

Civic Theatres Toronto

What We Do

We foster programs to invest in core areas of arts education and engagement, developing local and international artists, international presentations, cross development of creative industries and technology, celebrating and reflecting the multiculturalism of the City of Toronto. Civic Theatres Toronto (CTT) delivers the following service:

- Theatrical & Other Cultural Events

CTT has stewardship for the three facilities: Sony Centre for the Performing Arts, St. Lawrence Centre for the Arts and Toronto Centre for the Arts to provide artists, creators and patrons with world-class, state-of-the-art venues that are inviting and accessible to all.

Why We Do It

Civic Theatres Toronto is committed to entertain and educate; engage and strengthen partnerships; create extraordinary experiences and embody the City of Toronto on stage.

Our Experience & Success

- Launch of CTT strategic plan, new name and branding.
- Launched first CTT Presents season across uptown and downtown venues.
- First year of operating as unified entity with one financial, booking, ticketing, program and content services, marketing and information technology systems.
- Completed building condition audits for all venues
- Improved Toronto Centre for the Arts lobby space.

Key Challenges

- Limited resources to launch/run all planned programs and expansions
- Growing needs of SOGR backlog follow review of building condition audit.
- Building brand awareness under new name.
- Managing infrastructure projects around programming and building usage.
- Ensure facilities meet and surpass AODA guidelines
- Use of charitable status to access funds for programming support.

Priority Actions

- Continue to implement strategic actions at the three theatres including expanded in-house programming and community engagement events, with no increase to net budget.
- Increase Education and Engagement audiences across all venues.
- Investments in programming, education and engagement, development and marketing services.
- Continue growth in sponsorship and philanthropic support under new name and brand.
- Focus on improving customer experience at all venues
- Utilize new debt funding to address SOGR backlog issues and AODA deficiencies at all venues.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2019	2020	2021
Gross Expenditures	\$ 37.4	\$ 36.0	\$ 36.6
Revenues	\$ 32.1	\$ 30.7	\$ 31.3
Net Expenditures	\$ 5.3	\$ 5.3	\$ 5.3
Approved Positions	222.7	222.7	222.7

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2019	2020-2028	Total
Gross Expenditures	\$10.5	\$36.5	\$46.9
Debt	\$10.1	\$36.5	\$46.6

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



Total number of **187** days used for corporate events at Civic Theatres



Total number of **32** days used for community classes



Total number of **916** days used for performance and events

Source of image: www.icons8.com

Refer to [Appendix 3](#) (page 31) for a complete list of the 2019 Staff Recommended Service Levels.

Key Service Deliverable

- Continue growth in dance programme, children's festival, film series and speaker series
- Strengthen programming at downtown venues and launch new programs at Toronto Centre for the Arts.
- Foster growth in sponsorship and philanthropic support and establish charitable foundation
- Increase usage days and overall mix of shows, performances and corporate events for all stages
- Invest in public education and community engagement
- Confirm and announce new major multi-year naming partners for all venues

Who We Serve

Theatrical & Other Cultural Events

- Community Groups
- Corporations
- Cultural Programming Producers
- Educational Institutions
- Event Participants & Attendees
- Individuals
- Theatre & Music Resident Companies
- Theatre Patrons generally and specifically Multicultural and Youth audiences

How Well We Are Doing

Performance Measures

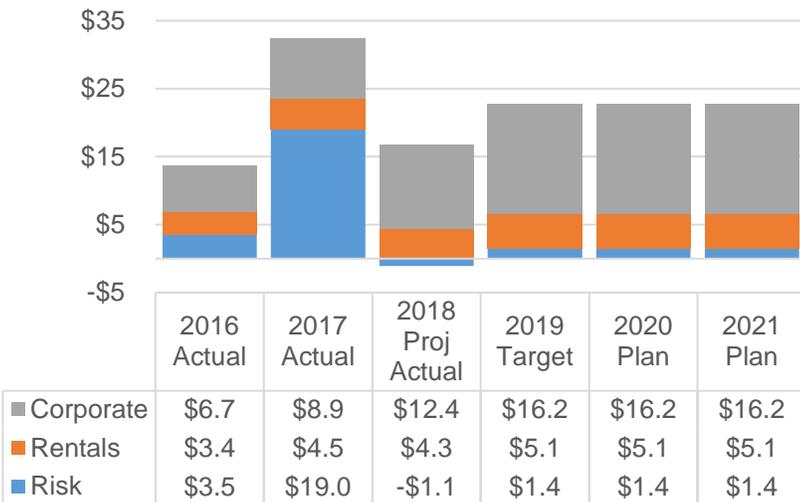
Net Property Tax Contributions Per Audience



Behind the Numbers

- This measures the net City contributions expressed in terms of the number of audience served.
- The increase in 2018 projection is due to lower than anticipated audience targets achieved.
- CTT aims to serve more audiences in 2019 – 2021 while maintaining the same level of subsidy from the City.

Average Net Revenue Contribution Per Event



- Average net revenue contributions expressed in terms of every event is projected to be \$12.4 for corporate events, \$4.3 for rentals and net loss of \$1.1 for risk presentations for 2018.
- CTT will focus its effort to increase corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts while maintaining the current client base at Sony Centre for the Performing Arts.
- CTT is projecting a steady increase in 2019.

Number of Performances/Corp Events



- Civic Theatres Toronto anticipates additional 82 corporate events. Increasing corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts will be the focus of CTT in 2019 while maintaining the current client base at the Sony Centre for the Performing Arts.
- Number of performances is expected to decrease in 2019 primarily due to reduced performances from resident companies, mostly affecting the Bluma, Jane Mallet and Greenwin theatres.

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2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

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4. Summary of 2019 Recommended Service Changes
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6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

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

1. City Council approve the 2019 Staff Recommended Operating Budget for Civic Theatres Toronto of \$37.360 million gross, \$5.275 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Theatrical & Other Cultural Events	37,360.0	5,274.5
Total Program Budget	37,360.0	5,274.5

2. City Council approve the 2019 service levels for Civic Theatres Toronto as outlined in Appendix 3 of this report, and associated staff complement of 222.7 operating positions.

3. City Council direct the CEO of Civic Theatres Toronto and the Executive Director of Financial Planning to develop a service based budget with an updated program map for Civic Theatres Toronto by June 2019.

4. City Council approve the 2019 Staff Recommended Capital Budget for Civic Theatres Toronto with a total project cost of \$13.856 million, and 2019 cash flow of \$11.600 million and future year commitments of \$3.796 million comprised of the following:

a. New Cash Flow Funds for:

1. Eleven new / change in scope sub-projects with a 2019 total project cost of \$13.856 million that requires cash flow of \$10.060 million in 2019 and future year cash flow commitments of \$3.796 million for 2020;

2. Two previously approved sub-projects with a 2019 cash flow of \$0.392 million; and

b. 2018 approved cash flow for 13 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$1.148 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Civic Theatres Toronto \$32.679 million in project estimates, comprised of \$5.374 million for 2020; \$4.296 million for 2021; \$3.499 million for 2022; \$2.175 million for 2023; \$2.161 million for 2024; \$2.731 million for 2025; \$3.689 million for 2026; \$5.754 million for 2027, and \$3.000 million for 2028.



2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP

Theatres

Sony Centre For The Performing Arts

Present and produce artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures. In connection therewith, negotiate complex business programming deals to maximize the financial return to the Centre. Provide a unique performance and meeting venue, complete with state-of-the-art technology and first-class catering services. Operate, maintain and promote (with minimal overhead) the importance of Canada's largest theatre (3,191 seats), a world-class heritage designated performance venue designed by Toronto's most famous architect, Peter Dickinson. Strengthen Toronto's Youth by partnering and collaborating with educational institutions to promote the artistic achievements of our students. Bolster the economy of the St. Lawrence Neighbourhood and attract tourism.

St. Lawrence Centre for the Arts

Serve as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto. Act as the cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility. As a focus for Toronto-based performing arts and artists, the Centre will continually attract diverse, high quality, cultural, artistic and public events.

Toronto Centre for the Arts

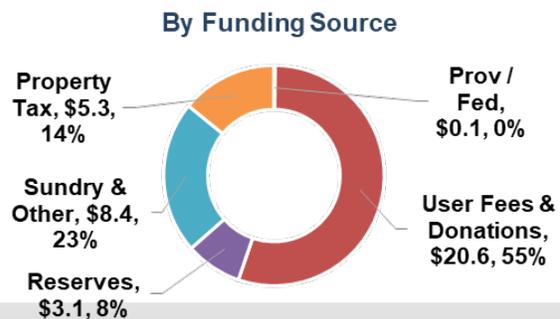
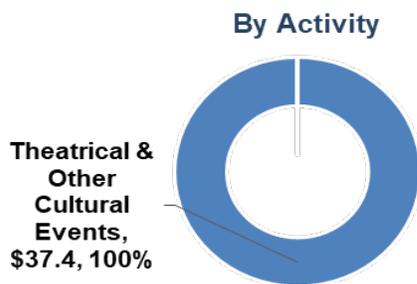
The Toronto Centre for the Arts will become the most versatile performing arts centre in the GTA and a necessary and important part of the cultural lives of the City's diverse population. The Centre will be anchor to the arts community through its role as incubator and partner in promoting the arts. A full range of performing arts will be represented within the programming the Centre has to offer. The Centre will take a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens. The Centre embraces its role as an important cultural economic generator and will place strategic emphasis on maximizing the financial benefits to the greater community. The Centre will build important strategic links with the local business and arts community and will seek educational and programming partners that will strengthen the operations of the Centre and its reach into the community.

Theatrical & Other Cultural Events



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$37.4M



- **0.0%** Budget increase over the 2018 Approved Net Operating Budget. This is achievable through increased level of programming at all venues, in particular, CTT Presents performances are anticipated to increase 147% over 2018 and new programs will be launched at the Toronto Centre for the Arts.
- **\$3.822M** Increase in revenues will be generated from stage rentals, corporate events, donations, grants and sundry to fully offset increased expenditures thereby effectively bringing the budget pressures down to zero.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and utilities which will be offset by revenue.

2019 OPERATING BUDGET OVERVIEW

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

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Theatrical & Other Cultural Events									
Gross Expenditures	34,683.7	28,910.2	37,360.0		37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	23,635.2	32,085.5		32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Net Expenditures	5,274.5	5,275.0	5,274.5		5,274.5	(0.0)	(0.0%)	0.0	0.0
Total									
Gross Expenditures	34,683.7	28,910.2	37,360.0		37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	23,635.2	32,085.5		32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Total Net Expenditures	5,274.5	5,275.0	5,274.5		5,274.5	(0.0)	(0.0%)	0.0	0.0
Approved Positions	232.5	221.2	222.7	0.0	222.7	(9.8)	(4.2%)	0.0	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes (\$0 Net)

- Salary & benefit increases due to cost of living adjustment.
- Inflationary price increase in utilities.
- Increase in contribution towards Facility Fee Reserve Fund to fund purchases of small capital expenditures for future years.
- Above pressures are fully offset by increased revenue driven by:
 - Modest increase in net revenue in stage rentals due to increased volume of concerns and film which have higher yield than other performances
 - Increase in CTT Presents performances across all stages
 - Focusing on increasing corporate events at Toronto Centre for the Arts and St. Lawrence Centre for the Arts. Corporate events are budgeted at an increase of 73% over 2018.
 - Net revenue increase in ticket rebate revenue with 2019 budget reflects the second full year of the new expanded Ticketmaster agreement.

Future Year Plan

- Continue increases in volume of programming, stage rentals and corporate events.
- Inflationary increases in salaries, benefits and utilities, fully offset by revenue.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Civic Theatres Toronto 2019 Staff Recommended Operating Budget do not have any significant equity impacts.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Civic Theatres Toronto is \$5.274 million net or 0% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	Services	Total	
	Theatrical & Other Cultural Events		
	\$	\$	Positions
2018 Council Approved Operating Budget (Net)	5,274.5	5,274.5	232.5
Base Expenditure Changes			
Economic Factors			
Inflationary Increases in Utilities	77.8	77.8	
Salaries and Benefits			
Inflationary Increases in Salaries & Benefits	195.6	195.6	
Other Base Expenditure Changes			
Change in Expenditures to Reflect Volume and Activity of Programming	3,263.3	3,263.3	10.2
Contributions to Facility Fee Reserve Fund	378.2	378.2	
Correction on 2018 reported recreation workers FTE (discrepancy due to conversion of FTE)	(0.0)	(0.0)	(20.0)
Sub-Total Base Expenditure Changes	3,915.0	3,915.0	(9.8)
Base Revenue Changes			
Increase in Volume of Programming, Stage Rentals, Corporate Events, and Federal Grant	(3,822.0)	(3,822.0)	
Contributions from Facility Fee Reserve Fund (FFRF)	(93.0)	(93.0)	
Sub-Total Base Revenue Changes	(3,915.0)	(3,915.0)	
Total Base Changes	(0.0)	(0.0)	(9.8)

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Unified the financial services: accounting, settlement, and cash flow management.
- Unified internal booking / rental procedures as well as the email and IT functions.
- Successfully merged shared services including ticketing, marketing, programming, and content.
- Delivered a total of 626 performances with over 493,000 attendance at all theatres.

2018 Financial Performance

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

Category (In \$000s)	2017	2018	2018	2019	2019 Change from	
	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	14,791.4	16,224.8	15,381.3	17,048.2	823.4	5.1%
Materials & Supplies	2,850.7	2,805.7	2,974.6	3,373.3	567.6	20.2%
Equipment	234.0	102.2	312.8	238.0	135.8	133.0%
Service and Rent	7,052.4	10,116.0	5,729.4	12,892.9	2,776.8	27.4%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	1,284.7	4,337.6	3,325.7	2,392.4	(1,945.2)	(44.8%)
Other Expenditures	1,275.7	1,097.4	1,186.4	1,415.2	317.8	29.0%
Inter-Divisional Charges						
Total Gross Expenditures	27,488.9	34,683.7	28,910.2	37,360.0	2,676.3	7.7%
Inter-Divisional Recoveries						
Provincial Subsidies						
Federal Subsidies			30.0	75.0	75.0	
Other Subsidies						
User Fees & Donations	16,665.5	18,220.3	15,736.9	20,565.0	2,344.7	12.9%
Licences & Permits Revenue						
Transfers From Capital						
Contribution From Reserves/Reserve Funds	77.7	1,915.3	3,325.7	3,093.0	1,177.7	61.5%
Sundry and Other Revenues	4,778.8	9,273.7	4,542.6	8,352.6	(921.1)	(9.9%)
Total Revenues	21,522.0	29,409.3	23,635.2	32,085.5	2,676.3	9.1%
Total Net Expenditures	5,966.9	5,274.5	5,275.0	5,274.5	(0.0)	(0.0%)
Approved Positions	184.3	232.5	211.2	222.7	(9.8)	(4.2%)

* Year-End Projection Based on Q3 2018 Variance Report

Civic Theatres Toronto is projecting to have a balanced budget at year-end. CTT's Q3 variance is mainly driven by fewer than anticipated rental performances, below target risk programming and lower ticket rebate revenue. CTT is taking the necessary actions to make up this shortfall by year end to meet budget.

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

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

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

- The 2019 Staff Recommended Operating Budget was developed on the basis that the increased level of programming activities at all Theatres will continue and experience gradual increase resulting in reduction of overall net expenditures, as well as realizing operational efficiencies.

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2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

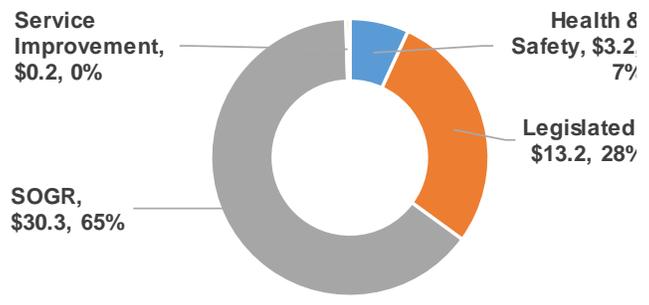
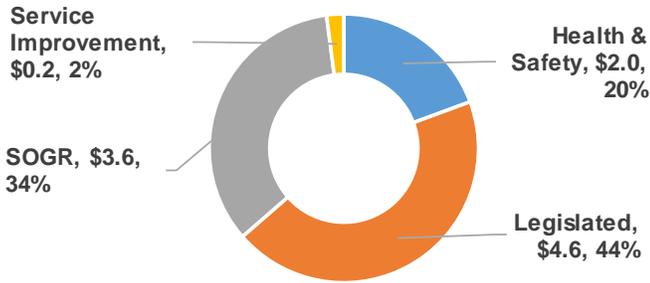
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$10.4M

2019 - 2028 Staff Recommended Capital Budget and Plan \$46.9M

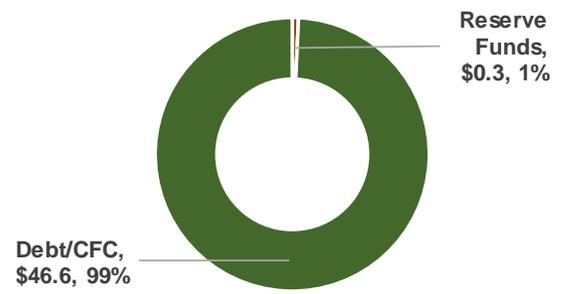
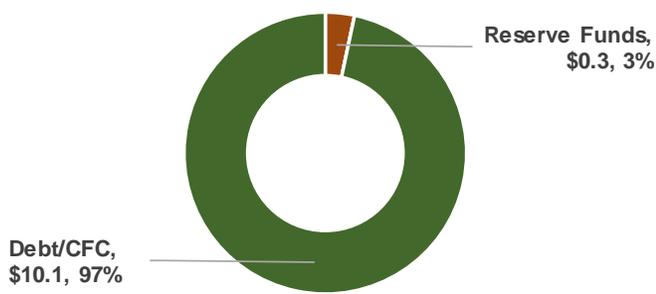
By Project Category

By Project Category



By Funding Source

By Funding Source



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YEAR

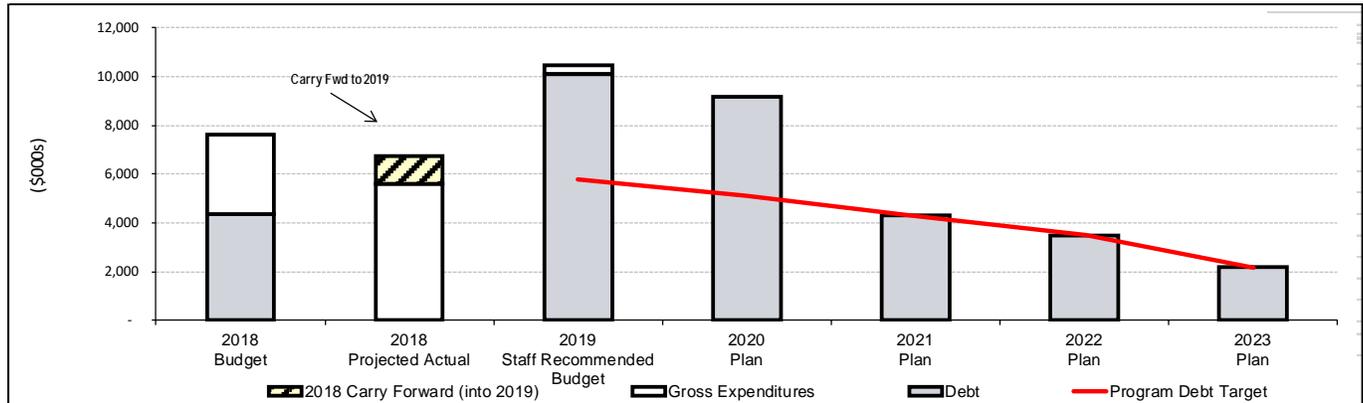
- **\$3.742M** Address State of Good Repairs backlogs and AODA compliance at the St. Lawrence Centre for the Arts.
- **\$2.687M** Improve accessibility and AODA compliance at the Toronto Centre for the Arts.
- **\$2.400M** Replacement of doors and continuation of AODA projects at the Sony Centre for the Performing Arts.
- **\$1.623M** Other SOGR and Health & Safety projects including coil replacement, freight elevator modernization, fire alarm system replacement.

10
YEARS

- **\$30.271M** State of Good Repair projects at the Sony Centre for the Performing Arts and St. Lawrence Centre for the Arts.
- **\$13.216M** Legislated projects to address outstanding AODA deficiencies at the three theatres.
- **\$3.225M** Health & Safety projects to ensure standards of the facilities are met for patrons and staff.
- **\$0.215M** Service Improvement projects to improve sound isolation at the Toronto Centre for the Arts.

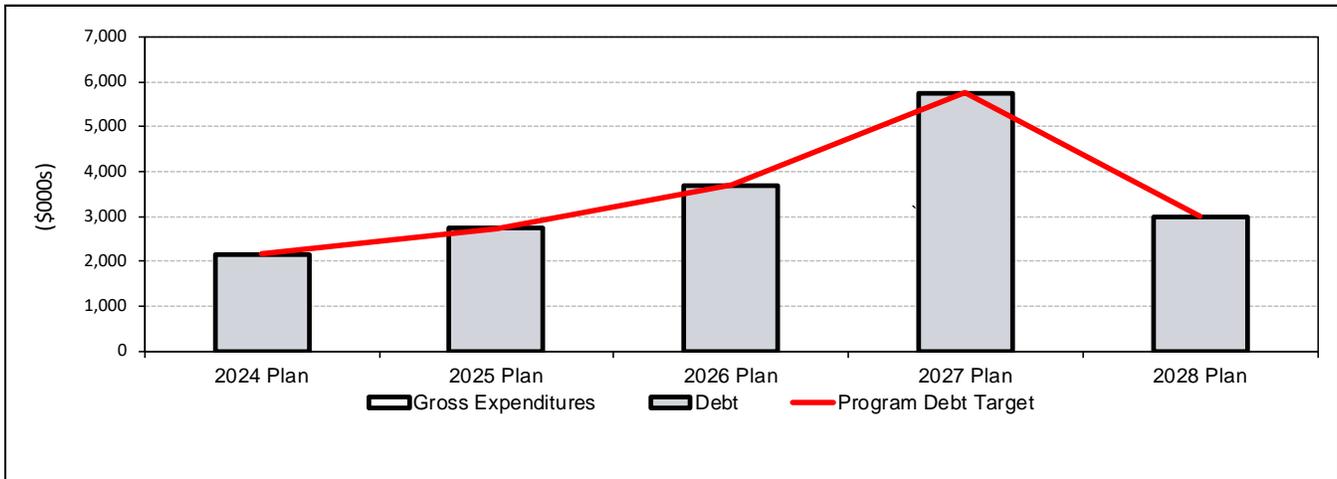
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan								
		2018		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent
		Budget	Projected Actual							
Gross Expenditures by Project Category:										
Health & Safety		2,968		2,025	1,200	-	-	-	3,225	10.9%
Legislated		205		4,620	4,396	1,700	500	500	11,716	39.6%
SOGR		3,458		3,592	3,574	2,596	2,999	1,675	14,436	48.8%
Service Improvement		989		215	-	-	-	-	215	0.7%
Growth Related		-		-	-	-	-	-	-	-
Total by Project Category		7,620		10,452	9,170	4,296	3,499	2,175	29,592	100.0%
Program Debt Target				5,767	5,088	4,296	3,499	2,175	20,825	
Financing:										
Debt		4,354		10,104	9,170	4,296	3,499	2,175	29,244	98.8%
Reserves/Reserve Funds		-		348	-	-	-	-	348	1.2%
Development Charges		289		-	-	-	-	-	-	-
Provincial/Federal		-		-	-	-	-	-	-	-
Debt Recoverable		-		-	-	-	-	-	-	-
Other Revenue		2,977		-	-	-	-	-	-	-
Total Financing		7,620		10,452	9,170	4,296	3,499	2,175	29,592	100.0%
By Status:										
2018 Capital Budget & Approved Future Year (FY) Commitments		7,620	5,593	392	-	-	-	-	392	1.3%
Changes to Approved FY Commitments				-	-	-	-	-	-	-
2019 New/Change in Scope & FY Commitments				10,060	3,796	-	-	-	13,856	46.8%
2020 - 2023 Capital Plan Estimates					5,374	4,296	3,499	2,175	15,344	51.9%
2-Year Carry Forward for Reapproval				-	-	-	-	-	-	-
1-Year Carry Forward to 2019			1,148							
Total Gross Annual Expenditures & Plan		7,620	6,741	10,452	9,170	4,296	3,499	2,175	29,592	100.0%
Asset Value (\$) at year-end										
Yearly SOGR Backlog Estimate (not addressed by current plan)			150,000	267,838	267,838	267,838	267,838	267,838	267,838	
Accumulated Backlog Estimate (end of year)			21,488	24,942	27,678	31,941	35,162	38,167	38,167	
Backlog: Percentage of Asset Value (%)			14.3%	9.3%	10.3%	11.9%	13.1%	14.2%		
Debt Service Costs				399	1,293	1,079	524	397	3,692	
Operating Impact on Program Costs				-	-	-	-	-	-	
New Positions				-	-	-	-	-	-	

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



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
Gross Expenditures by Project Category:								
Health & Safety	-	-	-	-	-	3,225	6.9%	
Legislated	500	500	-	-	500	13,216	28.2%	
SOGR	1,661	2,231	3,689	5,754	2,500	30,271	64.5%	
Service Improvement	-	-	-	-	-	215	0.5%	
Growth Related	-	-	-	-	-	-		
Total by Project Category	2,161	2,731	3,689	5,754	3,000	46,927	100.0%	
Program Debt Target	2,161	2,731	3,689	5,754	3,000	38,160		
Financing:								
Debt	2,161	2,731	3,689	5,754	3,000	46,579	99.3%	
Reserves/Reserve Funds	-	-	-	-	-	348	0.7%	
Development Charges	-	-	-	-	-	-		
Provincial/Federal	-	-	-	-	-	-		
Debt Recoverable	-	-	-	-	-	-		
Other Revenue	-	-	-	-	-	-		
Total Financing	2,161	2,731	3,689	5,754	3,000	46,927	100.0%	
By Status:								
2018 Capital Budget & Approved Future Year (FY) Commitments	-	-	-	-	-	392	0.8%	
Changes to Approved FY Commitments	-	-	-	-	-	-		
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	13,856	29.5%	
2024 - 2028 Capital Plan Estimates	2,161	2,731	3,689	5,754	3,000	32,679	69.6%	
2-Year Carry Forward for Reapproval	-	-	-	-	-	-		
Total Gross Annual Expenditures & Plan	2,161	2,731	3,689	5,754	3,000	46,927	100.0%	
Asset Value(\$) at year-end	267,838	267,838	267,838	267,838	267,838	267,838		
Yearly SOGR Backlog Estimate (not addressed by current plan)	3,646	438	(661)	(1,436)	1,832	20,497		
Accumulated Backlog Estimate (end of year)	41,813	42,251	41,590	40,153	41,985	41,985		
Backlog: Percentage of Asset Value (%)	15.6%	15.8%	15.5%	15.0%	15.7%			
Debt Service Costs	283	308	400	575	626	5,883		
Operating Impact on Program Costs	-	-	-	-	-	-		
New Positions	-	-	-	-	-	-		

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
<i>Sony - Theatre Systems and Equipment</i>		129	-	-	-	-	-	-	-	-	-	129	129
<i>Sony - Fire Safety Systems</i>	15	192	-	-	-	-	-	-	-	-	-	192	207
<i>Sony - Vertical Transportation</i>		304	-	-	-	-	-	-	-	-	-	304	304
<i>Sony - Building Envelope</i>		1,200	1,200	-	-	-	-	-	-	-	-	2,400	2,400
<i>St Lawrence Centre for the Arts - Health & Safety</i>		200	-	-	-	-	-	-	-	-	-	200	200
Sub-Total	15	2,025	1,200	-	3,225	3,240							
Legislated													
<i>Sony - AODA Audit</i>		1,200	1,200	1,200	-	-	-	-	-	-	-	3,600	3,600
<i>St Lawrence Centre for the Arts - AODA</i>		600	600	500	500	500	500	500	-	-	500	4,200	4,200
<i>Toronto Centre for the Arts - AODA</i>		2,687	2,596	-	-	-	-	-	-	-	-	5,283	5,283
<i>Toronto Centre for the Arts - Concession Stands (AODA)</i>		133	-	-	-	-	-	-	-	-	-	133	133
Sub-Total	-	4,620	4,396	1,700	500	500	500	500	-	-	500	13,216	13,216
State of Good Repair													
<i>Sony - Theatre Systems and Equipment</i>		-	-	-	-	250	43	442	480	-	500	1,715	1,715
<i>Sony - Interior Finishes</i>		-	-	-	-	-	136	-	-	-	-	136	136
<i>Sony - Vertical Transportation</i>		-	-	-	-	-	60	-	-	-	-	60	60
<i>Sony - Mechanical Systems</i>		450	286	-	-	-	-	8	70	-	-	814	814
<i>St Lawrence Centre for the Arts - SOGR</i>		3,142	3,288	2,596	2,999	1,425	1,422	1,781	3,139	5,754	2,000	27,546	27,546
Sub-Total	-	3,592	3,574	2,596	2,999	1,675	1,661	2,231	3,689	5,754	2,500	30,271	30,271
Service Improvement													
<i>Toronto Centre for the Arts - Sound Isolation</i>		215	-	-	-	-	-	-	-	-	-	215	215
Sub-Total	-	215	-	215	215								
Total Expenditures by Category (excluding carry forward from 2018)	15	10,452	9,170	4,296	3,499	2,175	2,161	2,731	3,689	5,754	3,000	46,927	46,942

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

Capital projects funded in the 10-Year Staff Recommended Capital Plan include new funding to address AODA compliant issues at the Toronto Centre for the Arts, reallocated funding from Economic Development and Culture for St. Lawrence Centre for the Arts as well as other SOGR backlog at Sony Centre for the Performing Arts.

Health and Safety

- Health and Safety projects account for \$3.225 million or 6.9% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - The Sony - Building Envelope* project (\$2.400 million) in 2019 and 2020 will see the start of the improvements to all the heritage doors within the Sony Centre for the Performing Arts. This first phase of this project will see many of the original heritage doors repaired or replaced due to major operability issues which affect their use, safety and weather tightness.
 - The Sony - Vertical Transportation* project (\$0.304 million) is included to modernize the existing freight elevators. The freight and lounge elevator systems have never been replaced since 1959 when the Sony Centre for the Performing Arts was constructed. Due to the limited availability of replacement parts, these equipment will become obsolete in the coming years. Modernizing these equipment now will prevent unexpected outages and service disruptions.

Legislated

- Legislated projects total \$13.216 million or 28.2% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - *The Sony – AODA Compliance* projects (\$3.600 million) will allow for accessibility improvements within the Sony Centre for the Performing Arts in 2019 – 2021 to begin. Future year projects cannot be accommodated within the debt target and are included as part of the Unmet Needs.
 - *The St. Lawrence Centre for the Arts - AODA* project (\$4.200 million) to begin improving accessibility and addressing AODA deficiencies at the property. This funding was previously budgeted in Economic Development and Culture's 2018-2027 Capital Budget and Plan and is now consolidated with the Civic Theatres Toronto's 2019-2028 Staff Recommended Capital Budget and Plan. Future year projects cannot be accommodated within the debt target and will be reviewed for inclusion in 2020 Budget.
 - *The Toronto Centre for the Arts - AODA* project (\$5.283 million) is based on the most recent building accessibility audit completed in June 2018. The report identifies elements that require replacements, reconfigurations and upgrades to meet the current AODA standards. New debt funding is made available to complete AODA projects in 2019 and 2020. Future year projects cannot be accommodated within the debt target and are included as part of the Unmet Needs.

State of Good Repair (SOGR)

- SOGR projects account for \$30.271 million or 64.5% of the total 10-Year Staff Recommended Capital Plan's expenditures for the following:
 - *The St. Lawrence Centre for the Arts - SOGR* project (\$27.546 million) provides ongoing cash flow funding to maintain and preserve the building. This funding was previously budgeted in Economic Development and Culture's 2018-2027 Capital Budget and Plan and is now consolidated with the CTT's 2019-2028 Staff Recommended Capital Budget and Plan.
 - *The Sony – Theatre Systems and Equipment* project (\$1.715 million) includes improving audio systems front of house control, installing house lighting control at lobby, enhancing main lobby presentation systems and replacing performance lighting.
 - *The Sony – Mechanical Systems* project (\$0.814 million) provides funding for the coil replacement, repairs to heaters and fan coils, pneumatic to DCC conversion and cooling tower replacement.

Service Improvement

- Service Improvement projects amount to \$0.215 million or 0.5% of the total 10-Year Staff Recommended Capital Plan's expenditures.
 - *The Toronto Centre for the Arts – Sound Isolation* project (\$0.215 million) will enhance sound isolation between performance venues preventing disruptive audio bleed during performances.

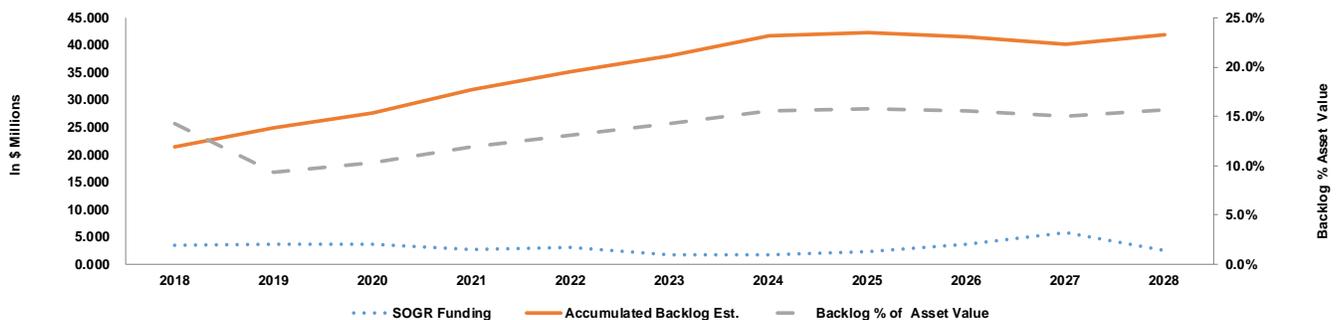
State of Good Repair (SOGR) Funding & Backlog

The 10-Year Staff Recommended Capital Plan will fund \$30.271 million of SOGR projects within Civic Theatres Toronto over the 10-year period, providing an average of \$3.027 million annually. Civic Theatres Toronto will utilize this funding to maintain building infrastructure, major theatre equipment and Heritage Agreement obligations for the three major City owned theatres. However, this funding is not sufficient to reduce the growing SOGR backlog over the 10-year period. Unless the funding is increased, the accumulated backlog will increase from \$24.942 million in 2019 to an anticipated \$41.985 million by 2028.

Of the \$30.271 million SOGR funding, \$27.546 million is dedicated to address the accumulated backlog at the St. Lawrence Centre for the Arts which was identified in the 2017 building condition assessment

In the summer of 2018, a building condition audit was completed for Toronto Centre for the Arts in which it identified \$31.443 million urgent SOGR work to repair and maintain this property. Funding required for these projects cannot be addressed within the existing debt target and are added to the CTT's unmet needs list over the 10-year period.

Chart 3: Total SOGR Funding & Backlog



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	3.458	3.592	3.574	2.596	2.999	1.675	1.661	2.231	3.689	5.754	2.500
Accumulated Backlog Est.	21.488	24.942	27.678	31.941	35.162	38.167	41.813	42.251	41.590	40.153	41.985
Backlog % of Asset Value	14.3%	9.3%	10.3%	11.9%	13.1%	14.2%	15.6%	15.8%	15.5%	15.0%	15.7%
Total Asset Value	150.000	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838	267.838

The "Unmet Capital Needs" identified by CTT include various additional SOGR projects to help reduce the backlog of these three major City-owned theatres. These projects cannot be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Staff Recommended Capital Budget and Plan. For further details about these SOGR projects, please refer to the Issues for Discussion section.

Operating Impact of Completed Capital Projects

There are no net operating budget impacts or temporary capital project delivery positions arising from the approval of CTT's 10-Year Staff Recommended Capital Plan. Contributions from the Facility Fee Reserve Fund as part of the Operating Budget provide for minor capital projects as needed. CTT will review and evaluate operating impacts once the management of capital projects is finalized.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Civic Theatres Toronto accomplished the following capital projects and activities.

- Completed the following projects at the Sony Centre for the Performing Arts
 - Theatrical Performance Power Infrastructure
 - Assistive Listening System
 - Stage Floor Replacement
 - Loading dock upgrade
 - As-built documentation project
 - Year 1 of the Fire Alarm Systems and Annunciator project
 - Additional rigging installation project
- AODA Audit for the Toronto Centre for the Arts

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved two new capital projects totalling \$0.501 million funded by debt for Sony Centre for the Performing Arts. The implementation status is detailed below:

- *Replace Fire Alarm Systems & Annunciator Panel (\$0.015 million)*
 - Phase 1 of this project is completed. Phase 2 will commence and is anticipated to be completed in 2019.
- *Air Handling Unit Repair (\$0.486 million)*
 - The air handling unit at the Sony Centre requires a major repair as several component of the system have not been replaced for years. Due to insufficient staff resources, this project was delayed with unspent funding from 2018 being carried forward into 2019.

2018 Financial Performance**Table 5: Budget vs. Actual by Project Category**

Project Category (In \$ Millions)	2017 (Sony Centre)			2018 (Sony Centre)			2019 (Civic Theatres Toronto)	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	3.459	1.405	40.6%	2.968	2.645	89.1%	2.025	2.349
Legislated	0.150	0.005	3.3%	0.205	0.191	92.9%	4.620	4.635
SOGR	4.955	3.772	76.1%	3.458	2.566	74.2%	3.592	4.401
Service Improvement	1.000	-	0.0%	0.989	0.191	19.3%	0.215	0.215
Growth Related	-	-		-	-		-	-
Total	9.564	5.182	54.2%	7.620	5.593	73.4%	10.452	11.600

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the Capital Budget for 2018 and prior pertains to Sony Centre for the Performing Arts only. The 2019 Staff Recommended Capital Budget for Civic Theatres includes projects for all three Theatres. The year-end projection of spent rate at Sony Centre for the Performing Arts for 2018 is 73.4%.

Three projects are experienced delays and unspent funding will be carried forward into 2019 from 2018. These projects include: Air Handling Unit Repair for \$0.243 million; Replace Roofs: Mezzanine /Porte Cochere/Stage Tower for \$0.201 million and Lounge elevator Equipment Modernization for \$0.132 million. In 2018, unspent funding from the Sony Centre Public Plaza was carried forward from 2017 to address any outstanding claims and legal matters which have been resolved in 2018. The settlement was less than anticipated and the project was underspent by 80.6%, hence contributing to the low spending rate in Service Improvement.

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

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$1.148 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- Civic Theatres Toronto prioritized project timelines based on theatres' activities and added new capital projects to its 10-Year Capital Budget following a review of the building condition audit and AODA assessment for the three Theatres.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

Operating:

Civic Theatres Toronto, since its amalgamation, focuses on providing quality performances and event facilities and promoting its contribution to the artistic, cultural and social vitality of Toronto and its communities. Guided by its strategic priorities (*Entertain and Educate, Extraordinary Experiences, Engaging Partnerships, Exceptional Spaces, Entrepreneurial Spirit, Embody the City of Toronto and Contribute to Vital Neighbourhoods*), CTT accomplished a number of significant achievements during 2018 to further its legacy, commitment and impact through these priorities. These initiatives will continue to be implemented throughout 2019. Examples include:

- Launched its inaugural 2018/19 season features artists from 11 countries on 5 continents with over 150 performances of dance, theatre, world music, jazz, cabaret, films in concert, festivals from ballet to hip hop, children's programming, free classes and workshops across three venues;
 - Rebranding of the "Civic Theaters Toronto". This includes a naming competition in search of a new name that better represents the CTT's future;
 - Providing inclusive multidisciplinary arts programming at the Toronto Centre for the Arts including free classes and workshops; school matinees; the Discover Dance lunch-hour presentations; and, through partnership with KeepRockinYou, programs to serve all young artists in the hip hop community.
- The CTT's 2019 Staff Recommended Operating Budget of \$37.360 million gross and \$5.274 million net is developed on the basis that increased level of CTT Presents programming at all venues will continue and resulting in operational efficiencies.

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for Sony Centre for the Performing Arts was \$7.620 million primarily dedicated to address SOGR backlog for building envelop, electrical systems, mechanical systems and stage rigging system replacement as well as various health and safety needs for the fire safety systems and theatre equipment. CTT experienced minor delays in 2018 and projects its 2018 year-end spending rate of 73.4% for the Sony Centre for the Performing Arts. The unspent cash flow funding has been carried forward into 2019 to continue the capital work.
- The 2019 – 2028 Staff Recommended Capital Plan for CTT provides investments of \$46.927 million to address capital needs for the three theatres and it reflects an increase of \$8.767 million and a transfer of projects of \$31.946 million when compared to the 2018 - 2027 Approved Capital Plan for Sony Centre for the Performing Arts. Key changes are summarized as follows:
 - Projects that were budgeted in EDC's 2018 – 2027 Approved Capital Budget & Plan to address accessibility and AODA compliance, as well as the outstanding SOGR backlog at St. Lawrence Centre for the Arts totalling \$31.946 million are transferred to the Civic Theatres Toronto's Staff Recommend 2019 - 2028 Capital Plan.
 - Two projects at the Toronto Centre for the Arts are added to the Staff Recommended 10-Year Capital plan, funded by Toronto Centre for the Arts Reserve Fund (XR3007).
 - TCA – Concession Stands AODA (\$0.133 million gross and \$0 debt)
 - TCA – Sound Isolation (\$0.215 million gross and \$0 debt)
 - Following a City-wide review of unmet capital priorities, five unmet high priority capital projects, totalling \$8.419 million gross and debt have been added to the Staff Recommended 10-Year Capital Plan.
 - Sony – Door Replacement (\$2.400 million gross and debt)
 - Sony – Replace Cooling Tower #1 (\$0.286 million gross and debt)

- Sony – Pneumatic to DCC Conversion (\$0.210 million gross and debt)
- Sony – Coil Replacement (\$0.240 million gross and debt)
- Toronto Centre for the Arts – AODA 2019 – 2020 (\$5.283 million gross and debt)
- These new capital projects will allow CTT to improve its infrastructure, update its technology and be an accessible destination of choice for multidisciplinary artists, companies and event planners. CTT will focus on prioritization of these projects while minimizing disruptions to the theatres while performances take place.
- Despite added capital investments as noted above, building condition assessments and AODA audit of the 3 theatres indicate over \$57.4 million in additional debt funding will be required in future years. These unmet capital needs that are not included in the 2019 – 2028 Staff Recommended Capital Budget for CTT are discussed in detail in the following sections.
- In summary, Civic Theatres Toronto faces challenges and budget pressures in 2019. Both the Staff Recommended 2019 Operating Budget and 2019 – 2028 Capital Budget and Plan will continue to support and implement the CTT's strategic priorities while keeping with the Agency's commitment to building reliable creative spaces for Toronto and Canada, inspirational homes for the artists today and exciting places for aspiring artists of the future.

Additional Service Demands

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

The "Unmet Capital Needs" identified by Civic Theatres Toronto, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for CTT. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding in the budget process of future year.

Table 6: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
NOT INCLUDED														
<i>Sony - Exterior Hard Landscape</i>	1.000	-	1.000	-	-	-	-	-	0.500	0.500	-	-	-	-
<i>Sony - Theatre Systems and Equipment</i>	5.773	-	5.773	0.910	0.380	1.251	2.732	-	0.500	-	-	-	-	-
<i>Sony - Building Code Review</i>	0.126	-	0.126	-	0.051	-	-	-	0.075	-	-	-	-	-
<i>Sony - Door Replacement</i>	1.324	-	1.324	-	-	1.324	-	-	-	-	-	-	-	-
<i>Sony - Interior Finishes</i>	1.505	-	1.505	0.357	-	-	-	0.098	-	0.400	0.650	-	-	-
<i>Sony - Mechanical Systems</i>	3.506	-	3.506	-	-	-	0.806	-	1.100	0.750	0.850	-	-	-
<i>Toronto Centre for the Arts - SOGR</i>	31.443	-	31.443	4.562	3.781	3.604	3.532	3.570	3.588	2.299	1.871	2.291	2.345	-
<i>Toronto Centre for the Arts - AODA</i>	12.702	-	12.702	-	-	0.616	1.413	1.932	2.709	6.032	-	-	-	-
Total Unmet Needs (Not Included)	57.379	-	57.379	5.829	4.212	6.795	8.483	5.600	8.472	9.981	3.371	2.291	2.345	

- The *Sony – Exterior Hard Landscape project* requires \$1.000 million to complete refurbishment of the exterior elements of the building. The north side, for example, requires paving and other hard landscaping work.
- The *Sony - Theatre Systems and Equipment project* requires \$5.773 million to replace and repair various aspects of the facility such as the dimmers, lobby video wall, main line array, performance lighting LED conversion, video presentation and monitor system and video systems infrastructure, many of which have already exceeded its replacement cycle. The cash flows for these projects as shown in the above chart are consistent with the recommended replacement cycle of these capital assets and are included to avoid the higher cost of maintaining obsolete assets and equipment.
- *Sony - Building Code Review* requires \$0.126 million to assess the current condition of the facility and its compliance with the Ontario Fire Code and Ontario Building Code.

- The *Sony – Door Replacement project* requires \$1.324 million to complete last phase of the replacement. Debt funding is added to CTT's Capital Budget (previously submitted as Unmet Needs) to address these replacements in 2019 and 2020.
- The *Sony – Interior Finishes project* requires \$1.505 million to renew basement washroom and locker rooms and replace acoustic ceiling tiles.
- The *Sony - Mechanical Systems project* requires \$3.506 million to replace and upgrade chiller, HVAC distribution and water pipe. Not addressing these mechanical systems could result in more frequent disruptions to the facility when it is in use and higher costs to maintain the equipment.
- The *Toronto Center for the Arts – SOGR project* requires \$31.443 million to address SOGR backlog concern following review of the most recent building condition audit. Major projects include repairs and replacements of roof membrane, performance portable lighting equipment, chillers and cooling towers, performance rigging equipment and performance lighting controls.
- The *Toronto Centre for the Arts – AODA project* requires \$12.702 million to improve accessibility and address AODA deficiencies based on an accessibility audit completed in 2018.

In addition to the projects submitted as unmet needs above, Civic Theatres Toronto recently identified \$24.560 million of capital needs arising from the most recent building condition assessments and AODA audits for all venues. These projects will be reviewed during the 2020 Budget process for inclusion in the future capital plan.

ISSUES REFERRED TO THE 2019 BUDGET PROCESS

Consolidation of the Civic Theatres Toronto Capital Budget

- During the 2018 Budget process, City Council directed General Manager of Economic Development and Culture (EDC), President and Chief Executive Officer of Civic Theatres Toronto, General Manager of Facilities Management, and Executive Director of Financial Planning to report back through 2019 Budget process on a plan to consolidate capital budgets for the three Civic Theatres into a single portfolio.
- In accordance with Council directive, the Capital Budgets for the three City-owned theatres (St. Lawrence Centre for the Arts, Sony Centre for the Performing Arts and Toronto Centre for the Arts) have been consolidated into a single capital budget for Civic Theatres Toronto for 2019. A consolidated Capital Budget will allow CTT to prioritize their capital needs while minimizing disruption to the operations of the theatres.

ISSUES IMPACTING FUTURE YEARS

Charitable Organization

- Civic Theatres Toronto is in the process of establishing an independent charitable organization to undertake fundraising activities on behalf of CTT. The new charitable organization's objective will focus on supporting for arts and culture activities, enriching and strengthening communities, and encouraging Torontonians to participate in the preservation and promotion of the City's cultural assets.

Rebranding of Civic Theatres Toronto

- In January 2019, Civic Theatres Toronto announced the rebranding of the organization to TO Live and the launch of TO Live Foundation to encourage community engagement.
- A strategic partnership with Meridian Credit Union was also announced. This new partnership includes the naming rights of The Sony Centre for the Performing Arts and the Toronto Centre for the Arts, which will respectively become Meridian Hall and Meridian Arts Centre as of September 15, 2019.
- The CTT Board has submitted a report to City Council to recommend the legal name of Civic Theatres Toronto be changed to TO Live.

Service Based Budget and Program Map

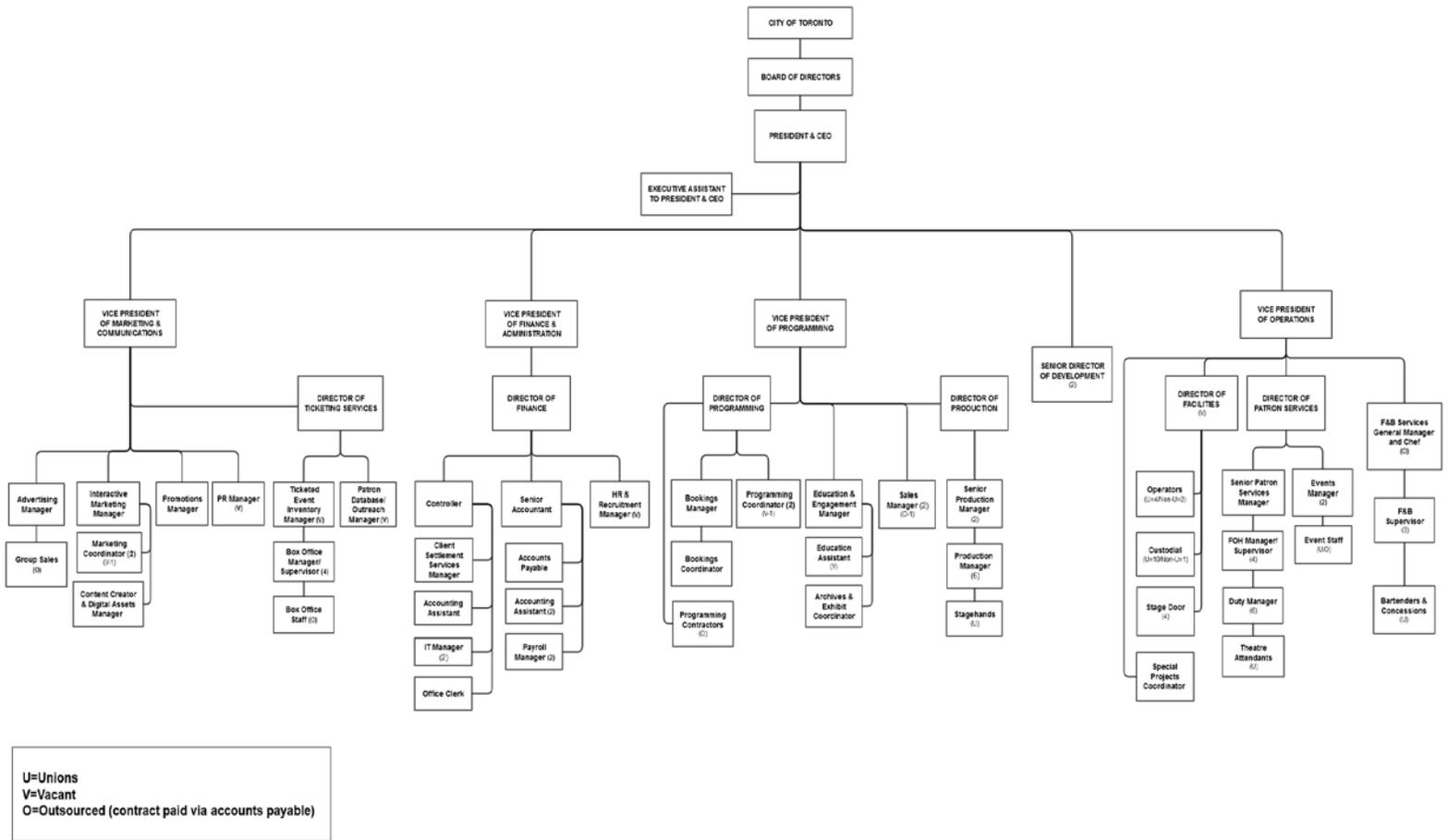
- Civic Theatres Toronto has started the process to develop a service based budget, including service standards and service levels. An update to its existing program map will be required to reflect the profiles of the services CTT currently delivers.
- It is recommended that a new service based budget and an updated Program Map be in place for 2020 Budget process.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the President and CEO and staff for a total of 222.7 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	7.0	28.0	43.5	26.5	105.0
	Temporary			7.5	110.2	117.7
	Total Operating	7.0	28.0	51.0	136.7	222.7
Capital	Permanent			-	-	-
	Temporary			-	-	-
	Total Capital	-	-	-	-	-
Grand Total		7.0	28.0	51.0	136.7	222.7

Appendix 2

2019 Operating Budget by Service

Theatrical & Other Cultural Events

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Theatrical & Other Cultural Events								
Gross Expenditures	34,683.7	37,360.0	0.0	37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	32,085.5	0.0	32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Net Expenditures	5,274.5	5,274.5	0.0	5,274.5	(0.0)	(0.0%)	0.0	0.0
Total								
Gross Expenditures	34,683.7	37,360.0	0.0	37,360.0	2,676.3	7.7%	(1,372.8)	614.3
Revenue	29,409.3	32,085.5	0.0	32,085.5	2,676.3	9.1%	(1,372.8)	614.3
Total Net Expenditures	5,274.5	5,274.5	0.0	5,274.5	(0.0)	(0.0%)	0.0	0.0
Approved Positions	232.5	222.7	0.0	222.7	(9.8)	(4.2%)	0.0	0.0

Appendix 3

2019 Service Levels

Theatrical & Other Cultural Events

Activity	Type	Service Level Description	Status	2017	2018	2019
Corporate Events	Facility Rentals for Corporate Events	# of Days Used for Corporate Events at Civic Theatres	Approved	72	82	187
			Actual	72	190	
Education & Engagement	Yoga	# of Days Used for Yoga	Approved	58	87	50
			Actual	47	57	
	Community Classes	# of Days Used for Community Classes	Approved	29	36	32
			Actual	29	34	
	Specialist High Skills Major (SHSM), Xenia, and Pre-Show Talks	# of Days Used for SHSM	Approved	20	24	32
			Actual	16	20	
	Open Art Surgery	# of Days Used for Open Art Surgery	Approved	N/A	5	0
			Actual		6	
	Day Camp	# of Days Used for Day Camp	Approved	25	15	113
			Actual	15	15	
	Doors Open/Culture Days	# of Days Used for Doors Open/Culture Days	Approved	2	2	6
			Actual	2	2	
	Discover Dance	# of Days Used for Discover Dance	Approved	N/A	18	18
			Actual		18	
Masterclasses	# of Days Used for Masterclasses	Approved	N/A	5	10	
		Actual		7		
School Visits	# of Days Used for School Visits	Approved	N/A	3	0	
		Actual		0		
Stage Shows	Programming Activities at Civic Theatres	# of Days Used for Performances	Approved	869	924	916
			Actual	869	651	

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels. These levels are established to reflect actual needs based on historical trend.

Appendix 7

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

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Sony - Theatre Systems and Equipment		321	-	-	-	-	-	-	-	-	-	321	321
Sony - Fire Safety Systems	15	192	-	-	-	-	-	-	-	-	-	192	207
Sony - Vertical Transportation		436	-	-	-	-	-	-	-	-	-	436	436
Sony - Building Envelope		1,200	1,200	-	-	-	-	-	-	-	-	2,400	2,400
St Lawrence Centre for the Arts - Health & Safety		200	-	-	-	-	-	-	-	-	-	200	200
Sub-Total	15	2,349	1,200	-	3,549	3,564							
Legislated													
Sony - AODA Audit		1,215	1,200	1,200	-	-	-	-	-	-	-	3,615	3,615
St Lawrence Centre for the Arts - AODA		600	600	500	500	500	500	500	-	-	500	4,200	4,200
Toronto Centre for the Arts - AODA		2,687	2,596	-	-	-	-	-	-	-	-	5,283	5,283
Toronto Centre for the Arts - Concession Stands (AODA)		133	-	-	-	-	-	-	-	-	-	133	133
Sub-Total	-	4,635	4,396	1,700	500	500	500	500	-	-	500	13,231	13,231
State of Good Repair													
Sony - Theatre Systems and Equipment		25	-	-	-	250	43	442	480	-	500	1,740	1,740
Sony - Interior Finishes		-	-	-	-	-	136	-	-	-	-	136	136
Sony - Vertical Transportation		-	-	-	-	-	60	-	-	-	-	60	60
Sony - Mechanical Systems		732	286	-	-	-	-	8	70	-	-	1,096	1,096
Sony - Building Envelope		356	-	-	-	-	-	-	-	-	-	356	356
Sony - Electrical Systems		65	-	-	-	-	-	-	-	-	-	65	65
Sony - Structure		81	-	-	-	-	-	-	-	-	-	81	81
St Lawrence Centre for the Arts - SOGR		3,142	3,288	2,596	2,999	1,425	1,422	1,781	3,139	5,754	2,000	27,546	27,546
Sub-Total	-	4,401	3,574	2,596	2,999	1,675	1,661	2,231	3,689	5,754	2,500	31,080	31,080
Service Improvement													
Toronto Center for the Arts - Sound Isolation		215	-	-	-	-	-	-	-	-	-	215	215
Sub-Total	-	215	-	215	215								
Total Expenditures by Category (including carry forward from 2018)	15	11,600	9,170	4,296	3,499	2,175	2,161	2,731	3,689	5,754	3,000	48,075	48,090

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Civic Theatres Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
HUM908679 Toronto Centre for the Arts - AODA																									
0	1	Toronto Centre for the Arts - AODA - 2019-2020	18	S4	02	2,687	2,596	0	0	0	5,283	0	5,283	0	0	0	0	0	0	0	0	5,283	0	5,283	
Sub-total						2,687	2,596	0	0	0	5,283	0	5,283	0	0	0	0	0	0	0	0	0	5,283	0	5,283
HUM908253 Electrical Systems																									
1	1	Sony - Replace Motor Control Centres (N)	13	S2	03	65	0	0	0	0	65	0	65	0	0	0	0	0	0	0	0	65	0	65	
Sub-total						65	0	0	0	0	65	0	65	0	0	0	0	0	0	0	0	0	65	0	65
HUM908255 Theatre Systems and Equipment (2018-2026)																									
0	7	Sony - Theatrical Perform Power Infrastructure Sys	13	S2	01	80	0	0	0	0	80	0	80	0	0	0	0	0	0	0	0	80	0	80	
0	17	Sony - Main Lobby Presentation Systems	13	S2	03	25	0	0	0	0	25	0	25	0	0	0	0	0	0	0	0	25	0	25	
0	22	Sony - Stage Drapery and Curtain	13	S4	01	129	0	0	0	0	129	0	129	0	0	0	0	0	0	0	0	129	0	129	
0	31	Sony - Performance Lighting Replacement	13	S6	03	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	0	500	0	500	
0	32	Sony - FOH Control	13	S6	03	0	0	0	0	250	250	0	250	0	0	0	0	0	0	0	0	250	0	250	
0	33	Sony - Audio Systems: FOH Control	13	S6	03	0	0	0	0	0	433	433	0	433	0	0	0	0	0	0	0	433	0	433	
0	34	Sony - House Lighting Control - Lobby	13	S6	03	0	0	0	0	0	204	204	0	204	0	0	0	0	0	0	0	204	0	204	
0	35	Sony - Main Lobby Presentation Systems	13	S6	03	0	0	0	0	0	328	328	0	328	0	0	0	0	0	0	0	328	0	328	
Sub-total						234	0	0	0	250	484	1,465	1,949	0	0	0	0	0	0	0	0	0	1,949	0	1,949
HUM908258 Building Envelope																									
0	2	Sony - Door Replacement	13	S4	01	1,200	1,200	0	0	0	2,400	0	2,400	0	0	0	0	0	0	0	0	2,400	0	2,400	
0	3	Sony -Replace Roofs: Vestibule/East Canopy/SE Exit	13	S2	03	75	0	0	0	0	75	0	75	0	0	0	0	0	0	0	0	75	0	75	
0	4	Sony -Replace Roofs:Mezz/Porte Cochere/Stage Tower	13	S2	03	201	0	0	0	0	201	0	201	0	0	0	0	0	0	0	0	201	0	201	
0	5	Sony - IGU Replacement	13	S2	03	80	0	0	0	0	80	0	80	0	0	0	0	0	0	0	0	80	0	80	
Sub-total						1,556	1,200	0	0	0	2,756	0	2,756	0	0	0	0	0	0	0	0	0	2,756	0	2,756
HUM908260 Mechanical Systems																									
0	3	Sony - Replace Cooling Tower #1	13	S6	03	0	286	0	0	0	286	0	286	0	0	0	0	0	0	0	0	286	0	286	
0	7	Sony - Pneumatic to DCC conversion	13	S4	03	210	0	0	0	0	210	0	210	0	0	0	0	0	0	0	0	210	0	210	
0	8	Sony - Coil Replacement	13	S4	03	240	0	0	0	0	240	0	240	0	0	0	0	0	0	0	0	240	0	240	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Civic Theatres Toronto

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By														
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing			
<u>HUM908260 Mechanical Systems</u>																										
0	9	Sony - Heaters and Fan Coils	13	S6	03	0	0	0	0	0	0	78	78	0	0	0	0	0	0	0	0	78	0	78		
1	1	Sony - Air Handling Unit Repair	13	S2	03	243	0	0	0	0	243	0	243	0	0	0	0	0	0	0	0	243	0	243		
1	2	Sony - Building Automation systems Upgrades	13	S2	03	39	0	0	0	0	39	0	39	0	0	0	0	0	0	0	0	39	0	39		
Sub-total						732	286	0	0	0	1,018	78	1,096	0	0	0	0	0	0	0	0	1,096	0	1,096		
<u>HUM908264 Interior Finishes</u>																										
0	7	Sony - Industrial Kitchen Replacement	13	S6	03	0	0	0	0	0	0	136	136	0	0	0	0	0	0	0	0	136	0	136		
Sub-total						0	0	0	0	0	0	136	136	0	0	0	0	0	0	0	0	0	136	0	136	
<u>HUM908266 Vertical Transportation</u>																										
0	4	Sony - Elevator Code Upgrades	13	S6	03	0	0	0	0	0	0	60	60	0	0	0	0	0	0	0	0	60	0	60		
1	1	Sony - Lounge Elevator Equipment Modernization	13	S2	01	132	0	0	0	0	132	0	132	0	0	0	0	0	0	0	0	132	0	132		
1	2	Sony - Freight Elevator Modernization	13	S4	01	304	0	0	0	0	304	0	304	0	0	0	0	0	0	0	0	304	0	304		
Sub-total						436	0	0	0	0	436	60	496	0	0	0	0	0	0	0	0	0	496	0	496	
<u>HUM908269 Fire Safety Systems</u>																										
1	1	Sony - Replace Fire Alarm Sys & Annunciator Panel	13	S2	01	192	0	0	0	0	192	0	192	0	0	0	0	0	0	0	0	192	0	192		
Sub-total						192	0	0	0	0	192	0	192	0	0	0	0	0	0	0	0	0	0	192	0	192
<u>HUM908283 Structure</u>																										
1	1	Sony - Stage Roof Soffit Repairs	13	S2	03	81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	81	0	81		
Sub-total						81	0	0	0	0	81	0	81	0	0	0	0	0	0	0	0	0	0	81	0	81
Total Program Expenditure						11,600	9,170	4,296	3,499	2,175	30,740	17,335	48,075	0	0	0	0	348	0	0	0	0	47,727	0	48,075	

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 7: 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

Civic Theatres Toronto

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By							
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Capital from Current Funds	Other 1
Financed By:																			
Reserve Funds (Ind."XR" Ref.)						348	0	0	0	0	348	0	348	0	0	0	0	0	348
Debt						11,252	9,170	4,296	3,499	2,175	30,392	17,335	47,727	0	0	0	47,727	0	47,727
Total Program Financing						11,600	9,170	4,296	3,499	2,175	30,740	17,335	48,075	0	0	0	47,727	0	48,075

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

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

Appendix 8

2019 Cash Flow and Future Year Commitments (Including Carry Forward Funding)

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
<i>Sony - Electrical Systems</i>	65	-	-	-	-	-	-	-	-	-	65
<i>Sony - Theatre Systems and Equipment (2017)</i>	112	-	-	-	-	-	-	-	-	-	112
<i>Sony - Theatre Systems and Equipment (2018-2026)</i>	105	-	-	-	-	-	-	-	-	-	105
<i>Sony - AODA Audit</i>	15	-	-	-	-	-	-	-	-	-	15
<i>Sony - Building Envelope</i>	356	-	-	-	-	-	-	-	-	-	356
<i>Sony - Fire Safety Systems</i>	192	-	-	-	-	-	-	-	-	-	192
<i>Sony - Mechanical Systems</i>	282	-	-	-	-	-	-	-	-	-	282
<i>Sony - Structure</i>	81	-	-	-	-	-	-	-	-	-	81
<i>Sony - Vertical Transportation</i>	132	-	-	-	-	-	-	-	-	-	132
<i>St Lawrence Centre for the Arts - Health & Safety</i>	200	-	-	-	-	-	-	-	-	-	200
Subtotal	1,540	-	-	-	-	-	-	-	-	-	1,540
New w/Future Year											
<i>Sony - Theatre Systems and Equipment (2018-2026)</i>	129	-	-	-	-	-	-	-	-	-	129
<i>Sony - AODA Audit</i>	1,200	-	-	-	-	-	-	-	-	-	1,200
<i>Sony - Building Envelope</i>	1,200	1,200	-	-	-	-	-	-	-	-	2,400
<i>Sony - Mechanical Systems</i>	450	-	-	-	-	-	-	-	-	-	450
<i>Sony - Vertical Transportation</i>	304	-	-	-	-	-	-	-	-	-	304
<i>St Lawrence Centre for the Arts - SOGR</i>	3,142	-	-	-	-	-	-	-	-	-	3,142
<i>Toronto Centre for the Arts - Sound Isolation</i>	215	-	-	-	-	-	-	-	-	-	215
<i>St Lawrence Centre for the Arts - AODA</i>	600	-	-	-	-	-	-	-	-	-	600
<i>Toronto Centre for the Arts - AODA</i>	2,687	2,596	-	-	-	-	-	-	-	-	5,283
<i>Toronto Centre for the Arts - Concession Stands (AODA)</i>	133	-	-	-	-	-	-	-	-	-	133
Subtotal	10,060	3,796	-	-	-	-	-	-	-	-	13,856
Total Expenditure (including carry forward from 2018)	11,600	3,796	-	-	-	-	-	-	-	-	15,396
Financing:											
Debt/CFC	11,252	3,796	-	-	-	-	-	-	-	-	15,048
Reserves/Res Funds	348	-	-	-	-	-	-	-	-	-	348
Total Financing	11,600	3,796	-	-	-	-	-	-	-	-	15,396

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 8: 2019 Cash Flow and Future Year Commitments (Including Carry Forward Funding)

Civic Theatres Toronto

Sub- Project No. Project Name Priority SubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By								
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1
Financed By:																				
Reserve Funds (Ind."XR" Ref.)						348	0	0	0	0	348	0	348	0	0	0	0	0	0	348
Debt						11,252	3,796	0	0	0	15,048	0	15,048	0	0	0	0	15,048	0	15,048
Total Program Financing						11,600	3,796	0	0	0	15,396	0	15,396	0	0	0	0	15,048	0	15,396

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

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

Appendix 9

2019 Capital Budget with Financing Detail



CITY OF TORONTO
Appendix 9: 2019 Capital Budget with Financing Detail
Civic Theatres Toronto
Sub-Project Summary

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing										
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable	
1	<u>HUM908255 Theatre Systems and Equipment (2018-2026)</u>														
0	22 Sony - Stage Drapery and Curtain	01/01/2019	12/31/2024	129	0	0	0	0	0	0	0	0	0	129	0
	Project Sub-total:			234	0	0	0	0	0	0	0	0	0	234	0
1	<u>HUM908256 Building Envelope</u>														
0	2 Sony - Door Replacement	01/02/2016	12/31/2021	1,200	0	0	0	0	0	0	0	0	0	1,200	0
0	3 Sony -Replace Roofs: Vestibule/East Canopy/SE Exit	01/01/2018	12/31/2018	75	0	0	0	0	0	0	0	0	0	75	0
0	4 Sony -Replace Roofs:Mezz/Porte Cochere/Stage Tower	01/01/2018	12/31/2018	201	0	0	0	0	0	0	0	0	0	201	0
0	5 Sony - IGU Replacement	01/01/2018	12/31/2018	80	0	0	0	0	0	0	0	0	0	80	0
	Project Sub-total:			1,556	0	0	0	0	0	0	0	0	0	1,556	0
1	<u>HUM908260 Mechanical Systems</u>														
0	7 Sony - Pneumatic to DCC conversion	01/01/2019	12/31/2019	210	0	0	0	0	0	0	0	0	0	210	0
0	8 Sony - Coil Replacement	01/01/2019	12/31/2019	240	0	0	0	0	0	0	0	0	0	240	0
1	1 Sony - Air Handling Unit Repair	01/02/2017	12/31/2017	243	0	0	0	0	0	0	0	0	0	243	0
1	2 Sony - Building Automation systems Upgrades	01/01/2018	12/31/2018	39	0	0	0	0	0	0	0	0	0	39	0
	Project Sub-total:			732	0	0	0	0	0	0	0	0	0	732	0
1	<u>HUM908266 Vertical Transportation</u>														
1	1 Sony - Lounge Elevator Equipment Modernization	01/01/2018	12/31/2018	132	0	0	0	0	0	0	0	0	0	132	0
1	2 Sony - Freight Elevator Modernization	01/01/2019	12/31/2019	304	0	0	0	0	0	0	0	0	0	304	0
	Project Sub-total:			436	0	0	0	0	0	0	0	0	0	436	0
1	<u>HUM908269 Fire Safety Systems</u>														
1	1 Sony - Replace Fire Alarm Sys & Annunciator Panel	01/01/2019	12/31/2020	192	0	0	0	0	0	0	0	0	0	192	0
	Project Sub-total:			192	0	0	0	0	0	0	0	0	0	192	0
1	<u>HUM908283 Structure</u>														
1	1 Sony - Stage Roof Soffit Repairs	01/01/2018	12/31/2018	81	0	0	0	0	0	0	0	0	0	81	0
	Project Sub-total:			81	0	0	0	0	0	0	0	0	0	81	0
Program Total:				11,600	0	0	0	0	348	0	0	0	0	11,252	0

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

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			1,833.9	1,033.3	1,033.3
Sony Centre Facility Fee Reserve Fund	XR3030				
<i>Withdrawals (-)</i>			(3,093.0)	(1,506.0)	(1,536.2)
<i>Contributions (+)</i>			2,292.4	1,506.0	1,536.2
Total Reserve / Reserve Fund Draws / Contributions		-	1,033.3	1,033.3	1,033.3
Balance at Year-End		1,833.9	1,033.3	1,033.3	1,033.3

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance			31.1	131.1	234.6
Insurance Reserve Fund	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			100.0	103.5	104.9
Total Reserve / Reserve Fund Draws / Contributions		-	131.1	234.6	339.5
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		31.1	131.1	234.6	339.5

* Based on 9-month 2018 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds
2019 – 2028 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total	
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan		
XR3007 Toronto Centre for the Arts Improvement Reserve Fund	Beginning Balance		354	6	6	6	6	6	6	6	6	6	6	
	<i>Withdrawals (-)</i>													
	<i>TCA - Concession Stands</i>		(133)											(133)
	<i>TCA - Sound Isolation</i>		(215)											(215)
	Total Withdrawals		(348)	-	-	-	-	-	-	-	-	-	-	(348)
	<i>Contributions (+)</i>													
Total Contributions			-	-	-	-	-	-	-	-	-	-	-	
Balance at Year-End		354	6	6	6	6	6	6	6	6	6	6	6	(348)

* Based on 9-month 2018 Reserve Fund Variance Report