

# 2022 Program Summary

## Yonge-Dundas Square

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### Description

Yonge-Dundas Square provides the management, procedures and permits for the safe and inclusive operations on the square. Consistent with previous years, most days there is full public and open access to the square. All events and activations are free to the general public.

The impact of COVID 19 on public events has been devastating across the industry. Our plans project an incremental return to the number of events over the next two years. Public outdoor events will only be resumed with limited capacities in order to meet the prevailing public health guidelines.

### Why We Do It

To 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.

To support other City initiatives in marketing Toronto as a place to visit.

### What Service We Provide

#### **Public Square and Event Venue**

**Who We Serve:** Businesses, Partners & Sponsors, Residents, Visitors, City and Agency staff.

**What We Deliver:** Yonge-Dundas hosts upwards of 200 event days and activations 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. In the past year, Yonge-Dundas Square has also created a number of digital screen partnerships to promote the arts and culture happening elsewhere in the City.

**How Much Resources (gross 2022 operating budget): \$3.479 Million**

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

## Budget at a Glance

### 2022 OPERATING BUDGET

\$Million	2022	2023	2024
Revenues	\$2.314	\$3.529	\$3.928
Gross Expenditures	\$3.479	\$3.675	\$3.928
Net Expenditures	\$1.165	\$146	\$0.000
Approved Positions	8.0	8.0	8.0

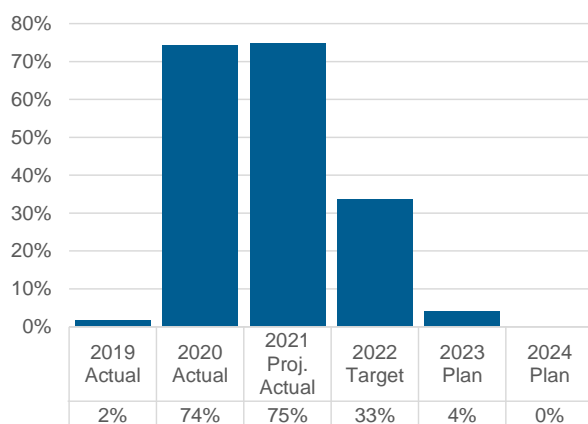
### 2022 - 2031 10-YEAR CAPITAL PLAN

\$Million	2022	2023-2031	Total
Gross Expenditures	\$0.1	\$0.0	\$0.1
Debt	\$0.1	\$0.0	\$0.1

Note: Includes 2021 carry forward funding

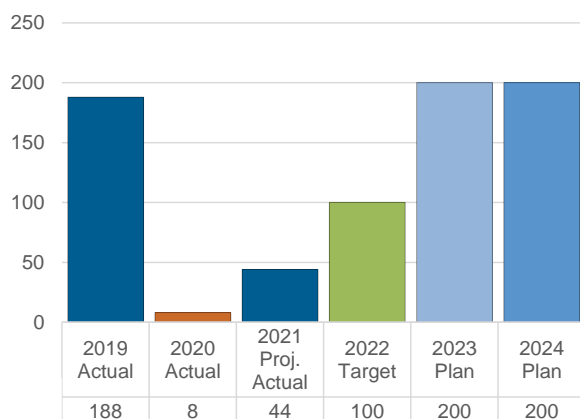
## How Well We Are Doing – Behind the Numbers

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



- The contribution by the City of Toronto to the overall Yonge-Dundas Square Operating Budget is anticipated to be 75% for 2021 as the square's operations have been heavily impacted by the pandemic.
- As the Square projects operations to begin to improve in 2022 and future years, the reliance on City of Toronto funding decreases and revenues generated from operations increase.
- The Agency expects there to be lasting impacts to its operations as it tries to change its business model to adapt to life post-COVID-19. Public safety and wellness remains a high priority.
- The contribution by the City to the Yonge-Dundas Square Operating Budget is anticipated to be 0% for 2024 as the Agency is moving towards a self-sustaining business model through its generation of diverse revenue streams.

Number of Events at YDS



- Once public health guidelines allowed public gatherings in fall/winter 2021, a number of events and activations returned to the square.
- Bookings have opened for 2022, however, many clients are reluctant to confirm until full capacities are allowed.
- Yonge-Dundas Square will continue to market the square and aim to attract new clients in 2022 & 2023.

## How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Target	2021 Projection	Status	2022 Target	2023 Target
Service Measures								
Public Square and Event Venue	% of Days Accessible to public	100%	100%	100%	100%	●	100%	100%
	Number activated days	33	23	5	54	●	60	60
	Number of screen partners	New in 2021	0	0	8 Partners ( 154 days )	●	10	12

## COVID-19 IMPACT AND RECOVERY

### 2022 Impact and Recovery

#### Operating Budget Impact

- Yonge-Dundas Square expects a return to commercial and community events in 2022 – subject to Public Health Guidelines although the number of event days is expected to be less than 2019 levels.
- Event clients are reluctant to confirm due to uncertainty of Public Health matters and difficulty of obtaining event insurance. This reluctance may impact our revenue targets.
- Security and janitorial maintenance continue to be a challenge with a greater number of behavioral incidents, vandalism and damage to property.
- COVID-19 is projected to impact Yonge-Dundas Square's operations in 2022 with \$1.765 million net impact:
  - \$1.470 million in revenue losses are projected from cancelled events and activations.
  - \$0.295 million in increased expenditures associated with security and janitorial maintenance services to operate in-person events safely in 2022.

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#### Service Level Changes

- The square did remain fully open for the public throughout 2021 and is expected to do so in 2022.
  - The number of in-person activations is expected to be lower due to public health guidelines.
  - As the digital screens are recognised as a community focussed means of display, Yonge-Dundas Square expect the number of partnerships to grow in 2022.
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## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- 2021 was a challenge for all public gathering and event spaces. The square and all of its users were extremely aware of the lack of activity in the downtown core and the associated impacts on the business revenues.
- Yonge-Dundas Square undertook a number of digital screen partnerships with other arts organisations and the City's own ArtworxTO programme. Yonge-Dundas Square also commissioned three art projects and installed them during the lockdown to animate the square in different ways.
- In conjunction with the DYBIA, we promoted local restaurants and provided a food delivery point on the Square for outdoor dining.
- During the first half of the year, Yonge-Dundas Square also modified washroom hours and cleaning patterns to allow for overnight access to unhoused individuals – when so many other washrooms were not available.

### Key Challenges and Risks

- Reluctance of commercial event clients to book the Square due to ongoing Public Health issues.
- Return of brand sponsorships to pre-2019 levels.
- Being a safe and inclusive space for all to enjoy.
- Change of Dundas street name and the loss of public familiarity with the current location name.
- The lack of recent State of Good Repair planning and longer term capital renewal.

### Priority Actions

- Supporting the efforts and programs of Economic Development & Culture, the Downtown Yonge BIA recovery plans, Destination Toronto visitor and conference initiatives and more.
- Supporting commercial event clients through timely updates to the Public Health Guidelines and ensuring the safety and wellbeing of their audiences, staff and contractors.
- Creating partnerships with other cultural and visitor attractions in the downtown core and the "Cultural Corridor" initiatives of the BIA. Using the Square as a public asset and resource for their outdoor programming.
- Re-activation of visitor information services and initiatives with EDC Tourism Services and Destination Ontario.
- Seeking a long-term sponsorship that enables further programs and activations.
- Developing a capital plan that anticipates the proposed 2025 construction project(s) on Yonge Street.
- Ensuring ongoing programming and activations that provide equitable access and are fully representative of the diversity of this city.

## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2022 Operating Budget for Yonge-Dundas Square of \$3.479 million gross, \$2.314 million revenue and \$1.165 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Public Square and Event Venue	3,479.5	2,314.3	1,165.3
<b>Total Program Budget</b>	3,479.5	2,314.3	1,165.3

2. City Council approve the 2022 staff complement for Yonge-Dundas Square of 8.0 operating positions.
3. City Council approve the 2022 Capital Budget for Yonge-Dundas Square with cash flows and future year commitments totaling \$0.100 million as detailed by project in [Appendix 6a](#).

**2022**  
**OPERATING BUDGET**

## 2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Public Square and Event Venue	548.5	1,663.0	569.3	2,314.3		2,314.3	1,745.0	306.5%
<b>Total Revenues</b>	<b>548.5</b>	<b>1,663.0</b>	<b>569.3</b>	<b>2,314.3</b>		<b>2,314.3</b>	<b>1,745.0</b>	<b>306.5%</b>
<b>Expenditures</b>								
Public Square and Event Venue	2,123.9	2,977.2	2,252.6	3,479.5		3,479.5	1,226.9	54.5%
<b>Total Gross Expenditures</b>	<b>2,123.9</b>	<b>2,977.2</b>	<b>2,252.6</b>	<b>3,479.5</b>		<b>3,479.5</b>	<b>1,226.9</b>	<b>54.5%</b>
<b>Net Expenditures</b>	<b>1,575.4</b>	<b>1,314.2</b>	<b>1,683.3</b>	<b>1,165.3</b>		<b>1,165.3</b>	<b>(\$18.0)</b>	<b>(30.8%)</b>
<b>Approved Positions**</b>	<b>8.0</b>	<b>8.0</b>	<b>N/A</b>	<b>8.0</b>		<b>8.0</b>	<b>N/A</b>	<b>N/A</b>

\*2021 Projection based on Q3 Variance Report

\*\*YoY comparison based on approved positions

### COSTS TO MAINTAIN EXISTING SERVICES

**Total 2022 Base Budget** expenditures of \$3.479 million gross reflecting an increase of \$1.227 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Increases in costs of security and cleaning due to public health guidelines.
- Increases in marketing costs for promoting sponsorship opportunities.
- One-time consulting costs associated with facility audit in order to inform the future state of good repair requirements as part of the 10-Year Capital Plan for Yonge-Dundas Square.

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- 2022 Base Budget of \$1.165 million in net expenditures reflects a \$0.020 million net decrease from the 2021 Council approved Budget, when excluding \$1.765 million in estimated COVID-19 financial impacts.**

### COSTS TO ENHANCE SERVICES

**No New and Enhanced Service** expenditures were added for Yonge-Dundas Square in 2022.

### EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in Yonge-Dundas Square's 2022 Operating Budget do not have any significant equity impacts.

**2022 OPERATING BUDGET KEY DRIVERS**

The 2022 Operating Budget for Yonge-Dundas Square is \$1.227 million gross or 54.5% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category.

**Table 2a: 2022 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Federal Subsidies							
Other Subsidies							
User Fees & Donations	1,659.2	16.4	812.0	110.0	1,165.0	1,055.0	959.1%
Licences & Permits Revenue	284.3	22.8	125.0				
Transfers From Capital					100.0	100.0	
Contribution From Reserves/Reserve Funds							
Sundry and Other Revenues	1,305.6	509.4	726.0	459.3	1,049.3	590.0	128.5%
Inter-Divisional Recoveries							
<b>Total Revenues</b>	<b>3,249.1</b>	<b>548.5</b>	<b>1,663.0</b>	<b>569.3</b>	<b>2,314.3</b>	<b>1,745.0</b>	<b>306.5%</b>
Salaries and Benefits	810.3	876.7	833.1	717.6	842.3	124.7	17.4%
Materials & Supplies	299.1	237.1	290.7	247.5	320.6	73.1	29.6%
Equipment	89.1	70.9	72.0	103.4	81.0	(22.4)	(21.7%)
Service and Rent	2,092.0	908.3	1,771.4	1,174.0	2,228.1	1,054.0	89.8%
Contribution To Capital							
Contribution To Reserves/Reserve Funds	25.7	25.7					
Other Expenditures	9.4	5.0	10.0	10.0	7.5	(2.5)	(25.0%)
Inter-Divisional Charges							
<b>Total Gross Expenditures</b>	<b>3,325.5</b>	<b>2,123.9</b>	<b>2,977.2</b>	<b>2,252.6</b>	<b>3,479.5</b>	<b>1,226.9</b>	<b>54.5%</b>
<b>Net Expenditures</b>	<b>76.4</b>	<b>1,575.4</b>	<b>1,314.2</b>	<b>1,683.3</b>	<b>1,165.3</b>	<b>(518.0)</b>	<b>(30.8%)</b>

\*2021 Projection based on Q3 Variance Report

**Key Base Drivers:****Salaries & Benefits:**

Increase in cost of health benefits and anticipating a COLA increase in 2022.

**Materials and Supplies:**

Anticipated increase in 2022 of utilities and equipment (sound, lights, projection etc.) for events due to projected usage of the Square.

**Services and Rents:**

A number of long term contracts for service including cleaning, security are due to renewal through an RFP process in 2022. Office rent is remaining at expected levels.

**Contribution from Reserves/Reserve Funds:**

One-time funding in the amount of \$0.1 million for Yonge-Dundas Square to undertake building condition assessment, audit and study in 2022. Upon completion, the assessment will inform state of good repair requirements at the Square for future capital budget submissions. Yonge-Dundas Square building audit will be funded from the Tax Rate Stabilization Reserve Fund (XQ0703).

**Other Revenue Changes:**

Paid events will return to pre COVID levels but this is not expected that this will happen until well into summer (Q2 & Q3). The appointment of a Sponsorship Consultant should result in new brand partners and revenues.

**2023 & 2024 OUTLOOKS****Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	569.3	2,314.3	3,529.3	3,928.0
Gross Expenditures	2,252.6	3,479.5	3,675.0	3,928.0
<b>Net Expenditures</b>	<b>1,683.3</b>	<b>1,165.3</b>	<b>145.8</b>	
<b>Approved Positions</b>	<b>N/A</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

**Key drivers**

The 2023 Outlook with total gross expenditures of \$3.675 million reflects an anticipated \$0.195 million or 5.62 per cent increase in gross expenditures above the 2022 Operating Budget. The 2024 Outlooks expects a further increase of \$0.253 million or 6.88 per cent above 2023 gross expenditures.

These changes arise from the following:-

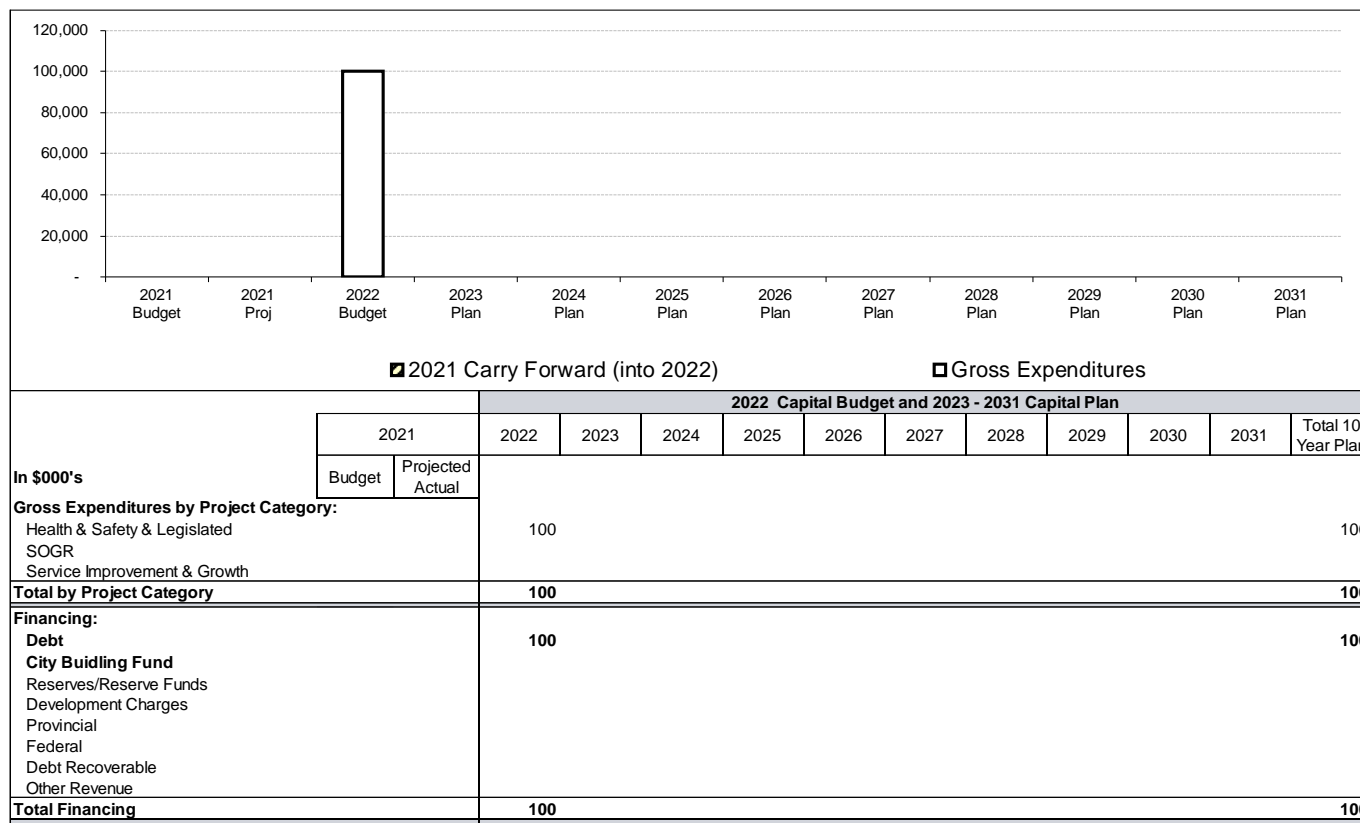
- General costs of living and inflationary adjustments.
- Additional marketing support in 2023 – continued over from 2022.
- Reversal of one-time consulting costs for facility audit to be completed in 2022 and the corresponding one-time draw from the Tax Rate Stabilization Reserve Fund.

# **2022 – 2031 CAPITAL BUDGET AND PLAN**

## 2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



### Changes to Existing Projects

No changes to existing capital projects as Yonge-Dundas Square previously had no capital projects planned over the 10-year planning horizon since 2020.

### New Projects (\$0.1 Million)

The 2022-2031 Capital Budget and Plan includes one new project.

- The key capital project funded in the 2022 Capital Budget is changing the name of physical signage once there is Council approval for a new name for Dundas Street is obtained.

### Capital Needs Constraints (\$1.1 Million)


Yonge-Dundas Square has one unmet project identified in the Capital Needs Constraints list:

- The *Stage Revitalization* project remains a capital needs constraints project while additional fund sources are explored and the facility audit is completed.

#### Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2022 – 2031 CAPITAL BUDGET AND PLAN****\$0.1 Million 10-Year Gross Capital Program**


Legislated
<b>\$0.1 M</b> <b>100%</b>
<ul style="list-style-type: none"> <li>Yonge-Dundas New Signage</li> </ul>

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

**How the Capital Program is Funded**

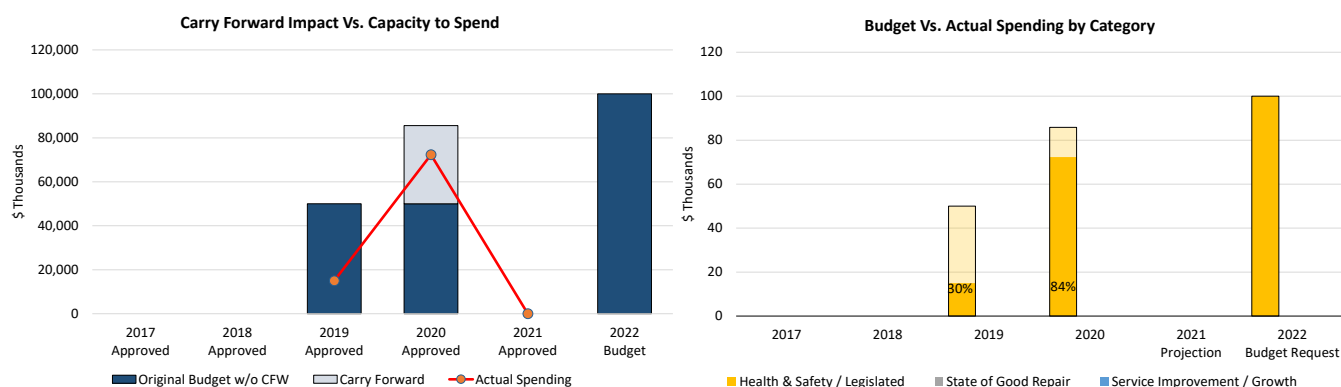
<b>City of Toronto</b>	
<b>\$000 M</b>	
<b>100%</b>	
Debt	\$ 0.1 M

## CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with Yonge-Dundas Square's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

**Chart 2 – Capacity to Spend**



### Capacity to Spend Review Impact on the 10-Year Plan

- Yonge-Dundas Squares completed a health and safety *Plinth Safety Guard* project to replace portable barriers for stage performances with permanent removable safety guard. The project began in 2019 over two years and was completed in 2020. There was no planned capital projects for Yonge-Dundas Square during 2021.

## STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

Yonge-Dundas Square currently does not have a backlog of state of good repair projects. Yonge-Dundas Square will undergo a facility audit in late 2021/early 2022 to indicate if repairs are required as the previous facility audit was completed in 2014. The outcome of the facility audit will inform the SOGR backlog and asset value as part of the budget submission in future years.

# APPENDICES

## Appendix 1

### COVID-19 Impact and Recovery

In \$ Thousands				
COVID-19 Impacts	2021 Net	2022		
		Revenues	Gross	Net
<b>Revenue Loss</b>				
Revenue loss from canceled events	1,894.0	(1,470.0)		1,470.0
<b>Sub-Total</b>	<b>1,894.0</b>	<b>(1,470.0)</b>		<b>1,470.0</b>
<b>Expenditure Increase</b>				
Janitorial maintenance			36.4	36.4
Security services			258.7	258.7
<b>Sub-Total</b>			<b>295.1</b>	<b>295.1</b>
<b>Total COVID-19 Impact</b>	<b>1,894.0</b>	<b>(1,470.0)</b>	<b>295.1</b>	<b>1,765.1</b>

## **Appendix 2**

### **2022 Balancing Actions**

N/A

## **Appendix 3**

### **Summary of 2022 Service Changes**

N/A

## **Appendix 4**

### **Summary of 2022 New / Enhanced Service Priorities Included in Budget**

N/A

## Appendix 5

### Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2022 Total			Incremental Change			
	\$		Position	2023 Plan		2024 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Council Directed:</b>							
YDS - 2022 Dundas Street Renaming EX25.1	125.0	125.0		(50.0)	(50.0)	(75.0)	(75.0)
<b>Sub-Total Council Directed</b>	<b>125.0</b>	<b>125.0</b>		<b>(50.0)</b>	<b>(50.0)</b>	<b>(75.0)</b>	<b>(75.0)</b>
<b>Total 2022 New / Enhanced Services</b>	<b>125.0</b>	<b>125.0</b>		<b>(50.0)</b>	<b>(50.0)</b>	<b>(75.0)</b>	<b>(75.0)</b>

Enhancements totalling \$0.125 million gross and net are currently not included in 2022 Operating Budget for Yonge-Dundas Square. At its meeting of July 14, 2021, City Council adopted a staff report entitled "*Recognition Review Project Update and Response to the Dundas Street Renaming Petition*" in which City Divisions and Agencies were directed to include costs related to renaming Dundas Street as part of their 2022 and 2023 budget submissions. Please refer to the attached link for the staff report and Council decisions.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EX25.1>

Yonge-Dundas Square would need to be renamed at the same time as a new name is implemented for Dundas Street. This budget enhancement is to provide funding support for rebranding subsequent to the name change.

## Appendix 6

### 2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOG	Growth & Improved Service
<i>Yonge-Dundas Square Signage</i>	100										100	100		
<b>Total Expenditures (including carry forward from 2021)</b>	100										100	100		

☒ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction\*

☒ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

\*Information above includes full project / sub-project 2022-2031 Capital Budget and Plan cash flows. Does not break out the climate component costs separately

## 2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

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## **Appendix 6b**

### **2023 - 2031 Capital Plan**

**N/A**

## **Appendix 7**

### **Reporting on Major Capital Projects: Status Update**

**N/A**

## Appendix 8

### Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Yonge-Dundas Square Stage Revitalization	1.135		1.135		0.189	0.270	0.676						
Total Needs Constraints (Not Included)	1.135		1.135		0.189	0.270	0.676						

Staff have identified \$1.135 million in capital needs constraints for Yonge-Dundas Square as reflected in the table above that will be considered for funding in the budget process of future years.

- The key capital constraint for Yonge-Dundas Square is the *Stage Revitalization* project and its affordability concerns given the debt requirement. Yonge-Dundas Square has created a Yonge-Dundas Square Reserve Fund to address these concerns and to move this project to the 10-Year Capital Plan in future year budget processes once sufficient funds are available in the reserve.
- The purpose is to provide funding for the maintenance and improvements to Yonge-Dundas Square through its 10-Year Capital Plan, As a result of the pandemic, no contribution has been made to the reserve fund since 2019.

## Appendix 9

### 2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

## Appendix 10

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

#### **Corporate Reserve / Reserve Funds**

The 2022 Operating Budget includes a one-time draw of \$0.100 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

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

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

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

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

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

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

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

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

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

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

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