

TORONTO 2015 Pan Am / Parapan Am Games

Staff Recommended 2015 Operating Budget & 2015 Capital Budget

Budget Committee Presentation
January 29, 2015



Agenda

- 1. Overview of the City's investment in the 2015 Pan Am / Parapan Am Games**
- 2. Pan Am / Parapan Am Games Capital Program**
 - Status of projects
 - 2015 Staff Recommended Capital Budget
- 3. Games Operations**
- 4. Host City Showcase Program**

3 components of City's investment in the Games



1. Pan Am / Parapan Am Capital Program (Capital Budget)

- Toronto's investment of up to \$96.5M in 11 Pan Am capital projects will leverage up to \$247M from Games partners for a total investment of up to \$343M in City of Toronto recreational infrastructure and assets .



2. Games Operations (Operating Budget)

- Three categories of activity to support Games Operations:
 - Planning and Preparation activity provided at the City's cost;
 - Games time services requested and fully covered by the Province;
 - Specific Games-related enhanced services provided at the City's cost.



3. Host City Showcase Program (Operating/Capital Budget)

- Communications and marketing activity, PANAMANIA festival and various community level initiatives to advance Toronto's economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration objectives.

Summary of 2015 Games Budget Items (millions)

	2014 Operating Budget - Gross (Adjusted)	2014 Capital Budget - Gross (Adjusted)	2015 Operating Budget - Gross (Recommended)	2015 Capital Budget - Gross (Recommended)
Pan Am/Parapan Am Games Capital Program (sub-total)	\$0	\$58.4	\$0	\$3.9
New Cash Flow Funds	\$0	\$60.7	\$0	\$1.6
Funding moved from 2014 to 2015	\$0	-\$2.3	\$0	\$2.3
Games Operations (sub-total)	\$3.3	\$0	\$76.9	\$0
Security	\$1.6	\$0	\$64.9	\$0
Non-Security	\$1.7	\$0	\$12.0	\$0
Host City Showcase Program (sub-total)	\$3.3	\$1.7	\$15.7	\$4.2
New Cash Flow Funds	\$4.5	\$5.5	\$8.6	\$0.4
Partner Funding for Festival	\$1.0	\$0	\$4.9	\$0
Funding moved from 2014 to 2015	-\$2.2	-\$3.8	\$2.2	\$3.8
TOTAL	\$6.6	\$60.1	\$92.6	\$8.1



**Pan Am / Parapan Am Capital Program
Staff Recommended 2015 Capital Budget**

Summary of Capital Program

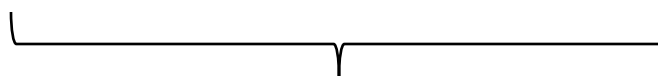
- In December 2009, Council approved the Capital Budget and future year commitments for Games Capital Program (including 6 projects) in the amount of **\$49.5 million**.
- In February 2011, City Council approved 3 additional projects and further City funding of **\$47.0 million**, for a total City investment of up to **\$96.5 million**.
- In July 2013, a tenth capital project, the West Channel watercourse, was approved and funded through savings from an existing project.
- In January 2015, Executive Committee approved a recommendation for creation of a new capital sub-project, the Bus Depot and Staging Area, funded through savings, subject to Council approval in March.
- In total, 11 projects have been approved for funding under the Games Capital Program; all of which have been or will be completed by Q2 2015.

Capital Program Overview

Total Approved & Recommended Funding (thousands)

Project (Blue – City-managed; White – Partner-managed)	Total* (2011-2015)	Funding Source (in thousands)			
		Debt	Reserve Fund	Development Charges	Other Revenue
Toronto Pan Am Sports Centre - Site Remediation	52,000.0		23,000.0		29,000.0
Toronto Pan Am Sports Centre (TPASC) - Facility	50,841.0	47,801.0		3,040.0	
Etobicoke Olympium Retrofit	8,800.0	8,800.0			
Centennial Track Resurfacing	730.0	730.0			
Birchmount Track Resurfacing	456.0	456.0			
Toronto Track & Field Centre (York U)	1,596.0	1,596.0			
BMX Track Project at Centennial Park	4,404.0	2,182.0			2,222.0
Nathan Phillips Square Festival Site	4,146.0	1,825.0			2,321.0
Resurfacing of Cycling Course	8,087.0	2,999.0			5,088.0
West Channel Watercourse	5,500.0	2,420.0			3,080.0
Bus Depot & Staging Area	450.0	198.0			252.0
Project Management	464.0	464.0			
Total	137,474.0	69,471.0	23,000.0	3,040.0	41,963.0

* Totals reflect total project costs (including both City and partner contributions) for City-managed projects and City contributions alone for partner-managed projects.



City's Share is \$95,511.0

(Reduced by \$1M from the original Council-approved budget of \$96.511M)

Status of Capital Projects

▪ Projects Completed To-Date

- ✓ Toronto Pan Am Sports Centre (TPASC) – site remediation
- ✓ Toronto Pan Am Sports Centre – facility construction
- ✓ Etobicoke Olympium Retrofit
- ✓ Centennial Park track upgrades
- ✓ Birchmount Stadium track upgrades
- ✓ Nathan Phillips Square Festival Site

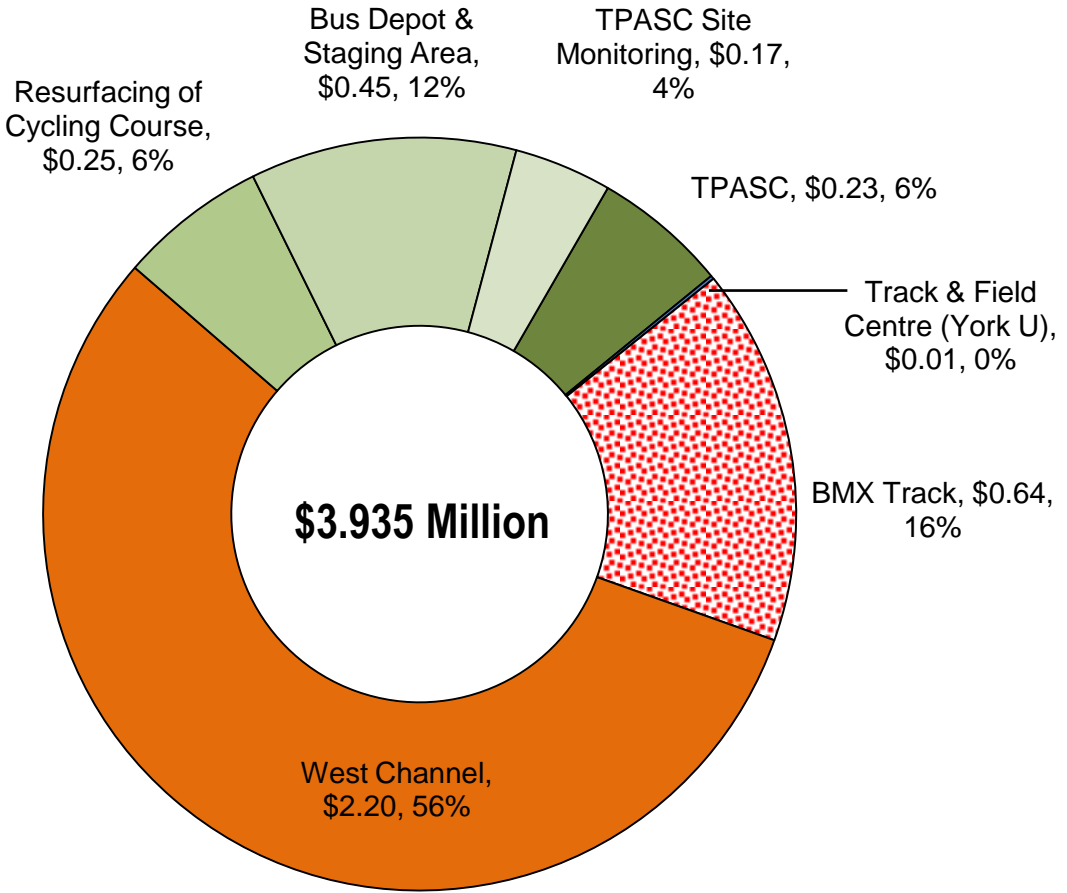
*City-managed
projects shaded in
blue*

▪ Projects to be completed in 2015 (Q1-Q2)

- ✓ Toronto Track & Field Centre (York University) – Q2
- ✓ BMX Course at Centennial Park –Q2
- ✓ West Channel – Q1
- ✓ Cycle Route Road Resurfacing– Q2
- ✓ Bus Depot & Staging Area – Q2
- ✓ Minor project closure activities: Provincially-required monitoring of remediated TPASC site and post-Game modifications to TPASC facility

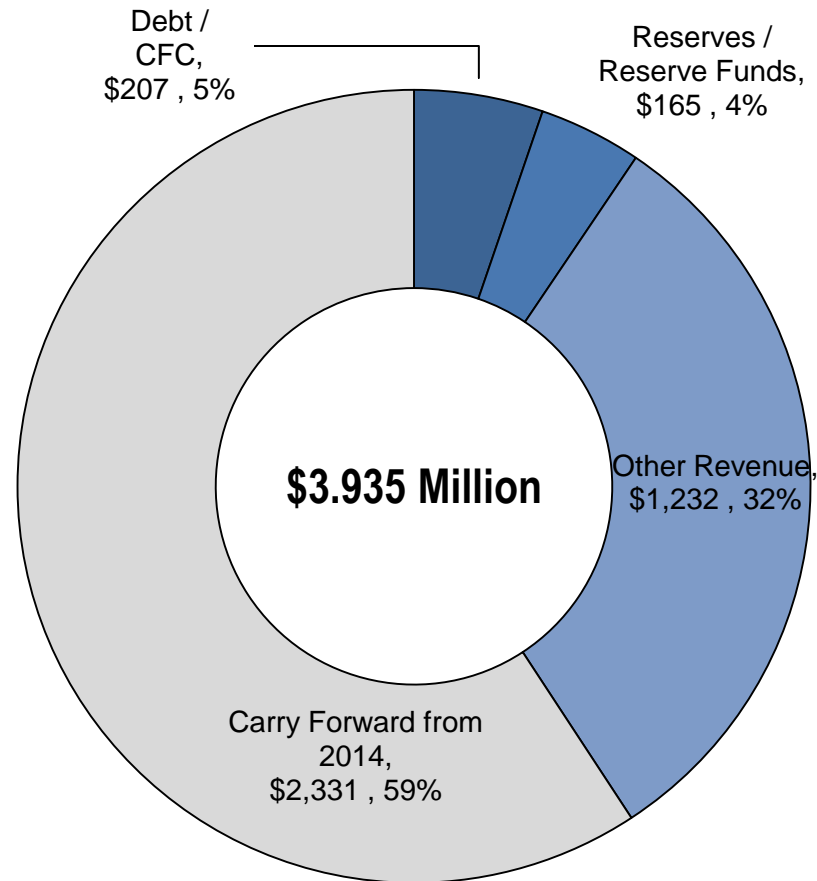
Capital Program – Gross Budget

2015 Spending by Project – For Total Cash Flow (millions)



Capital Program – Gross Budget

2015 Sources of Funding – For Total Cash Flow (millions)



Pan Am / Parapan Am Capital Program

Projected Savings (millions)

Project	Total Approved Budget	Budgeted City Contribution (typically 22% or 44%)	Projected Variance from Budget	Projected Variance to City Contribution
Toronto Pan Am Sport Centre - Site Remediation	\$52.00	\$23.00	-\$21.97	-\$10.01
Toronto Pan Am Sport Centre - Facility	\$248.93	\$54.77	-\$43.93	-\$9.67
Etobicoke Olympium Retrofit	\$20.00	\$8.80	\$0.00	\$0.00
Centennial Track Resurfacing	\$1.66	\$0.73	\$0.00	\$0.00
Birchmount Track Resurfacing	\$1.04	\$0.46	\$0.00	\$0.00
Toronto Track & Field Centre	\$3.63	\$1.60	\$0.00	\$0.00
BMX Track Project	\$1.55	\$0.68	+\$2.86	+\$1.51
West Channel Project	<i>Not included / budgeted in original capital program.</i>		+\$5.50	+\$2.42
Nathan Phillips Square	\$4.15	\$1.83	\$0.00	\$0.00
Road Resurfacing (Cycling)	\$9.54	\$4.20	-\$5.54	-\$2.44
Capital Program management (1 FTE)	\$0.46	\$0.46	\$0.00	\$0.00
Bus Depot & Staging Area	<i>Not included / budgeted in original capital program.</i>		+\$0.45	+\$0.20
TOTAL	\$342.96	\$96.53	-\$62.63	-\$17.99



**Games Operations
Staff Recommended 2015 Operating Budget**



Summary of Games Operations

- Under the terms of the Multi-Party Agreement, the City will provide “normal” levels of services during Games Time at the City’s cost. The costs for any additional (i.e. incremental) services requested by partners will be reimbursed by the Province.
- 9 City divisions and agencies are directly involved in operational planning for the Games, with a particular emphasis on emergency services, transportation and communications.
- Key operational planning objectives include:
 - Minimize disruption to residents and businesses, while supporting core Games requirements
 - Minimize financial impacts to the City
 - Showcase Toronto’s dynamism, diversity and assets
 - Support a safe, fun, family-friendly environment for participants & residents
- Base/new and enhanced funding levels for Games Operations are included in 2015 Operating Budgets for impacted City divisions and agencies.

Summary of Games Operations

1. Continuation of Planning & Preparation

- Activities undertaken by divisions and agencies necessary to support operational readiness in advance of Games Time
- Provided at the City's cost.
- Not eligible for reimbursement from the Province.

2. Games Time Service Delivery

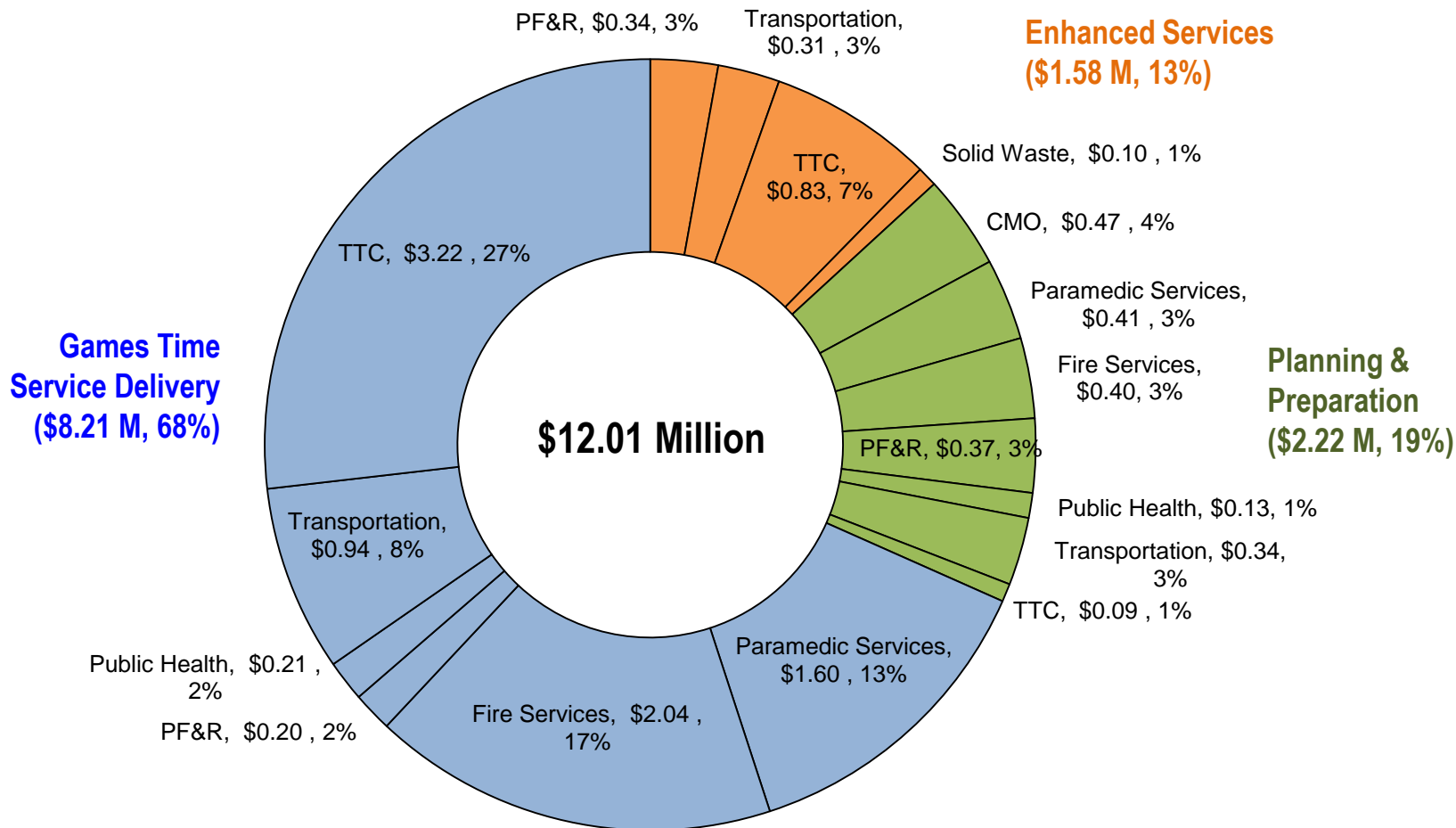
- Incremental service levels requested by Games Partners with net \$0 impact to the City budget.
- Costs eligible for reimbursement by the Province in accordance with negotiated Municipal Services Agreements

3. Enhanced Services

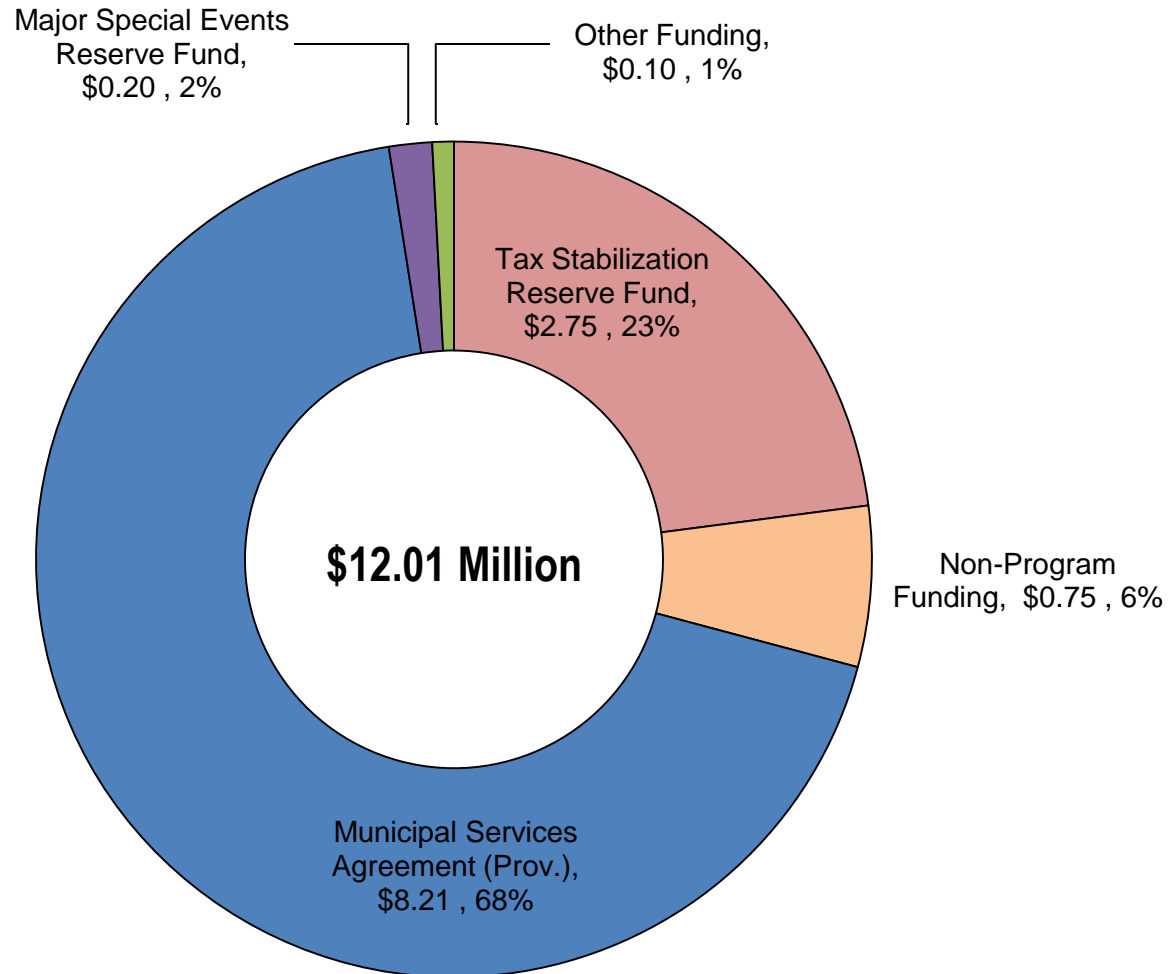
- Discretionary services recommended by staff to support the Games in areas with significant operational and/or reputational impacts.

Games Operations – Gross Budget

2015 Spending by Category (millions)



Games Operations – Gross Budget 2015 Sources of Funding (millions)



Summary of 2015 Games Operations Expenses

Planning & Preparation

Category	Division / Agency	Initiative	Total Exp.	Funding Source
Planning & Preparation	CMO	Corporate Pan Am Unit / Coordinating Office	\$473,983	Non-Program Funding
	Paramedic Services	Planning team for Games Operations	\$409,503	Tax Stabilization Reserve Fund
	Fire Services	Planning team for Games Operations	\$403,983	Tax Stabilization Reserve Fund
	PF&R	Planning team for Games Operations	\$371,900	Tax Stabilization Reserve Fund / Non-Program Funding
	Public Health	Planning team for Games Operations	\$125,581	Tax Stabilization Reserve Fund
	Transportation	Planning team for Games Operations	\$341,784	Tax Stabilization Reserve Fund
	TTC	Games Operations Coordinator	\$91,000	Tax Stabilization Reserve Fund
Sub-Total			\$2,217,734	

Summary of 2015 Games Operations Expenses

Service Delivery

Category	Division / Agency	Initiative	Total Exp.	Funding Source
Service Delivery	Paramedic Services	Paramedic coverage for Games venues	\$1,600,000	Municipal Services Agreement
	Fire Services	Fire Services coverage for Games Venues	\$2,042,634	Municipal Services Agreement
	PF&R	Enhanced turf and parks maintenance	\$200,000	Municipal Services Agreement
	Public Health	Health inspections & Polyclinic staffing costs	\$205,918	Municipal Services Agreement
	Transportation	Games Route Network Signs & Markings	\$152,000	Municipal Services Agreement
	Transportation	Traffic Control Room Staffing	\$302,883	Municipal Services Agreement
	Transportation	Venue Traffic Control	\$315,000	Municipal Services Agreement
	Transportation	Road Cleaning & District Command	\$167,806	Municipal Services Agreement
	TTC	Service Delivery to Competition Venues	\$3,221,000	Municipal Services Agreement
Sub-Total			\$8,207,241	

Summary of 2015 Games Operations Expenses

Enhanced Support

Category	Division / Agency	Initiative	Total Exp.	Funding Source
Enhanced Support	PF&R	Installation and maintenance for horticultural displays in high impact zones	\$140,000	Tax Stabilization Reserve Fund
	PF&R	Enhanced turf and parks maintenance activities (City 50% share)	\$200,000	Major Special Events Reserve Fund
	Transportation	Enhanced level of mechanical sweeping, manual cleaning and roadway repairs	\$311,178	Tax Stabilization Reserve Fund
	TTC	Complimentary transit for Games volunteers (City's share)	\$566,500	Tax Stabilization Reserve Fund
	TTC	Higher frequency subway station cleaning during Games Time	\$265,000	Tax Stabilization Reserve Fund
	Solid Waste	Enhanced litter pick up operations during Games Time	\$100,000	Rate Supported
Sub-Total			\$1,582,678	

Summary of 2015 Games Operations Expenses

Security Costs & Summary

Category	Division / Agency	Initiative	Total Exp.	Funding Source
Security Costs	Police Services	Police Security Costs	\$64,944,000	Integrated Security Unit Budget

Planning and Preparation Sub-Total	\$2,217,734	
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Service Delivery Sub-Total	\$8,207,241	
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Enhanced Services Sub-Total	\$1,582,678	
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GAMES OPERATIONS TOTAL (w/o Security)	\$12,007,653	
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Security Costs Sub-Total	\$64,944,000	
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GAMES OPERATIONS TOTAL (w/ Security)	\$76,951,653	
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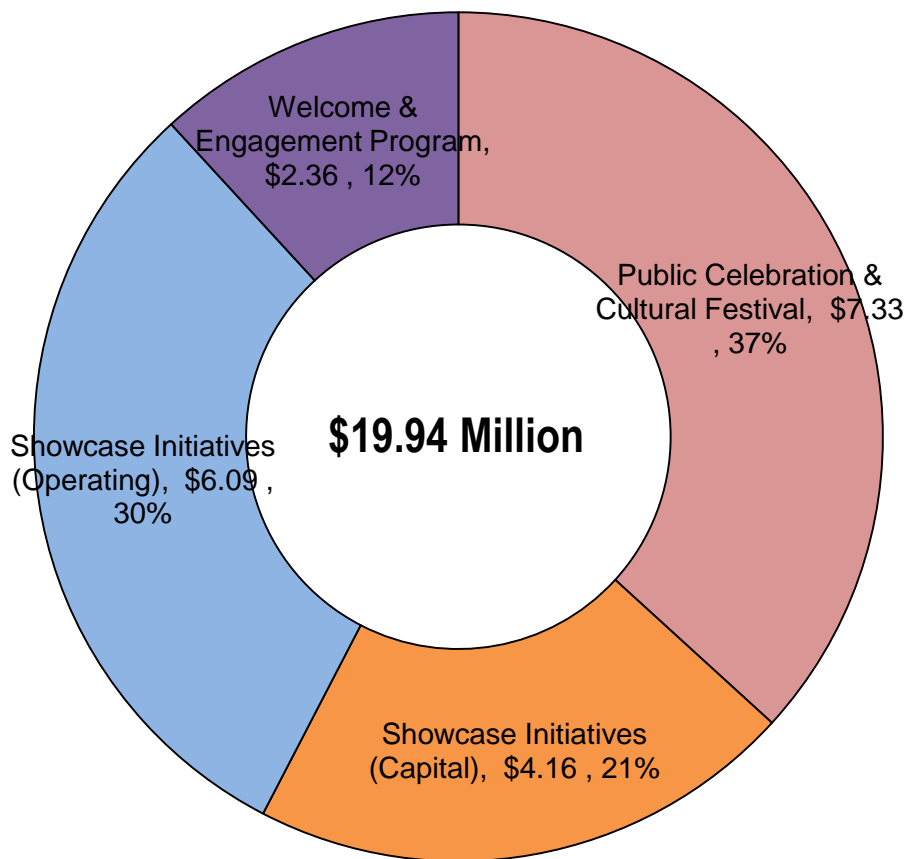
**Host City Showcase Program
Staff Recommended 2015 Operating & Capital Budgets**



Summary of Host City Showcase Program

- In July 2013, City Council approved the creation of a new Major Special Events Reserve Fund and endorsed a Host City Showcase Program valued at up to \$20 million.
- The Host City Showcase Program includes 3 funding components:
 - An investment of \$2.50M in City funding for the PANAMANIA LIVE Public Celebration & Cultural Festival in Nathan Phillips Square
 - In addition, TO2015, the Province and the Federal Government have contributed \$5.9M towards the festival.
 - An investment of up to \$2.70M for a Host City Welcome & Engagement Program to support Games related “look”, marketing and communication activities, and enhanced visitor and business services
 - Funding of up to \$13.9M for 28 innovative projects and initiatives to advance Council endorsed objectives related to (i) economic development and tourism, (ii) sport development and healthy living, and (iii) resident engagement and cultural celebration

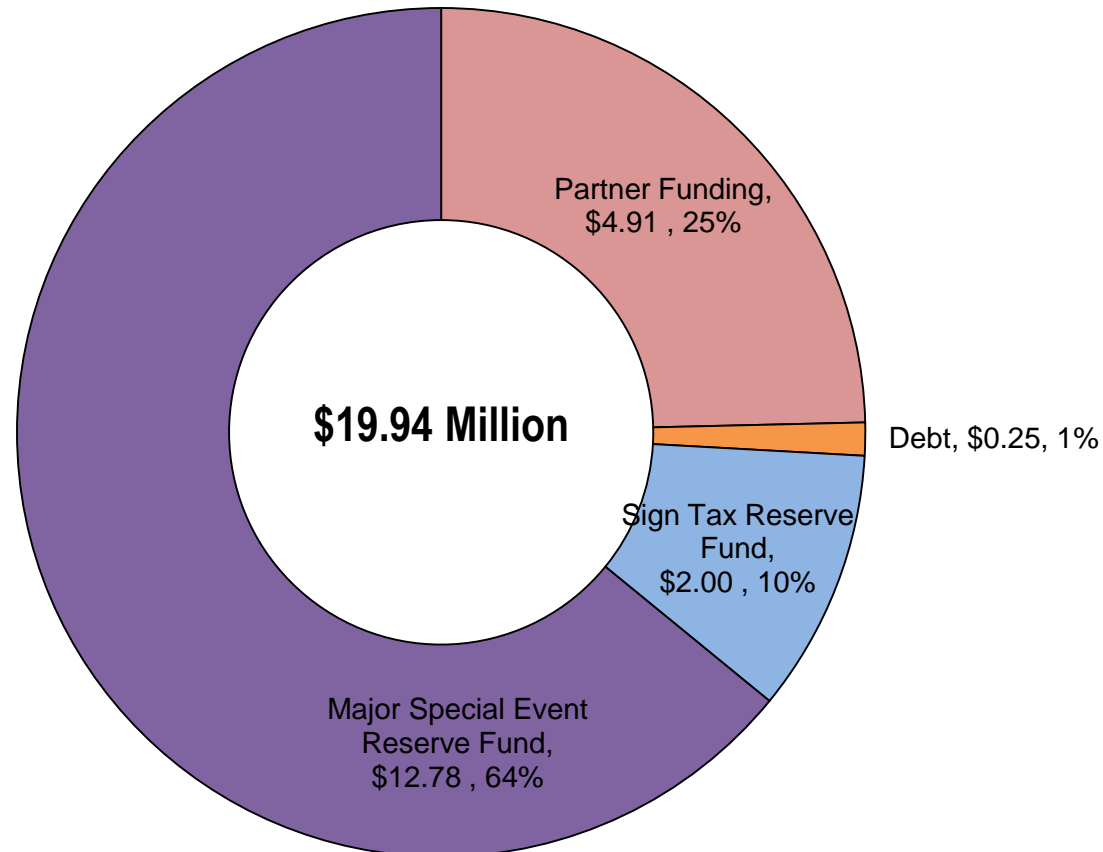
Host City Showcase Program – Gross Budget 2015 Spending by Category – For Total Cash Flow (millions)



(Values expressed in millions)

Host City Showcase Program – Gross Budget

2015 Sources of Funding – For Total Cash Flow (millions)



Summary of 2015 Host City Showcase Expenses

Economic Development & Culture (\$12,379,517)

- Public Celebration and Cultural Festival in Nathan Phillips Square - \$7,330,493
 - *includes \$4.9M in partner funding (\$2.5M from TO2015; \$1.4M from Gov. of Canada; \$1M from the Province) & \$2M from the Sign Tax Reserve Fund*
- Event Hosting Strategy & Test Event Support - \$216,248
- Export Development to Latin America - \$138,000
- Host City Welcome and Engagement Program - \$1,923,276
- Prince Edward Viaduct Illumination - \$2,220,000
- Rio de Janeiro Friendship City - \$51,500
- Salsa on St. Clair Expansion - \$200,000
- Speakers Series at the Toronto Global Forum - \$250,000
- Toronto Global Forum – \$50,000

Summary of 2015 Host City Showcase Expenses

Parks, Forestry & Recreation (\$1,507,824)

- Discovery Walks Program - \$175,000
- Horticultural Services & Landscaping Enhancements - \$384,700
- Host City Permit Fee Relief Initiative - \$40,000
- Let's Get Coaching - \$203,541
- “Maple Leaf Forever” Bracelets - \$20,000 *(includes \$10,000 in partner funding)*
- Pan Am Path - \$150,000 (Operating); \$275,000 (Capital)
- ParaSport First Contact Program – “Play On! PARASPORT” - \$50,040
- Sport Literacy Development Program - \$112,543
- Toronto Sports Hall of Honour - \$97,000

Summary of 2015 Host City Showcase Expenses

Social Development, Finance & Administration / Toronto Office of Partnerships (\$3,028,958)

- Outdoor Viewing Sites in Tower Neighbourhoods - \$60,000
- Pan Am Community Projects Fund - \$1,760,000
- Pan Am/Parapan Am Sport Development Fund – “Game on Toronto!” - \$608,458
- Torch Relay Community Celebrations - \$500,000
- Youth Sport Incubator (YSI) - \$100,500

Toronto Public Library (\$86,400)

- Pan Am Poetry Slam - \$78,000
- Pan Am Spectator Jam - \$8,400

Transportation (\$917,200)

- Bike Share Toronto (formerly BIXI) Expansion - \$667,200
- Pan Am Path - \$250,000 (Capital)

Summary of 2015 Host City Showcase Expenses

Clerk's Office (\$889,000)

- Enhanced Protocol Services & Dignitary Hosting Program - \$889,000

Strategic Communications (\$434,800)

- Host City Welcome and Engagement Program - \$434,800

Toronto Public Health (\$48,700)

- Tobacco Free Games - \$48,700

Exhibition Place (\$500,000)

- Exhibition Place (Pan Am Park) Splash Pad - \$500,000

The 519 (\$144,000)

- PrideHouse TO - \$79,000 (Operating); \$65,000 (Capital)

Issues & Opportunities

Capital

- Significant savings (\$18M) anticipated, even after Council-approved reallocation of some funding to support two additional priority projects.
- Pan Am Capital Program demonstrated innovative partnership model for funding and governance of new capital assets in Toronto.

Games Operations

- City Divisions and agencies have developed operational plans to achieve “maximum deployment” of staff during Games time without compromising City-wide service levels.
- Where additional resources are required to meet Games requirements, negotiated terms have been established for compensation by the Province and/or TO2015.
- Ongoing inter-divisional/-agency and inter-jurisdictional cooperation to ensure preparedness

Host City Showcase Program

- Decentralized implementation, with corporate financial monitoring, to ensure responsive and accountable program delivery.
- Innovative projects have leveraged substantial community involvement and partner investments

Thank You

