities and challenges identified in this report.

Conclusion

It is recommended that Sankofa Square continue under its current board of management governance structure and that the Board be directed by Council to work with the City to refresh the Square's objectives and review the fee policies, revenue models, utilization, and other factors to help the Square thrive in the broader events market and changing neighbourhood context.

Given Sankofa Square's new name, a removal of the pause on funding agreements and a positive revenue trajectory, a comprehensive multi-year strategic plan and business plan are recommended to set the Square on a successful path as a community and commercial focal point in Downtown Toronto.

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ATTACHMENTS

Attachment 1: Board report - Renaming to Sankofa Square

Appendix A: Comparison of Sankofa Square and the City's civic squares

**Appendix B: City of Toronto Net Expenditures for NPS and Sankofa Square
(actuals)**

**Appendix C: Sankofa Square Earned Revenue vs. City of Toronto Net Expenditure
(actuals)**

**Appendix D: Number of event days at Sankofa Square and the City's civic
squares (2019 - 2023)**

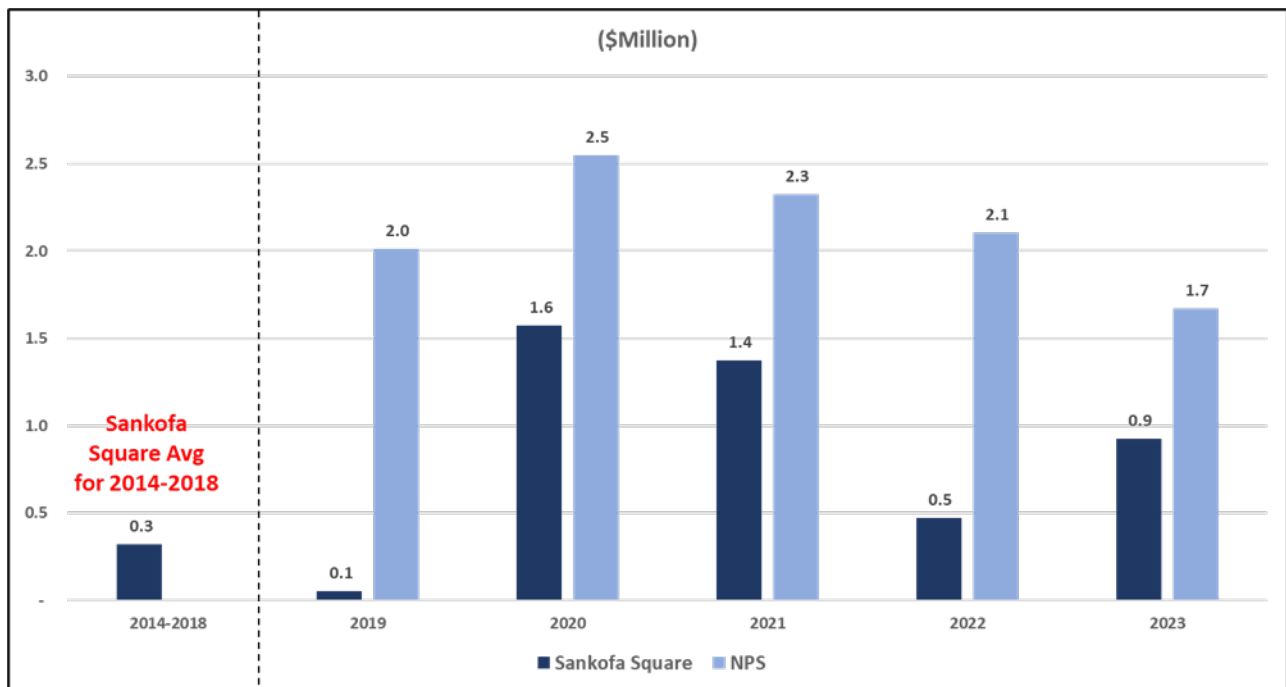
Appendix E: Event Types at Sankofa Square (2017-2023)

Appendix F: Summary of Jurisdictional Scan Findings

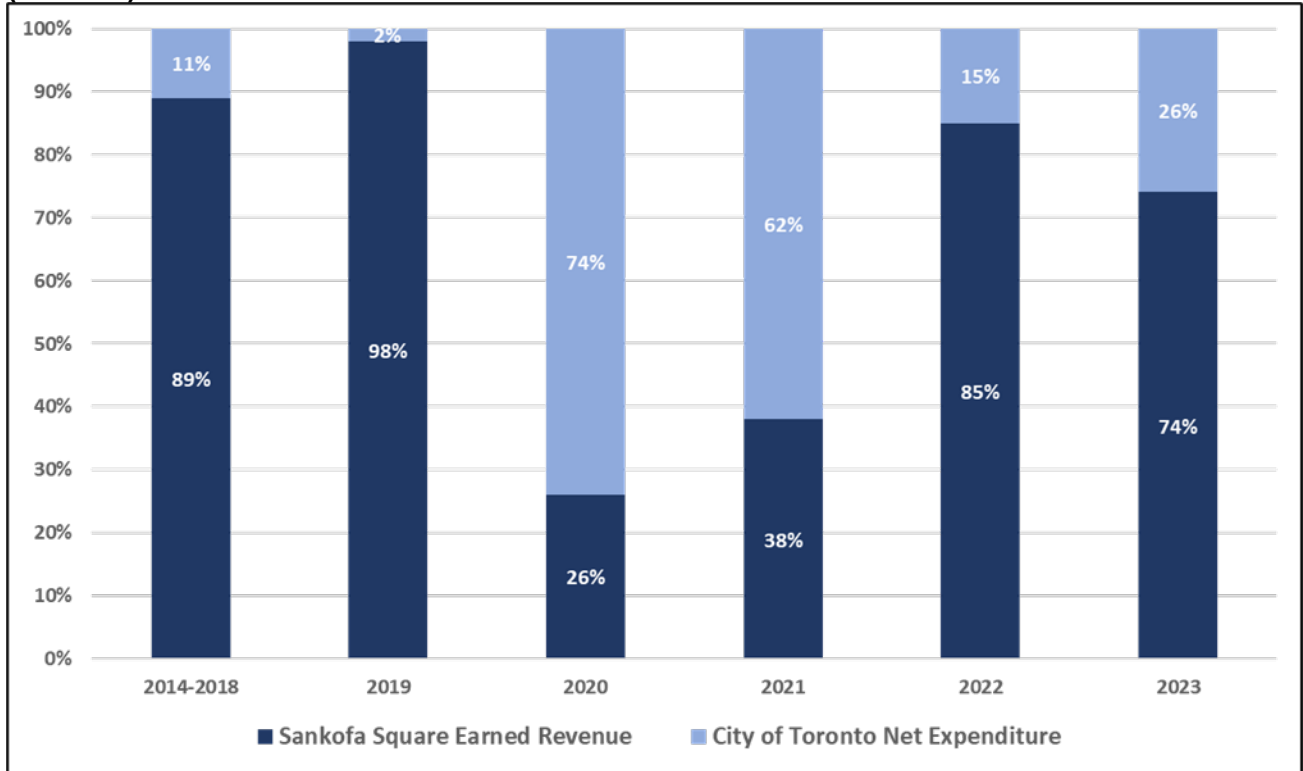
Appendix A: Comparison of Sankofa Square and the City's civic squares

Category	Sankofa Square	NPS, DPS, and ACS
Governance	Board of Management	City of Toronto
Operations	Sankofa Square Staff and contracted services	City of Toronto Staff
Mandate	Act as a key driver to promote economic development in the Yonge-Dundas area and to be financially self-sufficient.	To provide a public space to registered, not-for profit, charitable organizations and community groups based in the City of Toronto for event production purposes.
Funding	Sponsorships, partnerships, advertisements, digital event services, kiosk rental, grants	City of Toronto tax base
Client Access	Commercial City of Toronto Not-for-profit Community Groups	City of Toronto Not-for-profit Community Groups

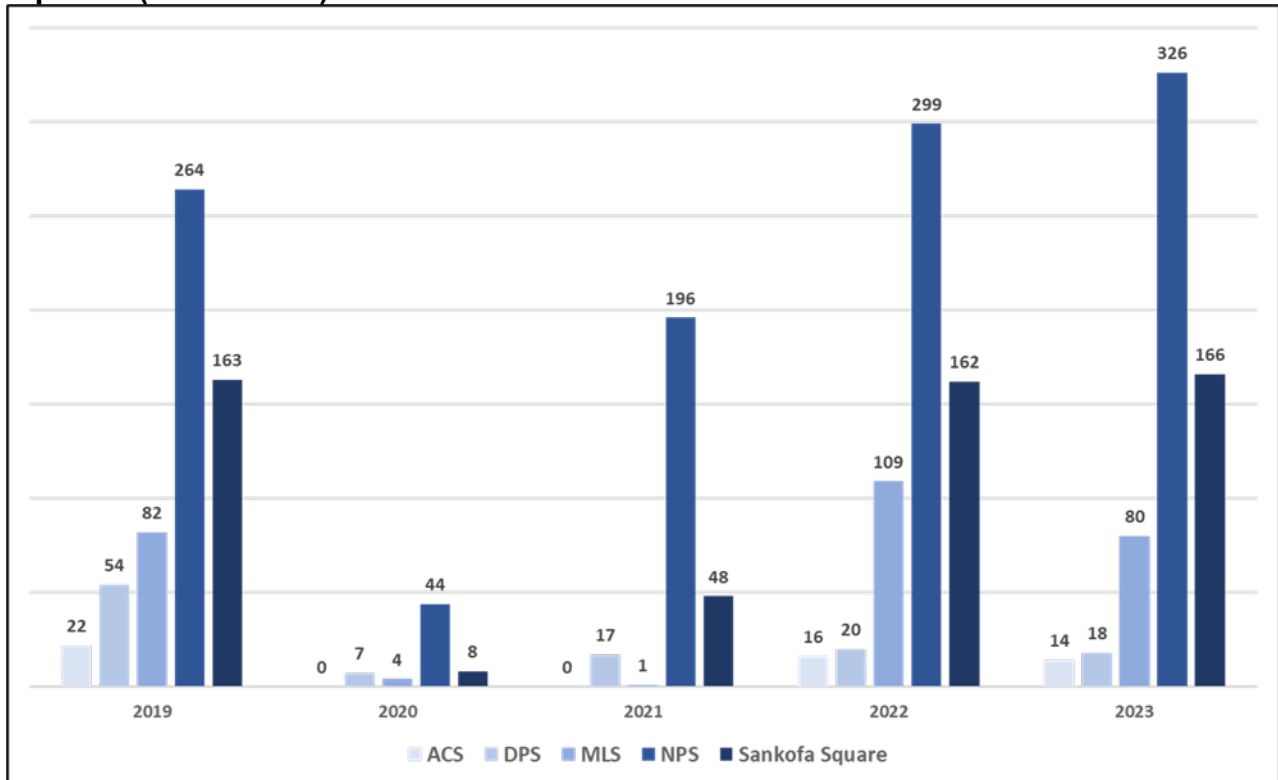
Appendix B: City of Toronto Net Expenditures for NPS and Sankofa Square (actuals)



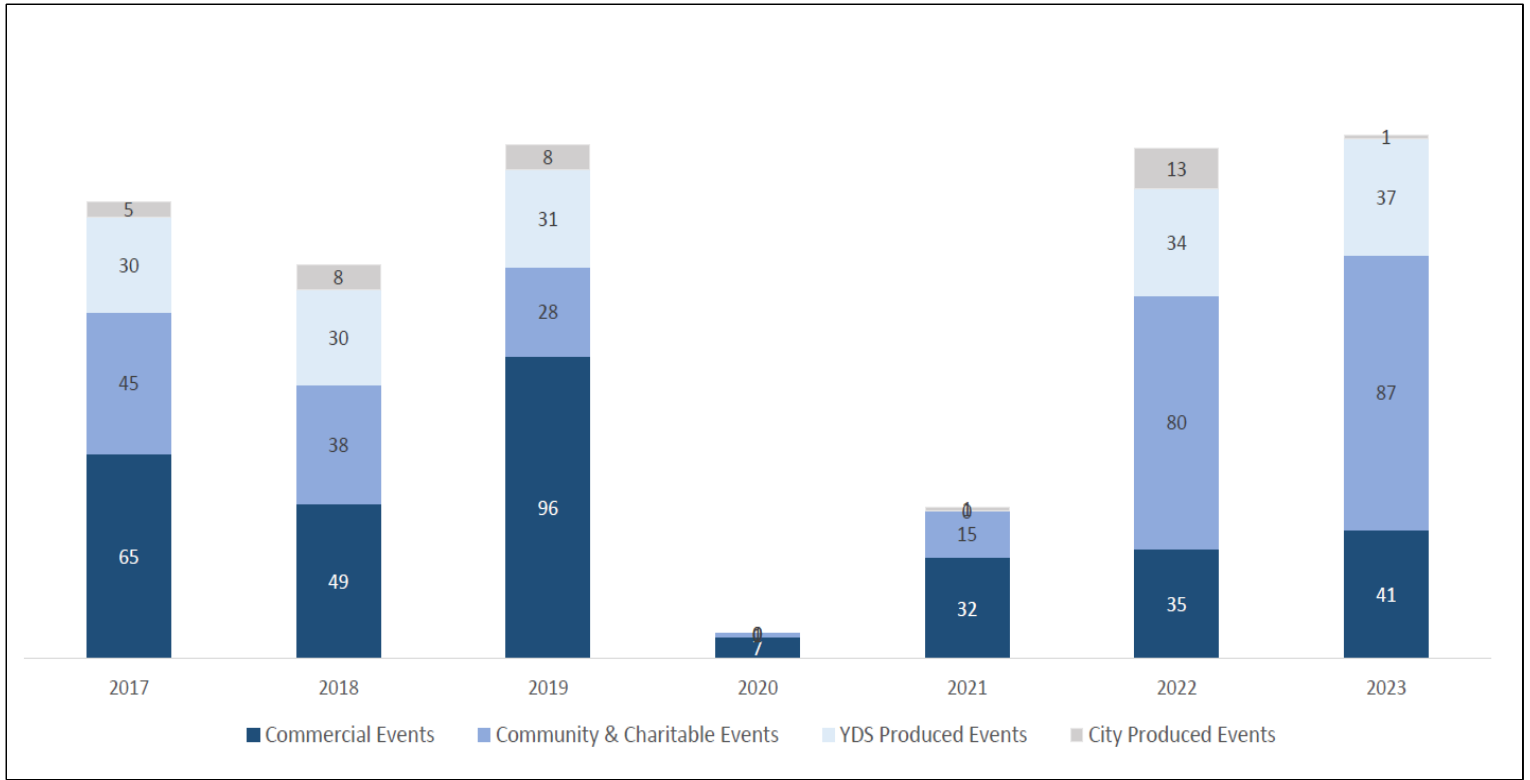
Appendix C: Sankofa Square Earned Revenue vs. City of Toronto Net Expenditure (actuals)



Appendix D: Number of event days at Sankofa Square and the City's civic squares (2019 - 2023)



Appendix E: Event Types at Sankofa Square (2017-2023)



Appendix F: Summary of Jurisdictional Scan Findings

	Celebration Square	Robson Square	Times Square	Union Square
Location	Mississauga	Vancouver	New York City	San Francisco
Governance	Managed by the City of Mississauga	Managed by the City of Vancouver	Governed by a Board of Directors	Governed by a Board of Directors
Operations	<p>Recreation and Culture Division is responsible for the activity on the site (i.e., event production)</p> <p>Parks, Forestry and Environment Division is responsible for the operations and maintenance (i.e., rink/water maintenance)</p>	<p>Street Use Management team manages vending permits for food trucks and other seasonal businesses</p> <p>Film & Special Events team permits events, programming and filming in the plaza.</p>	<p>Times Square Alliance is responsible for the daily operations of Times Square including cleaning & maintenance, economic development, and events management.</p>	<p>Union Square Alliance is responsible for the daily operations including cleaning & maintenance, , economic development and events management.</p>
Funding Model	<p>Staff resource and maintenance funded by the City of Mississauga.</p> <p>Procurement of event entertainment split between the City and sponsorships/grants</p>	<p>City budget process with a capital and operating budget. No externally generated income.</p>	<p>A combination of assessed and non-assessed revenue</p>	<p>A combination of assessed and non-assessed revenue</p>

	Celebration Square	Robson Square	Times Square	Union Square
Commercial/ Community Access	Discounted fee structure for charities/not-for-profits Commercial events allowed	Comprehensive grants program that covers up to \$75,000 in city fees for eligible events No commercial events	Discounted fee structure for charities/not-for-profits Revenue generated from non-assessed revenue used to offset community events Commercial events allowed	Discounted fee structure for charities/not-for-profits Commercial events allowed