

2024 Program Summary

Yonge-Dundas Square

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Description

Since 2003, Yonge-Dundas Square provides the management, procedures and permits for the safe and inclusive operations on the square. It is the only civic square in Toronto that takes commercial bookings. In addition, it provides event facilities and services for many community based festivals, charity and “city” produced events. Consistent with previous years, there is full public and open access to the square, every day of the year. This service includes access to Public Washrooms. All events and activations are free to the general public.

In 2023, Yonge-Dundas Square managed to host over 120 event days and activations and four film/tv location shoots, in addition to its own programmes during the off peak winter season.

Yonge-Dundas Square has created the opportunity for a number of partners to create arts based content for showing on the five digital screens that are operated by the square. The screens are also used to promote City wide messaging and promote other events supported by the City of Toronto.

Yonge-Dundas Square works closely with neighbouring stakeholders and organisations to animate and enhance the neighbourhood.

Note: City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee to be the new name of the square ([MM13.29](#)). YDS will be working with the City to determine the timeline and budget.

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.

To develop a positive perception of being Downtown by the way of its activities, security and cleanliness.

To support local businesses and cultural partners to improve the “offerings” to residents and visitors, leading to increased economic activity.

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

To support the City, other Agencies and Charities working in the realm of public health and wellness.

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

What Service We Provide

Public Square and Event Venue

Who We Serve: Residents, Visitors, Businesses, Community Festivals, Arts & Culture Partners, City and other City Agency staff.

What We Deliver: In 2023, Yonge-Dundas hosted over 120 event days and activations 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. YDS hosted 80 event days of community festivals and programming. On the digital screens, YDS and arts partners programmed four digital screen exhibits and promoted 28 arts and culture initiatives across the City.

In partnership with Urban Inc, the Square is the prime location for the sale and boarding of City Sightseeing Tours. The Square partners with Destination Ontario during the summer months for the promotion of tourist attractions across the city and province.

How Much Resources (gross 2024 operating budget): \$3.685 Million

Budget at a Glance

2024 OPERATING BUDGET

<u>\$Million</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Revenues	\$ 2.175	\$ 2.058	\$ 2.119
Gross Expenditures	\$ 3.685	\$ 3.606	\$ 3.739
Net Expenditures	\$ 1.510	\$ 1.548	\$ 1.620
Approved Positions	8.0	8.0	8.0

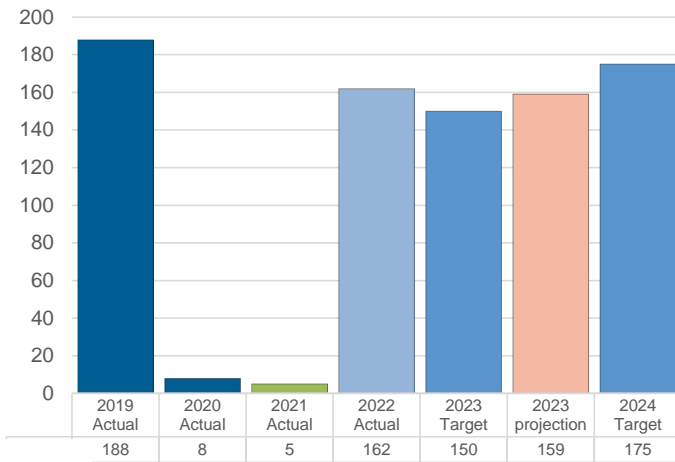
2024 - 2033 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2024</u>	<u>2025-2033</u>	<u>Total</u>
Gross Expenditures	\$ 0.440	\$ 0.418	\$ 0.858
Debt	\$ 0.335	\$ 0.418	\$ 0.753

Note: Includes 2023 carry forward funding

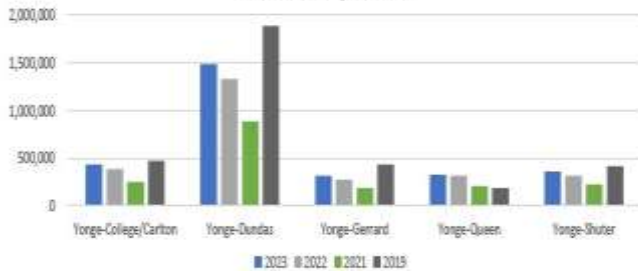
How Well We Are Doing – Behind the Numbers

Number of Events at YDS



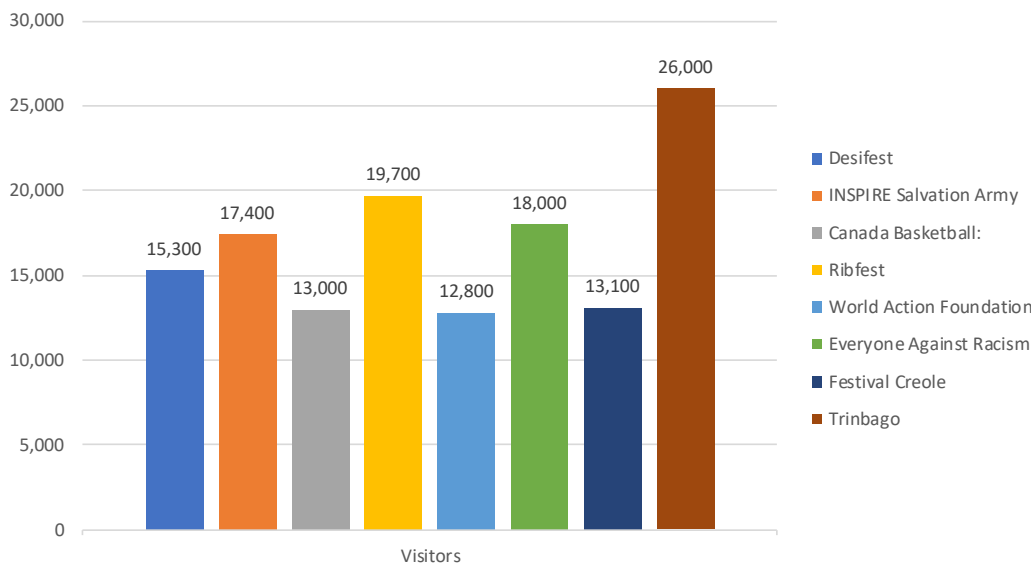
- For 2023, we set a target of 150 event days for the budget.
- As at November 2023, YD Square forecasts 159 Event or Activation Days in 2023.
- On the digital screens, YDS has partnered with four Toronto organizations to showcase the artworks from early career artists and those from a diverse background. A further 28 City supported events and programmes were promoted on the digital screens at no charge.
- 22 Community Events were issued with Event Permits at no charge with the support of City Councillors.

Total Pedestrians by Intersection



- Pedestrian activity has substantially improved in 2023. Yonge-Dundas is by far the busiest intersection in the Downtown precinct.
- Events and activity on the Square further encourages the public to visit the area bringing economic benefits to businesses.
- In 2023, YDS commissioned data research firm, Environics to undertake a survey of eight key event dates to establish a baseline metric of attendance going forwards.

Unique Visitor Counts at Selected Events Summer 2023.



(Data obtained from Environics Analytics 2023 – Geofenced to YD Square – Eight events sampled)

How Well We Are Doing

Service	Measure	2021 Actual	2022 Actual	2023 Target	2023 Projection	Status	2024 Target	2025 Target
Outcome Measures								
¹ : Event Permits	Revenue from Permits	\$76K	\$165K	\$300K	\$200K	●	\$200K	\$220K
¹ : Digital Advertising	Revenue from sales commission	\$535K	\$782K	\$650K	\$650K	●	\$700K	\$700K
¹ : Sightseeing Tours	Revenue from sales commission	\$25K	\$247K	\$200K	\$290K	●	\$250K	\$250K
Service Level Measures								
Public Square	% of days available to public (365 days)	100%	100%	100%	100%	●	100%	100%
² : Public Square & Event Venue	# Of days with events & activations	5	162	150	159	●	175	200
Community Support	# Event Permits Free of Charge	N/A	26	20	22	●	20	20
Other Measures								
¹ : Film/TV Location Permits	# of Permits for filming	0	2	0	4	●	5	5
¹ : Digital City Promotions	# of city supported events	N/A	N/A	N/A	28	●	30	30
¹ : Sponsorships	Revenue	\$0	\$0	\$500K	\$0	●	\$0	\$0

¹: Indicates new measure.

²: Represents a cumulative roll-up of public events, exhibits and activations.

2023 Projection to 2023 Target Comparison

● 100% (MET TARGET) ● 70 - 99% (LOW RISK) ● 69% and Under (REQUIRES ATTENTION)

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- Whilst the number of events remains at lower levels than pre-pandemic, YDS hosted well over 150 days of events and activations.
- Eight (8) New community clients booked YDS for their festival event in 2023.
- Digital screen exhibits were programmed with OCADU, Toronto Metropolitan University, Black History Month and most recently, The Downie Wenchak Fund.
- Twenty-eight (28) other City produced or supported events were allocated screen advertising time with a Value in Kind of **\$1.2 million**.
- YDS welcomed different film and TV location filming shoots (inc Chuckie, Cash Cab, Law & Order-Toronto) demonstrating the popularity of Toronto in this sector.
- City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee to be the new name of the square ([MM13.29](#)). Operating and capital costs associated with the changes at YDS are estimated at \$0.335 million and will be supported by Section 37 Funds from the local ward.

Key Challenges and Risks

- **Public Safety and Inclusion:** The public both perceive and experience more “safety” issues. In turn this affects the costs of security, the reluctance of event clients to book the square and the general wellbeing of staff who have to deal with and/or mitigate the impact of incidents.
- **YDS Governance Review:** The Council approved motion ([MM7.5](#)) impacts YDS ability to attract strategic partners. It also raises the issue of how much other civic squares cost to run on an annual basis.
- **Municipal Sponsorship Review:** The Council approved motion ([MM7.5](#)) impacts YDS ability to attract sponsorships.
- **Digital Advertising and Bus Tour Revenues:** Both of these commercial partners are reliant on workforce, tourist & visitor numbers returning to the Downtown. YD Square will continue to support the work of Downtown Yonge BIA & Destination Ontario in attracting businesses and visitors to the area.
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Priority Actions

- Working with the board to implement the new name for the Square and success re-branding campaign.
- Actively promote YD Square as a safe venue to hold major public events in conjunction with the work of the Downtown East Area Action Plan.
- Support the City Manager’s Office in the governance review and comparison to operations of Nathan Phillips Square and other civic squares.
- Support the City Manager’s Office with the review and recommendations for Municipal Sponsorship and other Strategic Partnerships.
- Support the work of Economic Development in attracting events to the City.
- Encourage the growth and capacity of community events that represent the diversity of the City.
- Establish budget and timetable for capital work including replacement of stage roofing systems, accessibility hostile vehicle mitigation and digital screens.
- Support the sector in training and job opportunity for event staff.

2024 BUDGET

1. The 2024 Operating Budget for Yonge-Dundas Square of \$3.685 million gross, \$2,175 million revenue and \$1.510 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Public Square and Event Venue	3,684.9	2,175.0	1,509.9
Total Program Budget	3,684.9	2,175.0	1,509.9

- The 2024 staff complement for Yonge-Dundas Square of 8.0 operating positions.
2. The 2024 Capital Budget for Yonge-Dundas Square with cash flows and future year commitments totaling \$0.440 million as detailed by project in [Appendix 5a](#).
 3. The 2025-2033 Capital Plan for Yonge-Dundas Square totalling \$0.418 million in project estimates as detailed by project in [Appendix 5b](#).

2024 OPERATING BUDGET

2024 OPERATING BUDGET OVERVIEW

Table 1: 2024 Operating Budget by Service

(In \$000s)	2022 Actual	2023 Budget	2023 Projection*	2023 Budget excl COVID	2024 Base Budget	2024 New / Enhanced	2024 Budget	Change v. 2023 Budget excl COVID	
By Service	\$	\$	\$	\$	\$	\$	\$	\$	%
Revenues									
Public Square And Event Venue	2,598.3	1,949.8	2,518.5	3,268.5	2,175.0		2,175.0	(1,093.5)	(33.5%)
Total Revenues	2,598.3	1,949.8	2,518.5	3,268.5	2,175.0		2,175.0	(1,093.5)	(33.5%)
Expenditures									
Public Square And Event Venue	3,069.8	3,248.1	3,426.2	3,248.1	3,684.9		3,684.9	436.8	13.4%
Total Gross Expenditures	3,069.8	3,248.1	3,426.2	3,248.1	3,684.9		3,684.9	436.8	13.4%
Net Expenditures	471.5	1,298.4	907.7	(20.4)	1,509.9		1,509.9	1,530.3	7507.7%
Approved Positions**	8.0	8.0	N/A	8.0	8.0		8.0		

*2023 Projection based on 9 Month Variance

**YoY comparison based on approved positions

KEY DRIVERS

Total 2024 Budget expenditures of \$3.685 million gross reflecting an increase of \$0.437 million in spending above 2023 budget, predominantly arising from:

- **Security:** Increased presence of event security and paid duty officers to re-assure event clients that the location is safe for their audience, vendors and staff.
- **Marketing and Communication:** one-time marketing and communication costs for the implementation of the new name, supported by Section 37 Funds from the local ward ([MM13.29](#)).
- **Inflationary Impacts:** Contract renewals (office lease, snow clearing, audit fees, event equipment rentals) are increasing above the 2% to 5% range.

The 2024 Budget also includes a significant net increase resulting from the permanent adjustment to expected public square and event revenues as a lasting impact of the pandemic.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Yonge-Dundas Square's 2024 Operating Budget do not have any significant equity impacts.

2024 OPERATING BUDGET KEY COST DRIVERS

The 2024 Net Operating Budget for Yonge-Dundas Square of \$1.510 million is \$1.530 million or 7,508% greater than the 2023 Net Budget, when reversing 2023 pandemic costs and lost revenues and applying a zero-base budget approach to all prior year COVID-19 related financial impacts. Table 2 below summarizes the key cost drivers for the 2024 Budget.

Table 2: 2024 Key Cost Drivers

(In \$000s)	2024				2025 Annualized impact (Net)
	Revenues	Gross	Net	Positions**	
2023 Budget	1,949.8	3,248.1	1,298.4	8.0	N/A
2023 Projection*	2,518.5	3,426.2	907.7	N/A	N/A
2023 Budget (excl. COVID)	3,268.5	3,248.1	(20.4)	8.0	N/A
Key Cost Drivers:					
Salary & Benefits					
Base Salary		19.2	19.2		
COLA		14.4	14.4		
Staff Benefits		14.3	14.3		
Non-Salary and Inflation					
Security Cost		115.0	115.0		
New name Marketing and Communication	230.0	230.0			
Snow Removal		16.0	16.0		
Office Rent		10.0	10.0		
Audit Fees		18.0	18.0		
Revenue Decrease					
Revenue Loss from Events and Sponsorships	(1,323.5)		1,323.5		
Sub-Total - Key Cost Drivers	(1,093.5)	436.8	1,530.3		
Affordability Measures:					
Sub-Total - Affordability Measures					
Total 2024 Budget	2,175.0	3,684.9	1,509.9	8.0	
Change from 2023 Budget (excl. COVID) (\$)	(1,093.5)	436.8	1,530.3	N/A	N/A
Change from 2023 Budget (excl. COVID) (%)	-33%	13.4%	7508%	N/A	N/A

*Based on 9 Month Variance

**YoY comparison based on approved positions

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

- Increase in base salaries and benefits of \$0.048 million is related to salary adjustments for YDS staff complement. YDS staff salaries have fallen behind comparable positions. The recommendations of a 2017 Staff Salary Review undertaken by Mercer Consulting as well as a comparator review of Executive Salaries within City Agencies have not been fully implemented.

Non-Salary and Inflation:

- Costs of services for various contracted services of snow removal, audit fees, and event equipment are rising above inflation adjustment guidelines.
- One-time marketing and communication budget for the implementation of new name and rebranding campaign supported by Section 37 Funds from the local ward ([MM13.29](#)).

Revenue Changes:

- The ongoing review of Municipal Sponsorships has effectively halted sponsorship revenue for YDS for the time being.
- Revenue from Digital Screen advertising is encouraging, however, the ownership of the third-party partner will be changing in 2024.
- Tourists booking Sightseeing Tours in the downtown has not returned to the levels expected when compared with Ottawa, Montreal and other “tourist” cities. In addition, changes to parking enforcement on Yonge Street has jeopardised passenger loading during rush hours.

2025 & 2026 OUTLOOKS**Table 3: 2025 and 2026 Outlooks**

(In \$000s)	2024 Budget	2025 Incremental Outlook	2026 Incremental Outlook
Revenues			
Revenue Changes	2,175.0	112.5	61.4
Reversal of One-time Funding of new name budget		(230.0)	
Total Revenues	2,175.0	(117.5)	61.4
Gross Expenditures			
Inflationary Impacts	3,684.9	150.9	133.4
Reversal of One-time new name budget		(230.0)	
Total Gross Expenditures	3,684.9	(79.1)	133.4
Net Expenditures	1,509.9	38.4	72.1
Approved Positions	8.0	0.0	0.0

Key Outlook Drivers

The 2025 Outlook with total gross expenditures of \$3.606 million reflects an anticipated -\$0.079 million or 2.1% decrease in gross expenditures below the 2024 Operating Budget. The 2026 Outlooks expects an increase of \$0.133 million or 3.7% above 2025 gross expenditures.

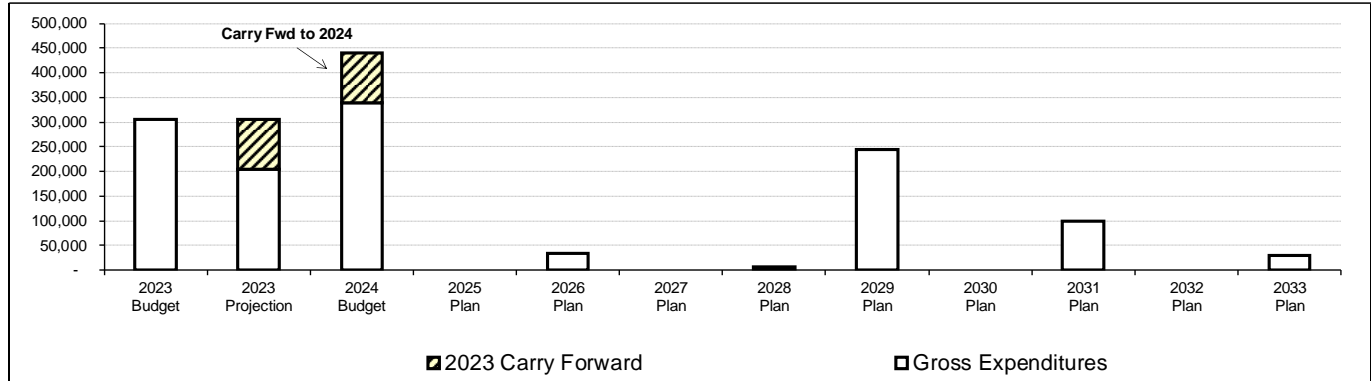
These changes arise from the following:

- **Salary Adjustments:** YDS anticipates the completion and findings of the salary comparator studies for event staff.
- **Inflationary Impacts:** Economic increases for service contracts.
- **Shortfall in Event Revenues:** Impact of community clients expectation for waiving of event permit fees and lowering of margins on event services.
- **Reversal of one-time funding:** reversing the one-time funding approved in 2024 for the implementation of new name and rebranding campaign supported by Section 37 Funds from the local ward (MM13.29).

2024 – 2033 CAPITAL BUDGET AND PLAN

2024 2033 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



In \$000's	2023		2024 Capital Budget and 2025 - 2033 Capital Plan										Total 10 Year Plan	
	Budget	Projected Actual	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033		
	Gross Expenditures by Project Category:													
Health & Safety & Legislated	100		105					8	246		100		30	105
SOGR	205	205	335		35			8	246		100		30	753
Total by Project Category	305	205	440		35			8	246		100		30	858
Financing:														
Debt	305	205	335		35			8	246		100		30	753
Reserves/Reserve Funds			105											105
Total Financing	305	205	440		35			8	246		100		30	858

Changes to Existing Projects
(\$0.05 Million)

The 2024-2033 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2024-2032):

- *New Signage* project increases as a result of cost re-estimation.

Capital Needs Constraints
(\$6.050 Million)

YDS has five unmet projects over the 10-year planning horizon:



- *Yonge-Dundas Square Stage Revitalization*
- *Accessibility to meet AODA standards*
- *Hostile Vehicle Mitigation*
- *Other security improvements (CEPTED Report)*
- *Replacement Digital Screens*

Note:

For additional information, please refer to [Appendix 5](#) for a more detailed listing of the 2024 and 2025-2033 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; [Appendix 7](#) for Capacity to Spend Review; [Appendix 8](#) for Capital Needs Constraints; and [Appendix 9](#) for Capital Program Provincial/Federal Funding Streams by Projects, respectively.

2024 – 2033 CAPITAL BUDGET AND PLAN

\$0.858 Million 10-Year Gross Capital Program

	
Aging Infrastructure	Health and Safety
\$0.753M 88%	\$0.105M 12%
<ul style="list-style-type: none"> • SOGR Immediate Requirements 	<ul style="list-style-type: none"> • New Signage

How the Capital Program is Funded

City of Toronto	
\$0.858 M 100%	
Debt	\$ 0.753 M
Reserve / Reserve Fund	\$ 0.105 M

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

Yonge-Dundas Square currently does not have a backlog of state of good repair projects. The outcome of the facility audit identified \$0.753 million immediate State of Good Repair (SOGR) requirement that has been included in YDS's 10-Year Capital Plan to maintain the facility as Yonge-Dundas Square ages.

APPENDICES

Appendix 1

2024 Operating Budget by Category

Category (In \$000s)	2021 Actual	2022 Actual	2023 Budget	2023 Projection*	2024 Budget	2024 Change from 2023 Budget		2024 Change from 2023 Projection	
	\$	\$	\$	\$	\$	\$	%	\$	%
User Fees & Donations	334.9	1,502.3	1,036.3	1,520.0	1,020.0	(16.3)	(1.6%)	(500.0)	(32.9%)
Contribution From Reserves/Reserve Funds		53.1	33.5	33.5	230.0	196.5	586.2%	196.5	586.2%
Sundry and Other Revenues	468.4	1,042.9	880.0	965.0	925.0	45.0	5.1%	(40.0)	(4.1%)
Total Revenues	803.3	2,598.3	1,949.8	2,518.5	2,175.0	225.2	11.6%	(343.5)	(13.6%)
Salaries and Benefits	676.6	566.1	715.4	723.8	895.9	180.5	25.2%	172.1	23.8%
Materials & Supplies	265.1	322.9	307.3	287.6	300.8	(6.5)	(2.1%)	13.2	4.6%
Equipment	147.9	103.0	140.0	140.0	127.5	(12.5)	(8.9%)	(12.5)	(8.9%)
Service and Rent	1,067.7	2,067.0	2,077.9	2,254.8	2,348.7	270.8	13.0%	93.8	4.2%
Other Expenditures	43.1	10.8	7.5	20.0	12.0	4.5	60.0%	(8.0)	(40.0%)
Total Gross Expenditures	2,200.5	3,069.8	3,248.1	3,426.2	3,684.9	436.8	13.4%	258.7	7.5%
Net Expenditures	1,397.2	471.5	1,298.4	907.7	1,509.9	211.6	16.3%	602.2	66.3%

*Projection based on 9 Month Variance

Appendix 2

Summary of 2024 Service Changes

N/A

Appendix 3

Summary of 2024 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 4

Summary of 2024 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 5

2024 Capital Budget; 2025 - 2033 Capital Plan Including Carry Forward Funding

(In \$000s)	2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2024 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>Yongs-Dundas Square newsignage</i>	105										105	105		
<i>SOGR Immediate Requirements</i>	335		35		8	246		100		30	753		753	
Total Expenditures	440		35		8	246		100		30	858	105	753	

Appendix 5a

2024 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total 2024 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
<i>Yongs-Dundas Square new signage</i>	105										105	100	5	
<i>SOGR Immediate Requirements</i>	335										335	335		
Total Expenditure (including carry forward from 2023)	440										440	435	5	

Appendix 5b

2025 - 2033 Capital Plan

(In \$000s)	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2025 - 2033 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>SOGR Immediate Requirements</i>	35		8	246		100		30		418		418	
Total Expenditures	35		8	246		100		30		418		418	

Appendix 6

Reporting on Major Capital Projects: Status Update

N/A

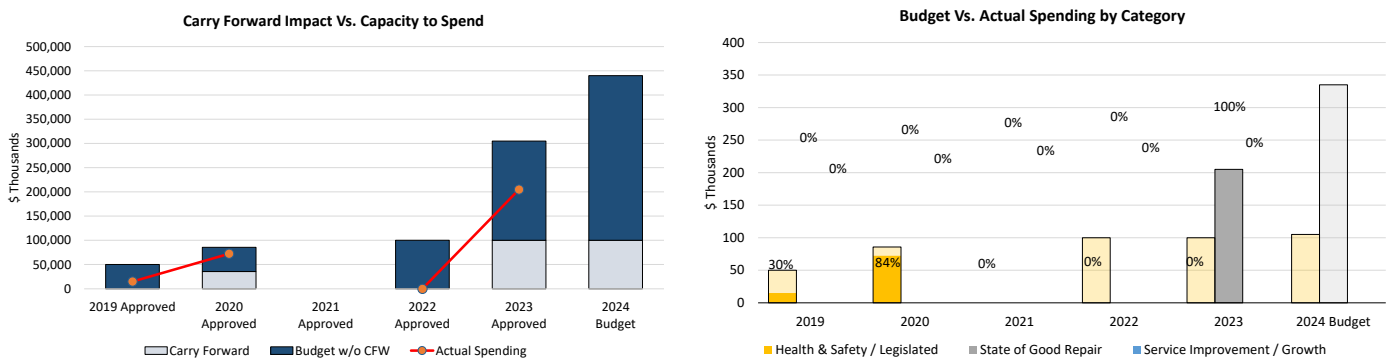
Appendix 7

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 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 3 below) as well as the level of projected 2023 underspending that will be carried forward into 2024 to complete capital work.

Chart 3 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

- Yonge-Dundas Square 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.
- During 2022, Yonge-Dundas Square had one capital project related to installation of new signage as a result of Dundas Street renaming project. The project was carried forward from 2022 to 2023 since the progress of Dundas Street renaming was not expected to happen in 2022.
- Based on the review of historical capital spending constraints and a capacity to spend review, \$0.100 million in capital spending originally cash flowed in 2023 has been deferred to 2024. In 2023, Yonge-Dundas Square had two ongoing capital projects. The first one is related to installation of new signage as a result of City Council adopt the new name Sankofa Square to be the new name of the square (MM13.29) and will be supported by Section 37 Funds from the local ward. The project was carried forward from 2022.
- The second project is the Immediate State of Good Repair (SOGR) funds requirement to maintain the facility as Yonge-Dundas Square ages based on condition assessment outcomes. The 2023 project work is expected to be fully spent by year-end.

Appendix 8

Summary of Capital Needs Constraints

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)										
				2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Yonge-Dundas Square Stage Revitalization	3.550		3.550		2.550	1.000								
Hostile Vehicle Mitigation	0.250		0.250		0.250									
Other security improvements (CEPTED Report)	0.250		0.250		0.250									
Replacement Digital Screens	2.000		2.000				2.000							
Total Needs Constraints (Not Included)	6.050		6.050		3.050	1.000	2.000							

YDS has identified \$6.050 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.

- Yonge-Dundas Square Stage Revitalization:** The roof system was installed circa 2009 and was never fully operational and the roof has remained in its “open” since then with a temporary vinyl covering installed each summer. In the State of Good Repair reports prepared in 2022, the stage roof system was reviewed by engineering and specialist stage equipment contractors. Their recommendation was that the current system is beyond economic repair. A preliminary study for the roof replacement has been carried out and in order to meet increased loads from audio speakers and large display screens additional column supports have been proposed by the architects and engineers. Further design work is required.
- Accessibility required to meet AODA standards:** In 2015, it was recommended that YDS & the City install a graduated ramp, a wheelchair compliant elevator and a washroom at stage level in order to comply with AODA standards. The stage is not fully accessible for performers and technicians who use mobility devices.
- Hostile Vehicle Mitigation:** In a 2019 study by the City of Toronto Corporate Security, it was recommended that the City install HVM measures. In the interim, additional granite benches and large planters were deployed to prevent vehicles driving onto the Square. These temporary measures do not meet current standards. As the square sits over the top of an underground car park and has a TTC subway tunnel on the Yonge Street facing aspect, there is little depth to install conventional bollards. Specialist HVM “furniture” with a wide, shallow base will have to be used. This work is similar to measures being implemented at other civic squares and Union Station.
- Other security improvements (CEPTED Report):** In 2023, YDS staff with representatives from Toronto Police – 52 Division undertook a review of current security measures through the lens of Crime Prevention Through Environmental Design (CEPTED). The review concerned itself with problematic areas on the north and south sides of the square. The recommendations include upgrades to lighting coverage and the re-location of a number of security cameras.
- Replacement Digital Screens at end of current operating term in 2027:** In 2017, YDS and the City entered into a commercial partnership with an Out of Home advertising company. Ten digital screens were installed on the square at that time. The agreement reaches the end of its term in July 2027. An initial estimate of \$2.0 million is for replacement of the digital screens with digital modules with finer resolution and brightness controls to meet the prevailing developments in screen technology and ensure the screens remain attractive and viable to clients and advertisers.

Appendix 9

Capital Program Provincial/Federal Funding Streams by Project

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2024 Operating Budget

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2024	2025	2026
		\$	\$	\$
Beginning Balance		456,643.7	432,071.1	353,929.5
Section 37 Reserve Fund	XR3026			
<i>Withdrawals (-)</i>				
<i>New Name Budget (MM13.29) - Operating</i>		(230.0)		
<i>New Name Budget (MM13.29) - Capital</i>		(105.0)		
<i>Contributions (+)</i>				
Total Reserve / Reserve Fund Draws / Contributions		456,308.7	432,071.1	353,929.5
Other Program / Agency Net Withdrawals & Contributions		(24,237.5)	(78,141.7)	(18,734.8)
Balance at Year-End		432,071.1	353,929.5	335,194.7

Inflows and Outflows to/from Reserves and Reserve Funds

2024 – 2033 Capital Budget and Plan

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Contributions / (Withdrawals)										
		2024 Budget	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	Total
XR3026	Beginning Balance	456,644	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	
Section 37 Reserve Fund	<i>Withdrawals (-)</i>											
	<i>New Name Budget (MM13.29) - Operating</i>	(230)										(230)
	<i>New Name Budget (MM13.29) - Capital</i>	(105)										(105)
	Total Withdrawals	(335)	-	-	-	-	-	-	-	-	-	(335)
	<i>Contributions (+)</i>											
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-
	Other Program/Agency Net Withdrawals and Contributions	(24,238)	(78,142)	(18,735)	(8,353)	(22,842)	2,280	2,297	2,314	2,332	2,349	(140,737)
	Balance at Year-End	432,071	353,929	335,195	326,842	304,000	306,280	308,577	310,891	313,223	315,572	(141,072)

Appendix 11

Glossary

Approved Position: Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget.

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 and Plan: A Capital Budget and Plan is the City's 10-year strategy to acquire / build assets or extend the useful life of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

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

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

New / Enhanced Service Priorities: 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.

Operating Impact of Completed Capital Projects: The change in operating expenditure and / or revenue which is projected to occur during the implementation of a capital project and/or when a capital project is completed.

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

Staff Complement: The operating and capital positions that support the delivery of City services and service levels in the annual budget (*see Approved Positions*).

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.