



Exhibition Place

What We Do

We provide a diverse venue for major tradeshows, public exhibitions, meetings, universities, professional conferences, entertainment, green initiatives and public celebrations through the following services:

- Exhibitions and Events
- Conventions, Conferences & Meetings
- Exhibition Place Asset Management
- Exhibition Place Parking Access

Exhibition Place has stewardship over 192-acres, with 22 buildings, including 9 buildings designated under the Ontario Heritage Act.

Why We Do It

We foster an inclusive and accessible parkland and a business destination for conventions, exhibitions, entertainment, recreation and sporting events, and public celebrations and in doing this, operate as a self-sustaining and environmentally responsible entity.

Our Experience & Success

- Participate in the United Bid win for the FIFA 2026 World Cup.
- Work with food and beverage service providers and event managers to GREENSMART their events.
- Improve existing sidewalks, pathways, roads & lots including AODA.
- Replace roof at Exhibit Hall and Queen Elizabeth Building.
- Collect and divert over 88% of waste at Exhibition Place from landfills.
- Hotel X open to the public, offering the potential for an overnight stay to convention/meeting users.

Key Challenges

- Exhibition Place operates in a very competitive market in Toronto and the surrounding Greater Toronto Area, as it continues to strive to generate new business and to maximize profitability.
- Growing access and congestion issues in Toronto and immediate area.
- Changing security issues as a high-profile public venue
- Increasing operational costs in order to deliver current service standards

Priority Actions

- Develop the Festival Plaza as another central gathering area with funding of \$11.740 million recommended in the 10-Year Capital Plan.
- Address the State of Good Repair Backlog estimated at \$24.766 million recommended in the 10-Year Capital Plan with funding of \$100.805 million to mitigate the growth in the SOGR backlog.
- Expand the customer base by appealing to adjacent residential development.
- Expand Class A convention facilities to meet potential demand.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$56.6	\$57.7	\$58.8
Revenues	\$56.8	\$57.9	\$59.0
Net Expenditures	(\$0.2)	(\$0.2)	(\$0.2)
Approved Positions	356.0	356.0	356.0

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$7.1	\$112.5	\$119.6
Debt	\$6.8	\$109.7	\$116.5

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



100% compliance with negotiated terms for Major Citywide celebrations & special events



100% compliance with negotiated terms for Event Space



Waste diversion of **88.20%**



100% of parking spaces available and accessible for all major events

Source of Image: www.icons8.com

Key Service Deliverables

Manage **192**-acre parkland with more than **3,000** trees and provide inclusive and accessible parkland

Serve as a destination for national and community entertainment, recreation and sporting events; conventions, conference and meetings; as well as public celebrations

Operate as a self-sustaining and environmentally responsible entity through the development of a "green" promotion strategy both externally and internally to reduce the impact of Exhibition Place operations on all aspects of the environment

Who We Serve

Exhibitions and Events

- Event Organizers
- Exhibitors
- Leased Tenants
- Sporting Event Attendees

Beneficiaries

- Event Participants
- Local Hotels and Restaurants
- Local Businesses

Conventions, Conferences & Meetings

- Local and International Businesses
- NFP and Community Organizations
- Conference Attendees

Beneficiaries

- Local Hotels and Restaurants
- Local Businesses

Exhibition Place Asset Management

- Exhibition Place Services

Beneficiaries

- Event Organizers
- Exhibitors
- Leased Tenants
- Parking Patrons
- Shows and Events Attendees
- General Public

Exhibition Place Parking Access

- Exhibition Place Event Attendees
- BMO Field Sporting Event Attendees
- Long-term Tenants
- Commuters

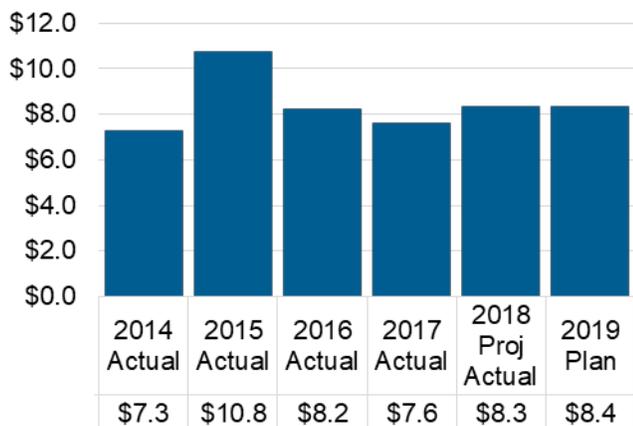
Beneficiaries

- Event Hosts

How Well We Are Doing

Performance Measures

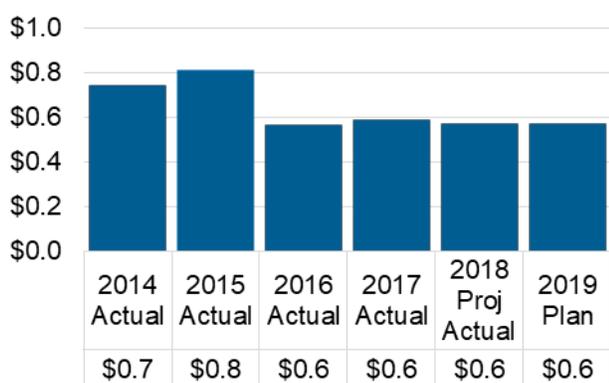
Events Building Rent: Enercare Centre (\$Millions)



Behind the numbers

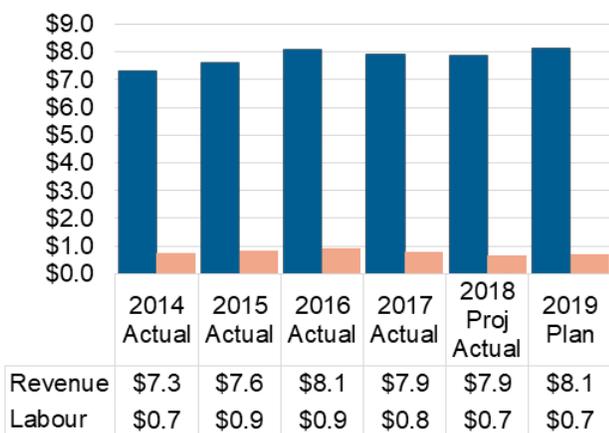
- The Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of continuous space.
- With the success of Pan Am Games events in 2015 and the NBA All Star Jam session in 2016, Exhibition Place has solidified its leadership position in hosting a large variety of events.
- 2015 and 2016 consist of one-time revenues from the Pan Am Games and the NBA All Star Jam session respectively.

Utilities Savings from ERP Projects (\$Millions)



- Savings in energy costs are projected at a level similar to 2018. Further savings are dependent on future Green Energy projects.
- Savings thus far are due to various Energy Retrofit Projects: Photovoltaic at the Horse Palace and East Annex, hall lighting at Enercare Centre, Five Exhibition Place Buildings retrofit, boiler replacements, LED Pathway lights, Back Pressure Steam-turbine, Press Building Geothermal, and underground parking lights.

Parking Revenue and Direct Wages (\$Millions)



- Parking revenue and direct labour costs have performed at a consistent level over the previous years.
- Current revenue levels are sustainable given the greater level of activity from Argos games being hosted in 2019 at the BMO Field as well as a general increase in anticipated volumes for Toronto FC.

CONTENTS

Page

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RECOMMENDATIONS

2019 STAFF RECOMMENDED OPERATING BUDGET

2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

ISSUES FOR DISCUSSION

APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
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 Exhibition Place of \$56.595 million gross, (\$0.160) million net revenue for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Exhibitions & Events	32,573.0	(7,810.9)
Conventions, Conferences & Meetings	5,283.8	240.0
Exhibition Place Asset Management	15,516.9	12,350.8
Exhibition Place Parking Access	3,221.0	(4,939.9)
Total Program Budget	56,594.6	(160.0)

2. City Council approve the 2019 service levels for Exhibition Place as outlined in Appendix 3 of this report, and associated staff complement of 356.0 positions, comprising of 5.0 capital positions and 351.0 operating positions.

3. City Council approve the 2019 market rate user fee changes for Exhibition Place identified in Appendix 6, for inclusion in the Municipal Code Chapter 441 "Fees and Charges".

4. City Council approve the 2019 Staff Recommended Capital Budget for Exhibition Place with a total project cost of \$4.820 million, and 2019 cash flow of \$7.079 million and future year commitments of \$3.260 million comprised of the following:

a. New Cash Flow Funds for:

1. Thirteen new / change in scope sub-projects with a 2019 total project cost of \$4.820 million that requires cash flow of \$4.820 million in 2019 and future year cash flow commitments of \$2.000 million for 2020; and \$0.730 million for 2021;
2. Two previously approved sub-projects with a 2019 cash flow of \$2.259 million; and future year cash flow commitments of \$0.530 million for 2020;

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Exhibition Place totalling \$112.510 million in project estimates, comprised of \$13.930 million for 2020; \$12.355 million for 2021; \$12.615 million for 2022; \$11.985 million for 2023; \$13.435 million for 2024; \$12.235 million for 2025; \$11.935 million for 2026; \$12.035 million for 2027, and \$11.985 million for 2028.



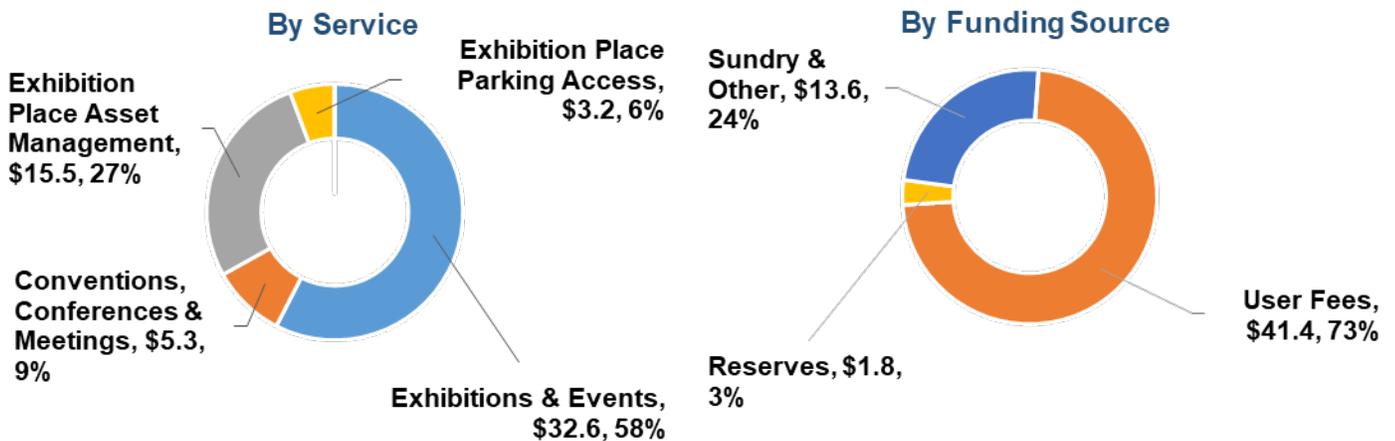
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$56.594M



- **6.7%** Increase in net revenue over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands.
- **\$0.070M** Efficiency savings in salaries and benefits costs as a result of a staff reorganization.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits and contracts.

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	\$	\$	\$	\$	\$	\$	%	\$	\$
Exhibitions & Events									
Gross Expenditures	32,478.9	31,065.4	32,573.0		32,573.0	94.1	0.3%	711.0	730.6
Revenue	40,159.9	40,161.8	40,383.8		40,383.8	223.9	0.6%	803.6	824.4
Net Expenditures	(7,681.0)	(9,096.4)	(7,810.9)		(7,810.9)	(129.8)	1.7%	(92.6)	(93.8)
Conventions, Conferences & Meetings									
Gross Expenditures	4,852.2	5,145.9	5,283.8		5,283.8	431.6	8.9%	126.5	130.1
Revenue	4,557.5	4,775.0	5,043.8		5,043.8	486.3	10.7%	126.5	130.1
Net Expenditures	294.6	370.9	240.0		240.0	(54.6)	(18.5%)	0.0	0.0
Exhibition Place Asset Management									
Gross Expenditures	15,332.8	15,035.8	15,516.9		15,516.9	184.1	1.2%	201.7	204.5
Revenue	3,201.8	3,201.8	3,166.1		3,166.1	(35.7)	(1.1%)	47.3	48.2
Net Expenditures	12,131.0	11,834.0	12,350.8		12,350.8	219.8	1.8%	154.4	156.3
Exhibition Place Parking Access									
Gross Expenditures	2,928.8	3,113.5	3,221.0		3,221.0	292.2	10.0%	74.8	76.8
Revenue	7,823.3	7,872.0	8,160.9		8,160.9	337.6	4.3%	136.5	139.4
Net Expenditures	(4,894.5)	(4,758.5)	(4,939.9)		(4,939.9)	(45.4)	0.9%	(61.7)	(62.5)
Total									
Gross Expenditures	55,592.6	54,360.6	56,594.6		56,594.6	1,002.0	1.8%	1,114.0	1,142.1
Revenue	55,742.6	56,010.6	56,754.6		56,754.6	1,012.0	1.8%	1,114.0	1,142.1
Total Net Expenditures	(150.0)	(1,650.0)	(160.0)		(160.0)	(10.0)	6.7%	0.0	(0.0)
Approved Positions	356.0	356.0	356.0	0.0	356.0	0.0		(0.0)	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes

(\$0.010M Net)

- Salary & benefit and utilities increases from inflation.
- Implementation of automation in the Enercare Parking Garage and attendance/timesheet processes.
- Increased participation rent from tenants as well as the inclusion of rent from the Hotel X.
- Increased activity volume for Exhibition & Events, Conventions, Conference & Meetings and Parking Access.
- Above pressures offset by service efficiency savings through a staff reorganization in salaries and benefits costs as well as additional rental revenues from tenants including the Hotel X.

Future Year Plan

- Inflationary increases in salaries and benefits, as well as utilities.
- Projected volume increases in expenditures and revenues from each service.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in Exhibition Place's 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 Exhibition Place Services is \$56.595 million gross and (\$0.160) million net revenue or 6.7% lower than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels and recommended service changes that exceed the budget target.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

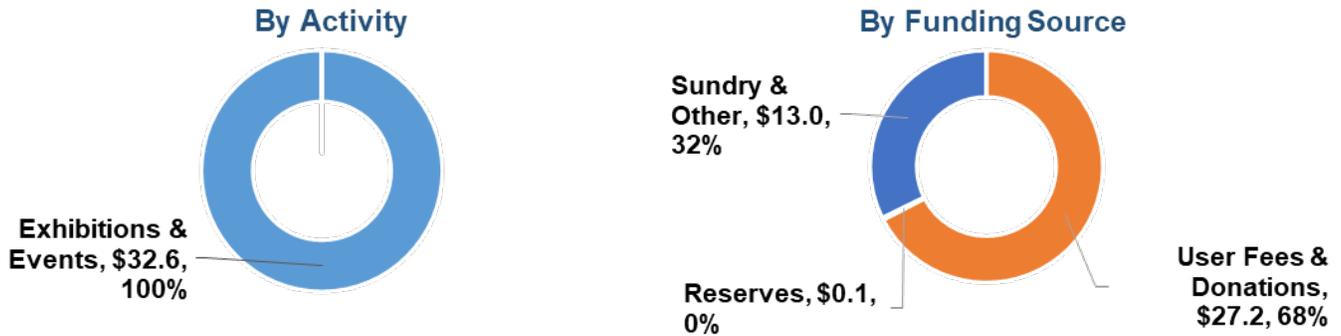
(In \$000s)	Services				Total	
	Exhibitions & Events	Conventions, Conferences & Meetings	Exhibition Place Asset Management	Exhibition Place Parking Access		
	\$	\$	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	(7,681.0)	294.6	12,131.0	(4,894.5)	(150.0)	356.0
Base Expenditure Changes						
Economic Factors						
Inflationary Increases in Utilities	64.8	19.8	81.2		165.8	
Salaries and Benefits						
Inflationary Increases in Salaries & Benefits	(75.1)	210.2	(117.9)	101.5	118.7	
Other Base Expenditure Changes						
Volume Changes	(802.4)	201.6	374.5	98.1	(128.2)	
Other Base Changes						
Automation of Timekeeping/Attendance Tracking System	90.0				90.0	
Automation of New Parking System				92.7	92.7	
ERP Project			(5.0)		(5.0)	
Sub-Total Base Expenditure Changes	(722.7)	431.6	332.8	292.2	334.0	
Base Revenue Changes						
User Fee Changes to Reflect Market Rate	767.3	(486.3)		(336.3)	(55.3)	
Contributions From Reserves			(25.0)		(25.0)	
Other Base Revenue Changes						
Cost Recoveries from Tenants for Events	269.5		(88.0)	(1.3)	180.2	
New/Additional Tenant Participation Rent	(265.4)				(265.4)	
Billboard Advertising	(108.1)				(108.1)	
Sub-Total Base Revenue Changes	663.3	(486.3)	(113.0)	(337.6)	(273.6)	
Service Changes						
Service Efficiencies						
Staff Reorganization	(70.4)				(70.4)	
Sub-Total Service Changes¹	(70.4)				(70.4)	
Total Base Changes	(129.8)	(54.6)	219.8	(45.4)	(10.0)	
Total 2019 Staff Recommended Operating Budget (Net)	(7,810.8)	240.0	12,350.8	(4,939.9)	(160.0)	356.0

Note:

- For additional information, refer to [Appendix 4](#) (page 41) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes.

Exhibition & Events operates the Enercare Centre which is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space. In addition, Exhibition Place has a 192-acre site that allows public celebrations and events, such as the Honda Indy Toronto, CHIN picnic, and Toronto Caribbean Festival. The Exhibitions and Events service has a direct annual economic impact of more than \$350 million to Toronto.

2019 Staff Recommended Operating Budget \$32.6M



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

100% compliance with negotiated terms for Major Citywide celebrations & special events

100% compliance with negotiated terms for Trade and Consumer events

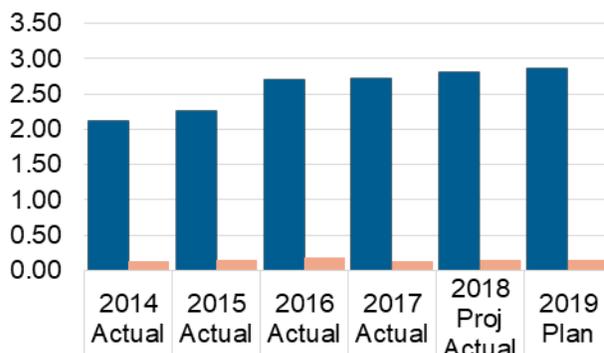
Achieve a food & beverages sales ratio of **\$5.09** per attendee

\$10.39 per square foot of long term tenant space supported

Refer to [Appendix 3](#) (page 38) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Tenants Rent & Net Show Service (\$Millions)

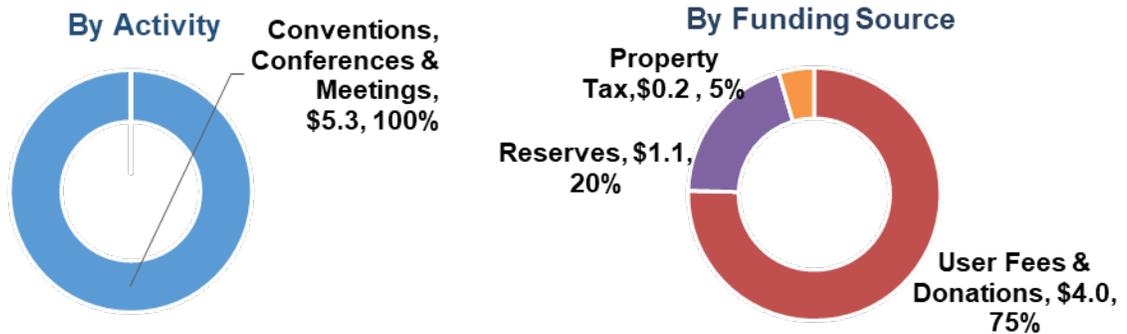


- Actual experience suggests that the Enercare Centre continues to be a very popular venue for trade and consumer shows and it's projected to continue to grow its occupancy rates and number of events hosted.

Revenue	\$2.13	\$2.27	\$2.70	\$2.73	\$2.81	\$2.86
Show Service	\$0.13	\$0.16	\$0.18	\$0.14	\$0.15	\$0.15

Conventions, Conference & Meetings operates in the Beanfield Centre which reopened in 2009 after \$50.0 million of renovations to the historic Automotive Building. It provides new meeting rooms, exhibit space, and a Class A ballroom. The new 134,000 square foot facility complements the event activities at the Enercare Centre, by attracting more international conferences, consumer and trade shows, and festivals to the City of Toronto.

2019 Staff Recommended Operating Budget \$5.3M



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

100% compliance with negotiated terms for Event Space

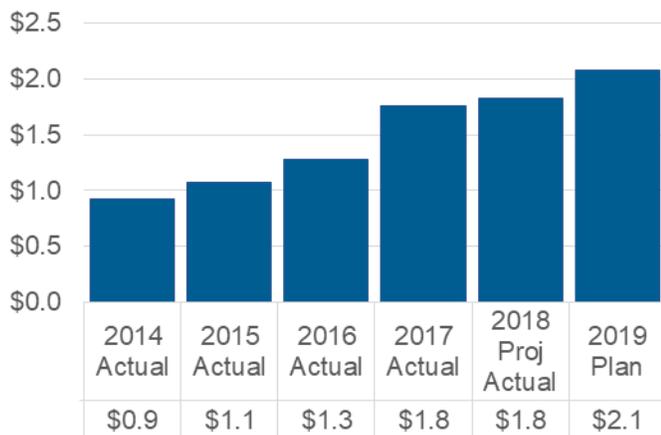
Achieve a food & beverages sales ratio of **\$90.91** per attendee

\$0.23 of net service revenue per \$1 of total rent revenue from facility support

Refer to [Appendix 3](#) (page 39) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

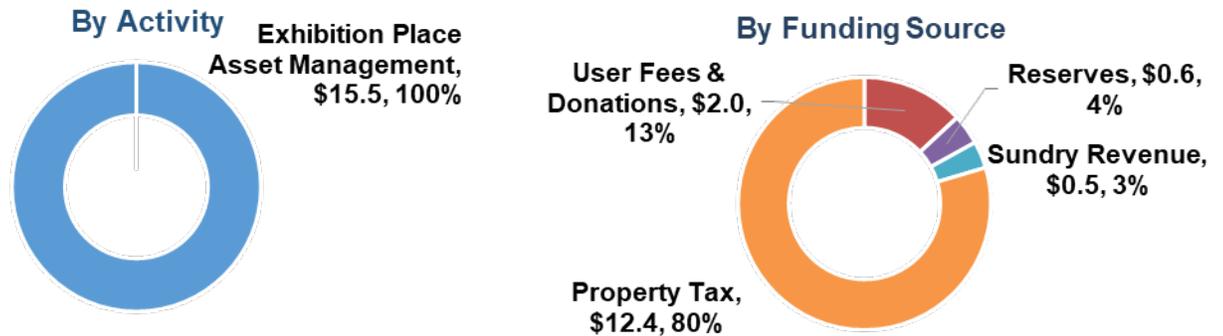
Events Building Rent - Beanfield Centre (\$Millions)



- Actual experience suggest that the Beanfield Centre is projected to grow its occupancy rates as the Exhibition Place continues to grow its reputation for being an accessible and diverse venue for major tradeshows, exhibitions and events.

Asset Management provides building & infrastructure maintenance and construction services to Exhibition Place facilities and structures.

2019 Staff Recommended Operating Budget \$15.5M



Refer to [Appendix 2](#) (page 36) for the 2019 Staff Recommended Operating Budget by Service.

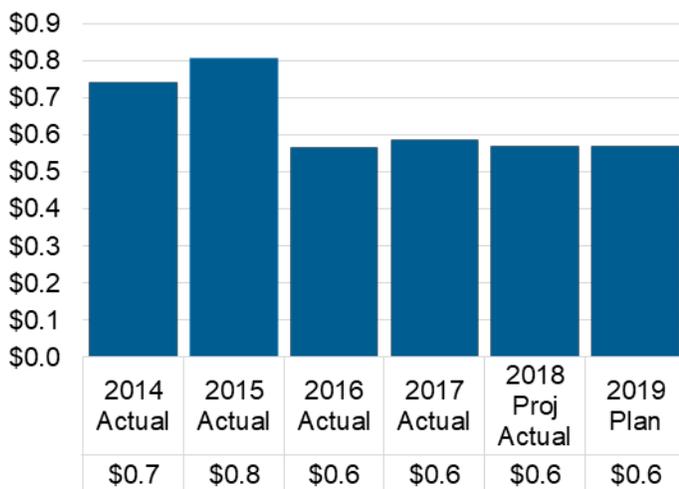
Key Service Levels



Refer to [Appendix 3](#) (page 39) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

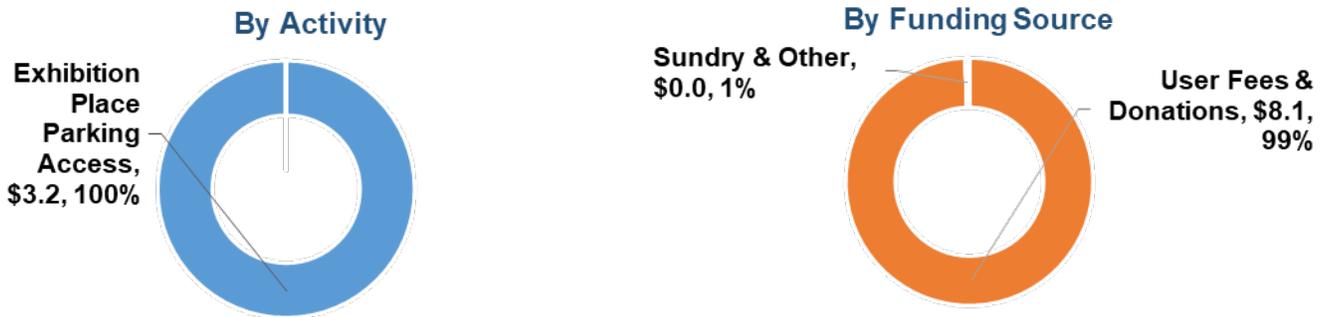
Utilities Savings from ERP Projects (\$Millions)



- Savings in energy costs are projected at a level similar to 2017. Further savings are dependent on future Green Energy projects.
- Savings thus far are due to various Energy Retrofit Projects: District Energy at Beanfield Centre, Photovoltaic at the Horse Palace and East Annex, LED hall lighting at Enercare Centre, Five Exhibition Place Buildings retrofit, boiler replacements, LED Pathway lights, Back Pressure Steam-turbine, Press Building Geothermal, and underground intelligent parking lights.

Parking Access provides convenient access to public parking from Exhibition Place events, BMO field sporting events, and general public use.

2019 Staff Recommended Operating Budget \$3.2M



Refer to [Appendix 2](#) (page 37) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels

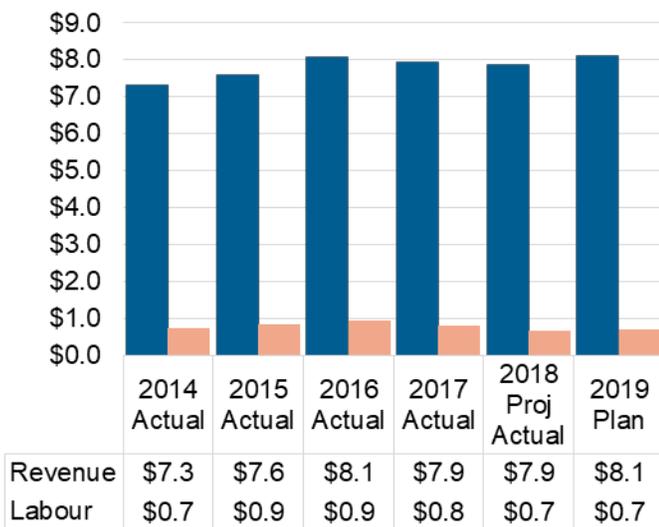
P 100% of parking spaces available and accessible for all major events

P 8.67% Variable parking wage rate

Refer to [Appendix 3](#) (page 40) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Parking Revenue and Direct Wages (\$Millions)



- Parking revenue and direct labour costs have performed at a consistent level over the previous years.
- Current revenue levels are sustainable given the greater level of activity from Argos games being hosted in 2019 at the BMO Field as well as a general increase in anticipated volumes for Toronto FC.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Maintained outstanding customer service by achieving an average of 83.3% rating from mystery shopper surveys.
- Reached 84% waste diversion in 2017 (target to reach 90% in 2019)
- Promoted safety in the workplace, year-over-year decrease in lost time injuries
- Exceeded financial and budget targets, from 2007-2018 totalling \$22.3 million
- Improved events attendance and occupancy at Enercare and Beanfield Centres
- Continued to promote environmental initiatives and energy conservation
- Work with F&B service providers and event managers to GREENSmart their events
- Consolidated staff to east end of grounds
- New tenants at Queen Elizabeth executive office, Police building and West Annex
- Completed phase one and start phase two of full implementation of the Time and Attendance & HR Information System
- Reorganized staffing of CEO/HR and Finance divisions in order to better service Board's complex environment and competitive market
- Installed totem units at key pedestrian intersections and finger post signage within interior of sign
- Secured Collision Conference – Toronto's largest citywide booking for three-year deal in 2019-2021
- Participated in the United Bid win for the FIFA World Cup 2026 for Toronto
- Serviced Emergency Winter Respite operations in the Better Living Centre in December 2017-April 2018

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	Total Staff	2018 Approved	
	\$	\$	\$	Budget	\$	%
Salaries and Benefits	30,214.1	31,717.3	26,589.4	31,765.6	48.3	0.2%
Materials & Supplies	3,250.0	3,814.1	3,873.8	4,400.8	586.7	15.4%
Equipment	272.9	832.0	832.0	522.0	(310.0)	(37.3%)
Service and Rent	11,940.9	17,113.1	20,949.4	17,765.2	652.1	3.8%
Contribution To Capital						
Contribution To Reserves/Reserve Funds	1,846.6	2,116.0	2,116.0	2,141.0	25.0	1.2%
Other Expenditures						
Inter-Divisional Charges						
Total Gross Expenditures	47,524.5	55,592.6	54,360.6	56,594.6	1,002.0	1.8%
Inter-Divisional Recoveries						
Provincial Subsidies						
Federal Subsidies						
Other Subsidies				969.1	969.1	
User Fees & Donations	36,700.0	40,704.6	42,472.6	41,354.8	650.2	1.6%
Licences & Permits Revenue						
Transfers From Capital						
Contribution From Reserves/Reserve Funds	1,336.0	2,214.5	2,214.5	1,787.5	(427.0)	(19.3%)
Sundry and Other Revenues	11,729.0	12,823.5	11,323.5	12,643.3	(180.2)	(1.4%)
Total Revenues	49,765.0	55,742.6	56,010.6	56,754.6	1,012.1	1.8%
Total Net Expenditures	(2,240.5)	(150.0)	(1,650.0)	(160.0)	(10.0)	6.7%
Approved Positions	356.0	356.0	356.0	356.0		

* Year-End Projection Based on Q3 2018 Variance Report

Exhibition Place is projecting to have a net surplus of \$1.650 million at year-end. During the IATSE lockout, there were pressures from lost revenue which are projected to be offset by additional revenue from one-time events in the fourth quarter.

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 favourable 2018 year-end variance will not have an impact on the 2019 Operating Budget, as all savings and additional revenues are attributable to one-time events. Excluding the non-recurring events and associated revenues, the 2019 Operating Budget is in line with the 2018 experience.

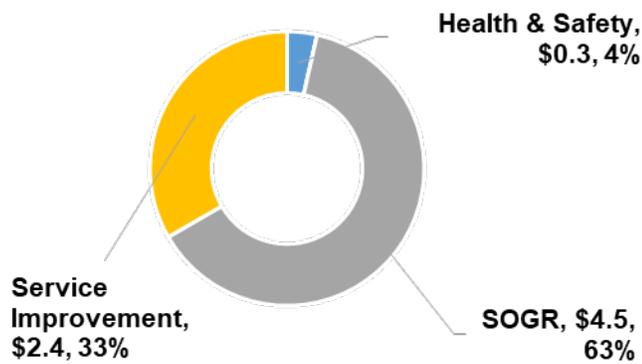


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

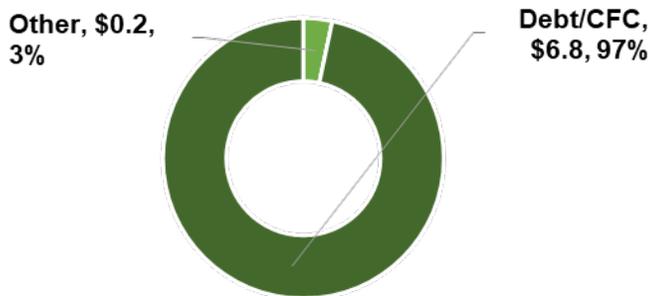
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$7.079M

By Project Category

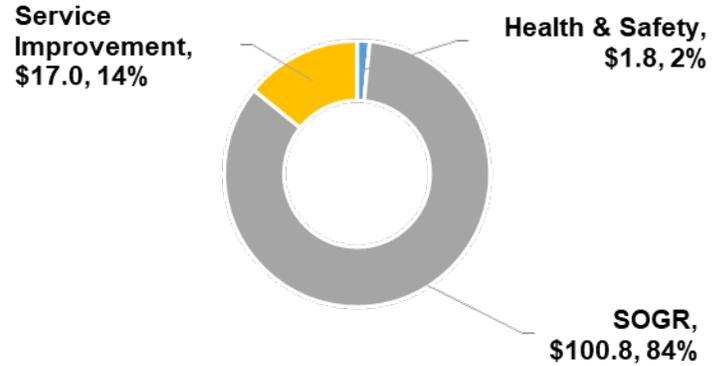


By Funding Source

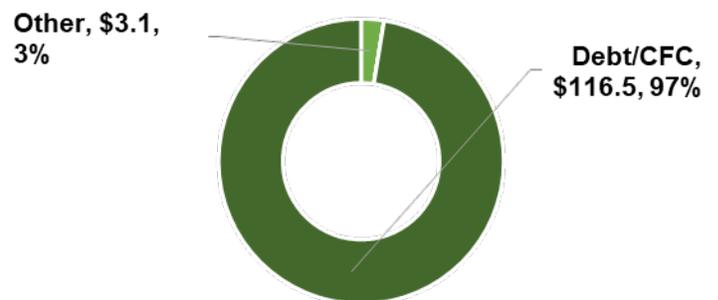


2019-2028 Staff Recommended Capital Budget and Plan \$119.589M

By Project Category



By Funding Source



1 YEAR

- **\$2.259M** Continue the construction of the *Beanfield Centre Bridge*.
- **\$1.500M** Begin phase one of a new project to replace the *Electrical Underground High Voltage Utilities*.
- **\$2.970M** Support various SOGR projects including the *Queen Elizabeth Building; Fire Alarm Systems; Ducts in the Food Building; Enercare Centre Elevator Retrofit; Storm Water Management System; Grounds Security Surveillance System; Carillon Tower Retrofit*.

10 YEARS

- **\$1.825M** Health & Safety projects to improve security surveillance and manage employee access to the Exhibition Place buildings and grounds.
- **\$16.959M** Service Improvement projects to include a movable wall in the Enercare centre, development of the festival plaza, construction of the Beanfield Centre Bridge and the relocation of the Greek Gods statues.
- **\$100.805M** State of Good Repair projects will include replacing roofs, transformers, electrical underground high voltage utilities, chillers, retrofitting elevators, towers, etc.

2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

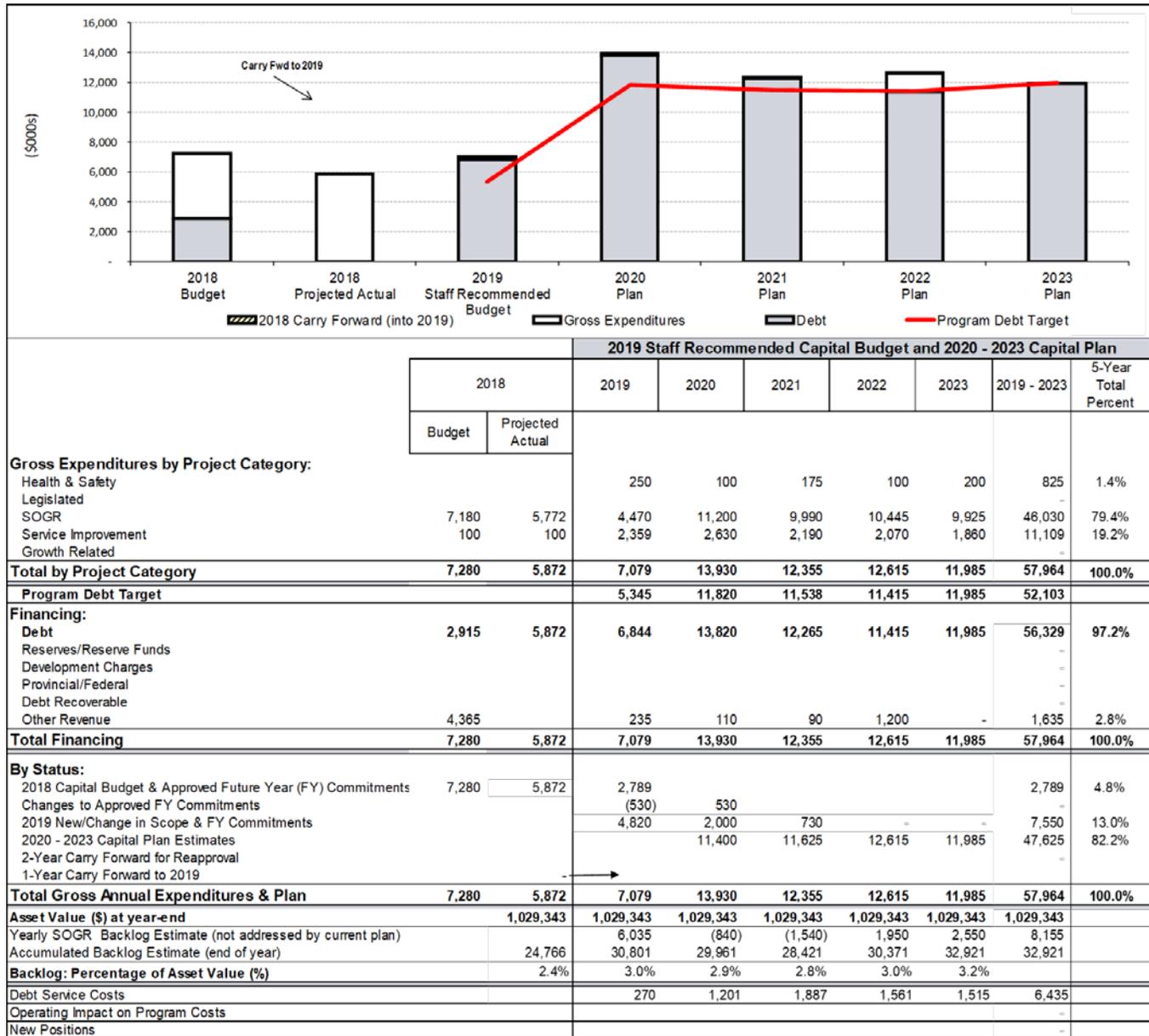
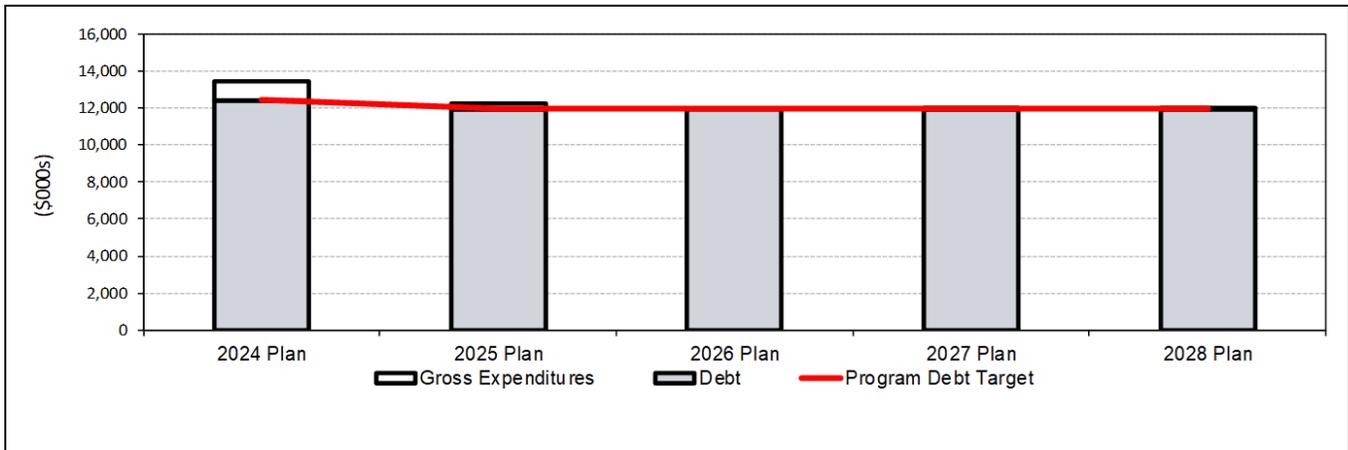


Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan						10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028	
Gross Expenditures by Project Category:							
Health & Safety Legislated SOGR	200	200	200	200	200	1,825	1.5%
Service Improvement	12,635	11,285	11,585	9,235	10,035	100,805	84.3%
Growth Related	600	750	150	2,600	1,750	16,959	14.2%
Total by Project Category	13,435	12,235	11,935	12,035	11,985	119,589	100.0%
Program Debt Target	12,435	11,935	11,935	11,935	11,935	112,278	
Financing:							
Debt	12,435	11,935	11,935	11,935	11,935	116,504	97.4%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue	1,000	300		100	50	3,085	2.6%
Total Financing	13,435	12,235	11,935	12,035	11,985	119,589	100.0%
By Status:							
2018 Capital Budget & Approved Future Year (FY) Commitments	-	-	-	-	-	2,789	2.3%
Changes to Approved FY Commitments	-	-	-	-	-	-	-
2019 New/Change in Scope & FY Commitments	-	-	-	-	-	7,550	6.3%
2024 - 2028 Capital Plan Estimates	13,435	12,235	11,935	12,035	11,985	109,250	91.4%
2-Year Carry Forward for Reapproval						-	-
Total Gross Annual Expenditures & Plan	13,435	12,235	11,935	12,035	11,985	119,589	100.0%
Asset Value(\$) at year-end	1,029,343	1,029,343	1,029,343	1,029,343	1,029,343	1,029,343	
Yearly SOGR Backlog Estimate (not addressed by current plan)	870	1,275	2,885	510	1,000	14,695	
Accumulated Backlog Estimate (end of year)	33,791	35,066	37,951	38,461	39,461	39,461	
Backlog: Percentage of Asset Value (%)	3.3%	3.4%	3.7%	3.7%	3.8%		
Debt Service Costs	1,584	1,599	1,557	1,557	1,557	14,288	
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													
Other Buildings		250	100	175	100	200	200	200	200	200	200	1825	1825
Sub-Total		250	100	175	100	200	200	200	200	200	200	1,825	1,825
State of Good Repair													
Beanfield Centre (formerly Allstream Centre)		0	430	100	0	0	0	0	0	0	0	530	530
Better Living Centre		0	915	0	0	0	0	200	0	500	0	1615	1615
Coliseum Complex		100	3400	1370	4190	2400	2455	3530	3655	640	1205	22945	22945
Enercare Centre (formerly DEC)		570	1925	3110	2830	6525	7330	3670	6780	5195	6980	44915	44915
Food Building		470	220	180	2400		2000	600		200	100	6170	6170
General Services Building							200	100	300	200	200	800	800
Horse Palace			400	1575		100		1000		1500		4575	4575
ME & Communication Infrastructure		705	875	900	300	200	200	400	200	200	200	4180	4180
Other Buildings		475	115	150	250	50	50	435	50	50	50	1675	1675
Parks, Parking Lots and Roads		250	595	700	350	500	250	250	250	400	1000	4545	4545
Pre-Engineering Program		125	125	125	125	150	150	150	150	150	200	1450	1450
Press Building				0								0	0
Queen Elizabeth Building		275	200	750				950	200	200	300	2875	2875
Electrical Underground High Voltage Utilities - Phase 1		1500	2000	730								4230	4230
Sub-Total		4,470	11,200	9,690	10,445	9,925	12,635	11,285	11,585	9,235	10,035	100,505	100,505
Service Improvement													
Beanfield Centre Bridge	211	2259	530	0	0	0	0	0	0	0	0	2789	3000
Enercare Centre (formerly DEC)		0	0	0	470	310	0	0	0	400	750	1930	1930
Parks, Parking Lots and Roads		100	2100	2190	1600	1550	100	750	150	2200	1000	11740	11740
Special Projects - Greek God Statue Relocation							0					0	0
Sub-Total	211	2,359	2,630	2,190	2,070	1,860	100	750	150	2,600	1,750	16,459	16,670
Total Expenditures by Category (excluding carry forward from 2018)	211	7,079	13,930	12,055	12,615	11,985	12,935	12,235	11,935	12,035	11,985	118,789	119,000

*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 are critical to reducing the state of good repair backlog and improving the services provided to clients and the public on the Exhibition grounds.

Health and Safety

- Health and Safety projects account for \$1.825 million or 1.5% of the total 10-Year Staff Recommended Capital Plan's expenditures. This project which will improve security and safety at the Exhibition Place is funded by debt.
 - Other Buildings - The Grounds Security Surveillance System/Card Access/CCTV project (\$1.825 million) over the 10-year period will increase the security in the Exhibition Place through the upgrading of the current security monitoring system with a card access system to buildings as well as electrical substations.

State of Good Repair (SOGR)

- SOGR projects account for \$100.805 million or 84.29% of the total 10-Year Staff Recommended Capital Plan's spending. All projects are debt funded with the exception of the Food Building where a leaseholder will fund 50% of the costs.
 - Beanfield Centre - The Lutron Lighting System Retrofit project (\$0.200 million) will provide funding in 2020 for the replacement of the lighting control system, control panels and hardware in the Beanfield Centre.
 - Better Living Centre - The Replace Roof Top HVAC Units project (\$0.400 million) will ensure the replacement of the HVAC units in the Better Living Centre in 2020.
 - Better Living Centre - The Under Floor Heating project (\$0.225 million) in 2020 will enable Exhibition Place to prevent the hanging pipes in the Better Living Centre from freezing during the winter seasons.
 - Better Living Centre - The Replace Interior Radiant Unit Heaters project (\$0.200 million) will provide funding in 2025 to replace the existing 32 interior gas fire radiant heaters for the building.

- *Coliseum Complex* accounts for \$22.945 million of the SOGR projects.
 - The *Drywall, Ceilings & Flooring Renovations* project (\$0.405 million) in 2025 will ensure the replacement and or retrofitting of joint filler, doors and lintels, drywall in various locations, gypsum wall boards and loading dock rust proofing in the North Extension of the Coliseum Complex.
 - The *Sanitation Area Restoration* project (\$0.400 million) in 2020 will enable Exhibition Place to retrofit the sanitation area by replacing the roof deck, knee wall, rust proofing and re-painting.
 - The *Concrete Slab Replacement* project (\$3.695 million) through 2022-2024 will replace the floor slab in the coliseum complex building as it is heavily used and is showing signs of wear.
 - The *Roof Replacement* project (\$3.770 million) through 2019-2021 will provide funding for the replacement of the Industry Building roof.
 - The *Clerestory Window Replacement* project (\$0.895 million) split between 2027 and 2028 enables the Exhibition Place to replace the clerestory windows on three levels on the east and west sides of the building.
 - The *Exhaust Fans, Heaters, Air Handling Unit Replacement* project (\$1.640 million) with phases in 2022, 2024 and 2025 will replace aging air distribution and ventilation of the Coliseum Complex.
 - The *Steam and Condensate Piping System Retrofit* project (\$2.240 million) will require funding in 2023 and 2024 to replace steam piping, steam traps, condensate piping, receiver and pump of the steam heating system.
 - The *Emergency Electrical Distribution* project (\$1.760 million) in 2025 and 2026 enables the Exhibition Place to have an emergency generator to run independently of the utilities and as a reserve source of electric energy in case of power outages.
- *Energare Centre* accounts for \$44.915 million of the SOGR projects.
 - The *Roof Sectional Replacement Over Exhibit Halls* project (\$4.850 million) through 2022-2024 will replace the roof for all the halls at the Energare Centre.
 - The *Replace S Curtain Wall Façade with Triple Glazing* project (\$2.830 million) through 2022-2026 will replace the glazing system in the south façade.
 - The *Retrofit Salons* project (\$1.540 million) in 2021, 2024, and 2025 will retrofit the Salons in the Energare Centre to improve functionality and meet client criteria.
 - The *Replace & Retrofit Chillers* project (\$1.800 million) in 2020, 2021, and 2028 will replace and retrofit the Chillers in the Energare Centre.
 - The *Replace Garage Air Make Up Units* project (\$3.000 million) through 2021-2026 will replace all the air make-up units in the Energare Centre.
 - The *Replace Air Handling Units* project (\$8.545 million) through 2025-2028 will replace the Air Handling Units in Hall A, Hall B, Hall C, Hall D, Heritage Court, Loading Dock, Salons, Kitchen, Office, Galleria, and Tunnel in phases.
 - *Food Building - The Roof Replacement* project (\$1.950 million) in 2022 will replace the roof of the Food Building.
 - *Food Building - The Retrofit Electrical Distribution System* project (\$1.750 million) in 2022 and 2024 will retrofit all high voltage and low voltage equipment, switchboards, and ground fault protection due to the age of the equipment.

- *General Services Building - The High Roof Replacement* project (\$0.800 million) will replace the roof of the general services building in 2024-2027.
- *Horse Palace - The East Side and West Side Roof Replacement with Photovoltaic panels temporary relocation* project (\$3.975 million) will replace the east side roof in 2021 and 2025 and the west side roof in 2027 and temporarily relocate the photovoltaic panels during the roof replacement projects.
- *Mechanical/Electrical & Communication Infrastructure - The Building Automation Systems* project (\$1.100 million) over the 10-Year Capital Plan enables the Exhibition Place to create energy efficiencies and savings through a modern consolidated plant management and building automation system to monitor and control energy usage.
- *Mechanical/Electrical & Communication Infrastructure - The Transformers, Switchgears & Circuit Breakers Replacement* project (\$1.960 million) over the 10-Year Capital Plan will replace aging transformers, switchgears and circuit breakers.
- *Other Buildings - The Public Art & Monument Collection Restoration* project (\$0.500 million) with equal funding over the 10-Year Capital Plan will maintain the large collection of public art and monuments on the site.
- *Other Building - The Carillon Tower Retrofit* project (\$0.425 million) in 2019 will retrofit this bell tower to ensure it is functioning properly and improve its appeal to the public and patrons.
- *Parks, Parking Lots and Roads - The Sidewalks, Parking Lots and Roads* project (\$1.750 million) over the 10-Year Capital Plan will replace various sidewalks, pathways, and road sections on the grounds.
- *Pre-Engineering Program - The Study, Investigate, Design, Engineering* project (\$1.450 million) over the 10-Year Capital Plan will undertake the necessary study, investigation, design and engineering to formulate projects, programs and budget to maintain the state of good repair and functionality of buildings and facilities.
- *Press Building - The Roof Replacement* project (\$0.300 million) in 2021 will replace the roof of the Press Building.
- *Queen Elizabeth Building - The Replace Roof at Theatre* project (\$0.850 million) in 2020 and 2021 will replace the roof of the theatre.
- *Queen Elizabeth Building - The Retrofit Elevators* project (\$0.600 million) will retrofit the elevators in the Queen Elizabeth Building in 2026-2028.
- *Electrical Underground High Voltage Utilities - The Replace Priority Feeders* project (\$4.230 million) is the first phase of a 4 phase project to replace the underground high and low voltage electrical cables and their associated equipment. The first phase will entail replacing frequently failing feeders. The following 3 phases are included in Capital Unmet Needs on page 31.

Service Improvement

- Service Improvement projects account for \$16.959 million or 14.2% of the total 10-Year Staff Recommended Capital Plan's expenditures. These projects are all funded by debt.
 - *Beanfield Centre - The Beanfield Centre Bridge* project (\$2.789 million) to be completed over 2019 and 2020 will install a sky bridge connecting the Beanfield Centre and the Hotel X.
 - *Enercare Centre - The Movable Huff Core Wall at Swing Space* project (\$1.365 million) with the design process beginning in 2020 and the construction of the wall spanning between 2027 and 2028, this project will enable the Exhibition Place to separate the swing space from Exhibit Hall B allowing it to be rented separately.

- *Parks, Parking Lots and Roads - The Festival Plaza: Storm Water Management* Project (\$4.040 million) through 2019-2021 will enable the Exhibition Place to implement sustainable storm water management solutions to limit the storm water runoff from the parking lots at Exhibition Place.
- *Parks, Parking Lots and Roads - The Festival Plaza Development: Lot 2* project (\$9.700 million) through 2021-2028 will transform a large parcel of land south of the BMO Field and Princes' Blvd into a public gathering place for entertainment, cultural and public events.
- *Special Projects - The Greek Gods Relocation* project (\$0.500 million) in 2024 will relocate the existing 20 Greek Gods Statues which are currently located on the fenced south courtyard of Horticultural Building at Exhibition Place to prevent further deterioration of these statues.

State of Good Repair (SOGR) Funding & Backlog

Exhibition Place is responsible for 192 acres including 9 buildings designated under the Ontario Heritage Act and an additional 20 buildings and structures listed on the City's Inventory of Heritage Properties. Exhibition Place performs annual inspections and audits on the grounds to determine needs and avoid health and safety implications for employees, clients and visitors.

The 10-Year Staff Recommended Capital Plan will fund \$100.805 million of SOGR projects within Exhibition Place over the 10-year period, providing an average of \$10.080 million annually. This funding will continue ongoing state of good repair projects for Exhibition Place buildings, parks, roads and parking lots. Based on this plan, the accumulated backlog will increase to \$39.461 million or 3.8% of Total Asset Value, but starting in 2020 when debt targets increase to fund the growing SOGR at the Exhibition Place, this will ease the rate at which the SOGR backlog increases.

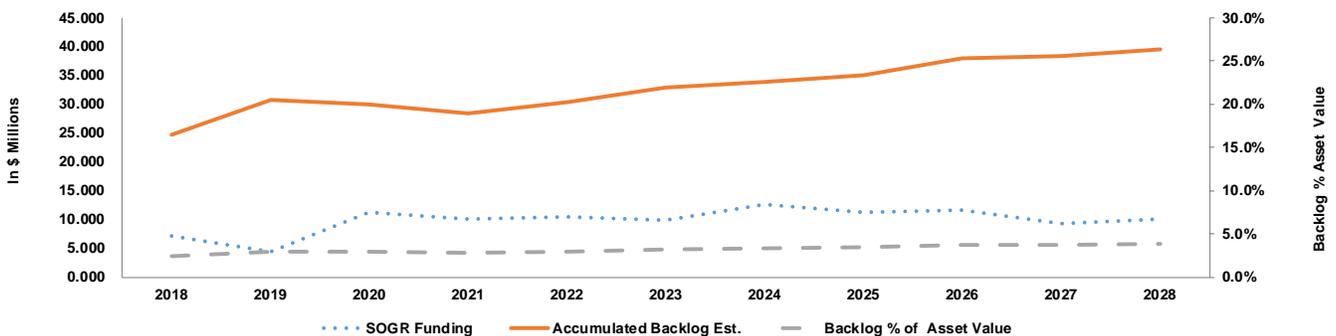
The SOGR backlog is driven by:

- *Better Living Centre* – Replacement and upkeep on: expansion joints; podiums and sealer; masonry walls; fire alarm system; HVAC; hot and cold water piping; electrical distribution panels; and main switch gear.
- *Horse Palace* – Replacement and upkeep on: slab on grade and 2nd floor concrete; roof assembly system; masonry walls, building HVAC and controls; water piping; electrical distribution panels; and exterior lighting.
- *Queen Elizabeth Building* – Replacement and upkeep on: exterior wall masonry and sealant; roof assembly system; interior finishes; passenger and freight elevators; HVAC system and heating, cooling, rooftop and radiation units; electrical equipment; and lighting and security systems.
- *General Services Building* – Replacement and upkeep on: exterior masonry; roof assembly system; general building; emergency lighting; HVAC and boilers; accessibility; passenger and freight elevator; and emergency generator.
- *Electrical Underground High Voltage Utilities* – Replacement of; feeders, substations, transformers, switchgears and cables.

Included in the recommended SOGR funding is \$4.230 million dedicated to Phase 1 of the replacement of the *Electrical Underground High Voltage Utilities* in the Exhibition Grounds.

The "Unmet Capital Needs" identified by Exhibition Place include several additional SOGR projects to help reduce the backlog that totals \$39.461 million. 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.

Chart 3: Total SOGR Funding & Backlog



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	7.180	4.470	11.200	9.990	10.445	9.925	12.635	11.285	11.585	9.235	10.035
Accumulated Backlog Est.	24.766	30.801	29.961	28.421	30.371	32.921	33.791	35.066	37.951	38.461	39.461
Backlog % of Asset Value	2.4%	3.0%	2.9%	2.8%	3.0%	3.2%	3.3%	3.4%	3.7%	3.7%	3.8%
Total Asset Value	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343	1,029.343

Operating Impact of Completed Capital Projects

Exhibition Place absorbs Operating Budget impacts that arise from its capital projects.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Exhibition Place accomplished the following capital projects and activities.

- Replaced the roof at Exhibit Hall and Queen Elizabeth Building
- Retrofitted cooling towers at the Enercare Centre
- Replaced chillers at the Enercare Centre
- Improved existing sidewalks, pathways, roads & lots
- Improved existing sidewalks, pathways, roads & lots to meet AODA standards
- Upgraded seven outdoor electrical substation fire alarm systems

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

During the 2018 Budget process, City Council approved the capital projects totalling \$4.465 million cash flow fully funded by debt in the 2018 Capital Budget for Exhibition Place. The implementation status for the significant projects are:

- *Enercare Centre*
 - *Replace Sections of Terrazzo Floor in Galleria* (\$0.150 million) - This project has consisted of replacing the terrazzo floor by cutting both sides of the joints and replacing the concrete slab. Due to the project requiring work done outdoors, work cannot be done in winter weather. This project is forecasted to be 10% complete at year-end.
 - *Retrofit Elevator 3* (\$0.535 million) - This project is retrofitting the 3rd Elevator as it is one of the most used during shows and has had issues with entrapment incidents. Exhibition Place is replacing the controllers, door operator, level valves, hydraulic pumps and motors but delays due to site conditions have slowed progress on the project. This project is forecasted to be 85% complete at year-end.
 - *Retrofit Cooling Tower* (\$1.205 million) - This project is replacing the water basins, nozzles and the sheet fill as they are deteriorating in the Enercare Centre Cooling Towers. This project is expected to be 100% complete at year-end.
- *Parks, Parking Lots and Roads*
 - *Retrofit Street and Parking Lots Lighting* (\$0.300 million) - This project has consisted of replacing end of life light standards with upgraded light standards as well as providing energy efficient LED lighting to the new Festival Plaza development areas and other locations. The delay is due to the winter weather and the show scheduling affecting when the project could be worked on. This project is forecasted to be 48% complete at year-end.
 - *Retrofit Various Fountains* (\$0.535 million) - State of Good repair work on the McGillivray Fountain to replace non-functional fixtures such as pumps, valves, nozzles, electrical lights, and safety issues. However the RFP for the project was delayed and full completion of the project is not feasible with the delay. This project is forecasted to be 27% complete at year-end.
 - *Festival Plaza Storm Water Management* (\$0.100 million) - A proposed study by a 3rd party consultant with a hydrologic and hydraulic assessment of the City's storm conveyance infrastructure of the Exhibition Place

site to quantify the benefits of a storm water management system. This study has been delayed due to site conditions and the borehole process having to be around the show schedule. This study is forecasted to be 59% complete by year-end.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	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	0.294	0.294	100.0%				0.250	0.250
Legislated								
SOGR	5.804	4.397	75.8%	5.772	5.772	100.0%	4.470	4.470
Service Improvement				0.100	0.100	100.0%	2.359	2.359
Growth Related								
Total	6.098	4.691	76.9%	5.872	5.872	100.0%	7.079	7.079

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end projected spent rate for Exhibition Place as of the 2018 Q3 capital variance is 100%.

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

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

However, Exhibition Place's most recent forecast indicates that it will achieve an 84% completion rate of the 2018 Capital Projects for year-end. Weather conditions and show schedules have caused delays on the *Enercare Centre – Replace Sections of Terrazzo Floor in Galleria* (\$0.150 million), *Enercare Centre - Retrofit Elevator 3* (\$0.535 million), *Parks, Parking Lots and Roads - Retrofit Street and Parking Lots Lighting* (\$0.300 million) and *Parks, Parking Lots and Roads – Festival Plaza Storm Water Management* (\$0.100 million). The *Parks, Parking Lots and Roads – Retrofit Various Fountains* (\$0.535 million) was delayed due to the RFP being delayed and completion of the project by year-end is not feasible.

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

- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for the *Beanfield Centre Bridge* project.

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ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

2019 Operating Budget:

Maintaining Positive Financial Performance

- Exhibition Place operates in a very competitive market in Toronto and the surrounding Greater Toronto Area, as it continues to strive to generate new business and to maximize profitability.
- Guided by its 2017 - 2019 Strategic Plan, Exhibition Place has a financial goal to achieve positive financial performance across all of its businesses and deliver operating results that meet or show positive revenue surplus and /or stabilize or decrease expenditures for the care and maintenance of the 192-acre park site through the redevelopment and rental of the underutilized buildings and other business opportunities as strategies to mitigate budget pressures. During the annual budget process, this objective is actively pursued to accommodate annual budget pressures which mainly include cost of living increases and utility costs.
- 2019 is the second year of increased seating at BMO Field which continues to have a positive effect on parking revenues with the success of Toronto Football Club (TFC) as well as being home to Toronto Argonauts. In addition, while 2019 is the fourth full year that Hotel X pays contractual base rent, it will be the first full year that Hotel X will be operational, since its opening in spring of 2018.
- Through these strategies, the 2019 Staff Recommended Operating Budget for Exhibition Place plans a budget surplus of \$0.160 million, representing an increase of 6.7% in net revenues from the 2018 Council Approved Operating Budget. Exhibition Place will see its base pressures in 2019 fully offset by the service efficiencies due to staff reorganization and additional revenues, as noted above.

Status of Loan Repayments for Beanfield Centre

- Related to the construction of the Beanfield Centre, Exhibition Place has two loans. In 2007, City Council approved the development of a conference centre at Exhibition Place with a total project cost of \$46.88 million, of which \$35.6 million was a loan from the City of Toronto payable over 25 years. In addition to the City construction loan, the Federation of Canadian Municipalities (FCM) provided a \$2.0 million loan to Exhibition Place for energy upgrades and Leadership in Energy and Environmental Design (LEED) certification, amortized over 20 years.
- In December 2016, City Council approved an extended repayment term and amortization schedule for the Conference Centre construction loan by five years ending in 2040. This extension has resulted in a reduction of annual payments from 2.672 million to \$2.327 million.
- Annually, the cost of these loans (principal and interest) to the Beanfield Centre is \$2.45 million annually included in the base Operating Budget for Exhibition Place. By the end of 2018, it is estimated that Exhibition Place has a remaining balance owing of \$32.602 million to the City (\$31.339 million) and FCM (\$1.263 million).
- The Exhibition Place Conference Centre Reserve Fund provides a source of funding to maintain the Enercare Centre and Beanfield Centre in a state of good repair as well as ensure that the Beanfield Centre loan repayments can be made in the event of any Exhibition Place Operating Budget shortfalls.
- Due to implementation of management energy initiatives, under-spending in utility costs from Energy Retrofit Projects combined with favourable revenues as a result of higher than budgeted parking revenues and events, Exhibition Place was able to manage these loan repayment obligations and reported a year-end favourable net variance over the past three years including 2018. As in the past, the operating surplus is allocated to the Exhibition Place Conference Centre Reserve Fund in accordance with City Council's direction.
- A summary of the Exhibition Place Conference Centre Reserve Fund balance is presented in the table below.

YEAR	Balance (\$Millions)
2015	1.573
2016	3.284
2017	5.409
2018 Projected	6.909

10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for Exhibition Place was \$5.872 million primarily dedicated to the replacement roof at the Exhibit Hall, chillers in the Enercare Centre as well as retrofitting the cooling towers in the Enercare Centre. As at the 2018 Q3 Capital Variance, Exhibition Place projects a spend-rate of 100%.
- The Staff Recommended 2019-2028 Capital Plan provides investments of \$119.800 million primarily for State of Good Repair including Phase 1 of the replacement of *Electrical Underground High Voltage Utilities*, and the replacement of the roof on the Enercare Centre (Exhibit Hall) and Coliseum Complex (Industry Building).
- The Recommended 10-Year Capital Plan reflects an increase of \$11.831 million or 11% in capital funding when compared to the 2018-2027 Approved Capital Plan. Key changes are summarized as follows:
 - Following a City-wide review of unmet capital priorities, one high priority State of Good Repair capital project, totalling \$4.230 million gross, funded by debt has been added to the Staff Recommended 10-Year Capital Plan.
 - The *Electrical Underground High Voltage Utilities* replacement project is a priority as failure to proceed with this project could result in electrical system failure leading to substantial financial losses to Exhibition Place and commercial tenants on the grounds. A third party has done a grounds assessment and a 10 year plan to replace these asset, which has been broken into 4 phases and ordered in priority sequence.
 - Phase 1 of the Electrical Underground High Voltage Utilities will replace frequently failing feeders. The remaining phases are categorized as unmet needs given that the project requires additional debt of \$12.065 million over the 10-Year Capital Plan.
 - Debt Targets were increased during the 2015 Capital Budget, beginning in 2020, in order to address the unmet critical state of good repair backlog needs. This additional investment will help alleviate the pressures on meeting the SOGR backlog needs of the 10-Year Capital Plan where significant SOGR needs are identified.
 - The construction of the *Beanfield Centre Bridge* will continue in 2019 and is expected to be completed in 2020 after several delays.
- Despite added capital investments as noted above, the Exhibition Place has identified over \$77.065 million in capital projects that could not be accommodated during the 2019 Budget process. These unmet capital needs are discussed in detail in the following sections.

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

The "Unmet Capital Needs" identified by Exhibition Place, 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 Exhibition Place. These projects will be included on the list of unfunded "Capital Priorities" considered for future funding in the budget process of future years.

Table 8: 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>Electrical Underground High Voltage Utilities</i>														
Phase 2 - Consolidate Substations & Upgrade Code	4.925		4.925			0.500	2.000	1.800	0.625					
Phase 3 - Upgrade Various Other Substations	3.955		3.955						0.455	2.000	1.500			
Phase 4 - Replace Various Other Feeders	3.185		3.185								0.300	1.885	1.000	
COLISEUM COMPLEX	65.000		65.000							20.000	45.000			
Total Unmet Needs (Not Included)	77.065		77.065			0.500	2.000	1.800	1.080	22.000	46.800	1.885	1.000	

- *Electrical Underground High Voltage Utilities* project requires \$12.065 to replace ageing high-voltage infrastructure across the Exhibition grounds owned by Exhibition Place. These 50 years old assets have reached their end of life and failure to proceed with this project could result in electrical system failures causing substantial financial losses to Exhibition Place and its commercial tenants on the grounds. The project is phased for 4 phases with the first phase having been approved and included in the 2019 Capital Budget. The phases have been ordered in priority sequence to address work that needs to be completed to avoid service disruptions.
 - In Phase 2 Exhibition Place will consolidate substations as well as upgrade transformers and switchgears. Phase 2 will cost \$4.9 million over 2021-2024
 - Phase 3 will cost \$4.0 million and will replace poor equipment in various substations and upgrade substations in the General Services and Horse Palace buildings over 2024-2026
 - In the final phase, the switchgears in the Beanfield Centre will be upgraded and cables will be replaced. This final phase will cost \$3.2 million over 2026-2028
- *Coliseum Complex – Industry Building Renovations* project requires \$65.000 million for the replacement of windows, roof of the Industry Building and also to fully renovate the Class "B" facility to meet future trade and consumer show standards. Although ongoing maintenance of critical components of the coliseum complex (windows and step flat roofs) is being performed to support ongoing use, a full renovation is required to take the complex to its potential level of use. Exhibition Place has identified that \$20.000 million will be required in 2025, and \$45.000 million in 2026 for this major renovation.

OTHER ISSUES IMPACTING THE 2019 BUDGET

Modernization, Transformation and Innovation Initiatives

Implementation of Time, Attendance & HR Information System

- Exhibition Place is undergoing the second phase of a process to manage labour costs, boost productivity and simplify compliance by automating timekeeping and attendance tracking. This initiative will cost \$0.090 million gross and net per year, funded within the Operating Budget. With this modernization of the time and attendance system, there will be efficiencies in performing administrative tasks and greater accuracy in financial records.

New Automation Parking System for Enercare Underground Parking Garage

- At its meeting on December 11, 2017, the Board of Governors of Exhibition Place adopted an initiative to install new automation parking system at the Enercare Centre underground parking garage. Please click the link below for the report. <https://www.toronto.ca/legdocs/mmis/2017/ep/bgrd/backgroundfile-109318.pdf>
- Exhibition Place has entered into an agreement with the Toronto Parking Authority to receive consultancy, purchasing, installation and support services on parking technology at the Enercare Centre parking garage and the refurbishment of 16 grounds parking booths. The 2019 - 2028 Staff Recommended Capital Budget and Plan provides cash flow funding of \$0.950 million, fully funded by debt for this initiative.
- With this modernization initiative, Exhibition Place will be able to move away from parking passes, increase enforcement, save money and ensure revenues are maximized. In addition, this initiative will allow Exhibition Place to provide better service to its parking users and improve the customer experience to the grounds.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

Beanfield Centre Bridge Project

Project Overview and Deliverables

- The Beanfield Centre Bridge Project will install a connecting bridge between the Beanfield Centre and the Hotel X to allow guests of the Hotel X to get to events at the Beanfield Centre without having to go outdoors so Beanfield Centre can be marketed as a "self-contained" conference venue.
- As of September 30th, 2018 only \$0.211 million of the Beanfield Centre Bridge for design and pre-engineering has been spent, of the \$3 million needed to complete the project.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Dec 31, 2017	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
Beanfield Centre Bridge	2016	3,000	211	0	0	2,259	530	3,000	Significant Delay	Dec-17	Dec-20	Ⓞ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget		On Time	
> 70% of Approved Project Cost	Ⓞ	On/Ahead of Schedule	Ⓢ
Between 50% and 70%	Ⓢ	Minor Delay < 6 months	Ⓢ
< 50% or >100% of Approved Project Cost	Ⓢ	Significant Delay > 6 months	Ⓢ

Project Status

- The Beanfield Centre Bridge is to be completed in 2020 after numerous delays outside of Exhibition Place's control.
 - First approved in 2016, the project was to be completed December of 2017, but with delays in construction and opening of the Hotel X the projected completion date was pushed to 2019.
 - The construction has been delayed another year from the new plan date of December 2019 due to heritage considerations regarding the Beanfield Centre wall where the bridge is to be attached.

2019 Plan

- The project will be phased over 2 years with the first phase starting in 2019.
- Currently Exhibition Place is preparing its application for Site Plan Approval from City Planning, Heritage Preservation Services for the design of the bridge. Once received, the implementation process will begin shortly thereafter.

Key Project Challenges

- The new completion date of 2020 is pending timely approval of the design from Heritage Preservation Services regarding the Beanfield Centre wall where the bridge is attached.

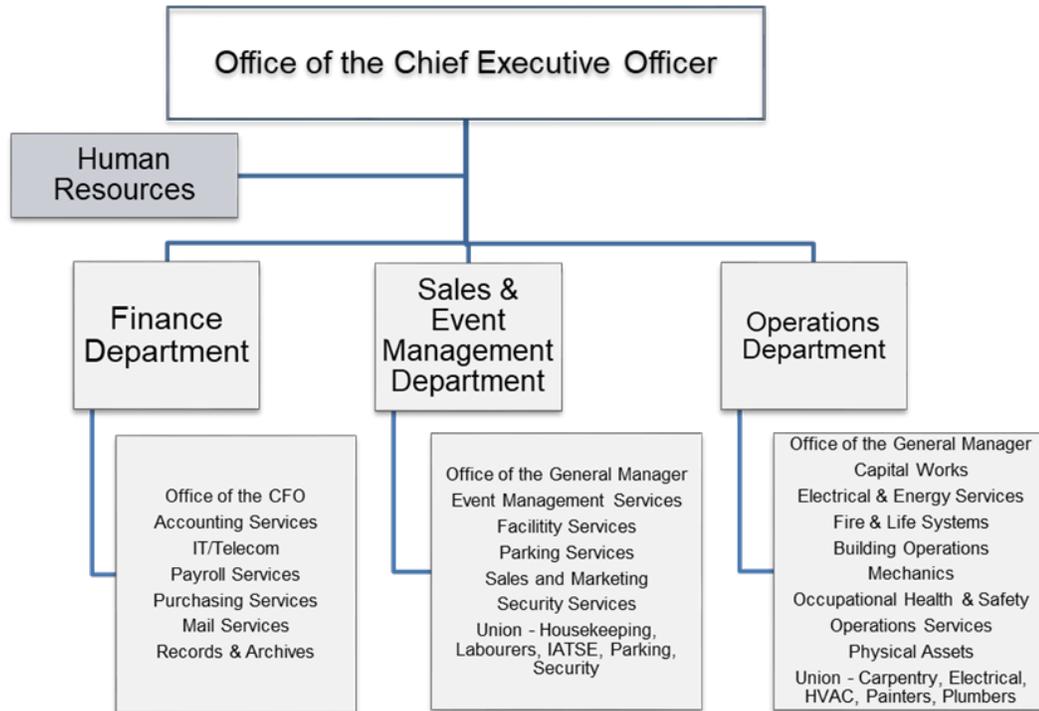
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APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement for Exhibition Place is 356.0 positions, comprising 5.0 capital positions and 351.0 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with and without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	4.0	110.0	-	114.0
	Temporary		-	237.0	237.0
	Total Operating	4.0	110.0	237.0	351.0
Capital	Permanent		5.0	-	5.0
	Temporary		-	-	-
	Total Capital	-	5.0	-	5.0
Grand Total		4.0	115.0	237.0	356.0

Appendix 2

2019 Operating Budget by Service

Exhibitions & Events

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Exhibitions & Events								
Gross Expenditures	32,478.9	32,573.0	0.0	32,573.0	94.1	0.3%	711.0	730.6
Revenue	40,159.9	40,383.8	0.0	40,383.8	223.9	0.6%	803.6	824.4
Net Expenditures	(7,681.0)	(7,810.9)	0.0	(7,810.9)	(129.8)	1.7%	(92.6)	(93.8)
Total								
Gross Expenditures	32,478.9	32,573.0	0.0	32,573.0	94.1	0.3%	711.0	730.6
Revenue	40,159.9	40,383.8	0.0	40,383.8	223.9	0.6%	803.6	824.4
Total Net Expenditures	(7,681.0)	(7,810.9)	0.0	(7,810.9)	(129.8)	1.7%	(92.6)	(93.8)
Approved Positions	247.0	245.0	0.0	245.0	(2.0)	(0.8%)	(0.0)	0.0

Conventions, Conferences & Meetings

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Conventions, Conferences & Meetings								
Gross Expenditures	4,852.2	5,283.8	0.0	5,283.8	431.6	8.9%	126.5	130.1
Revenue	4,557.5	5,043.8	0.0	5,043.8	486.3	10.7%	126.5	130.1
Net Expenditures	294.6	240.0	0.0	240.0	(54.6)	(18.5%)	0.0	0.0
Total								
Gross Expenditures	4,852.2	5,283.8	0.0	5,283.8	431.6	8.9%	126.5	130.1
Revenue	4,557.5	5,043.8	0.0	5,043.8	486.3	10.7%	126.5	130.1
Total Net Expenditures	294.6	240.0	0.0	240.0	(54.6)	(18.5%)	0.0	0.0
Approved Positions	12.0	14.0	0.0	14.0	2.0	16.7%	0.0	0.0

Exhibition Place Asset Management

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Exhibition Place Asset Management								
Gross Expenditures	15,332.8	15,516.9	0.0	15,516.9	184.1	1.2%	201.7	204.5
Revenue	3,201.8	3,166.1	0.0	3,166.1	(35.7)	(1.1%)	47.3	48.2
Net Expenditures	12,131.0	12,350.8	0.0	12,350.8	219.8	1.8%	154.4	156.3
Total								
Gross Expenditures	15,332.8	15,516.9	0.0	15,516.9	184.1	1.2%	201.7	204.5
Revenue	3,201.8	3,166.1	0.0	3,166.1	(35.7)	(1.1%)	47.3	48.2
Total Net Expenditures	12,131.0	12,350.8	0.0	12,350.8	219.8	1.8%	154.4	156.3
Approved Positions	81.0	81.0	0.0	81.0	0.0		0.0	0.0

Exhibition Place Parking Access

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Exhibition Place Parking Access								
Gross Expenditures	2,928.8	3,221.0	0.0	3,221.0	292.2	10.0%	74.8	76.8
Revenue	7,823.3	8,160.9	0.0	8,160.9	337.6	4.3%	136.5	139.4
Net Expenditures	(4,894.5)	(4,939.9)	0.0	(4,939.9)	(45.4)	0.9%	(61.7)	(62.5)
Total								
Gross Expenditures	2,928.8	3,221.0	0.0	3,221.0	292.2	10.0%	74.8	76.8
Revenue	7,823.3	8,160.9	0.0	8,160.9	337.6	4.3%	136.5	139.4
Total Net Expenditures	(4,894.5)	(4,939.9)	0.0	(4,939.9)	(45.4)	0.9%	(61.7)	(62.5)
Approved Positions	16.0	16.0	0.0	16.0	0.0		0.0	0.0

Appendix 3

2019 Service Levels

Exhibitions & Events

Activity	Service Level Description	Status	2016	2017	2018	2019
Event - Trade & Consumer	% compliance with negotiated terms	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Event - Meetings & Corporate	% compliance with negotiated terms	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Event - Community / Festivals / City of Toronto /	% compliance with negotiated terms	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Event - Major Citywide celebrations &	% compliance with negotiated terms	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Guest Services - Food & Beverage	\$X food & beverage sales per attendee	Approved	11.33	4.87	5.09	5.45
		Actual	4.11	5.43		
Guest Services - Facility Support	\$X of Service Revenue per \$1 of Rent Revenue	Approved	\$0.53	0.67	0.67	0.71
		Actual	\$0.59	0.71		
	Efficiencies	Approved		Closing creative sign service	Outsourcing Exhibitor Service	Discontinued
		Actual		Closing creative sign service	Outsourcing Exhibitor Service	
	Outsourcing	Approved		Outsourcing Welding Service	Sharing Corporate Secretary Service with City	Discontinued
		Actual		Outsourcing Welding Service	Sharing Corporate Secretary Service with City	
Long-term Tenant Support	\$X per square foot of long-term tenant space supported	Approved	11.61	10.29	10.39	9.53
		Actual	10.31	9.24		

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for Guest Service – Food & Beverages, and Guest Services – Facility Support.

- The Guest Services- Food and Beverage activity has been adjusted to a level consistent with pre-2016 levels. Exhibition Place anticipates increased volumes for food and beverages in 2019 at the Beanfield Centre given the anticipated event mix for the year.
- Guest Services: Facility Support and Long-term Tenant Support have been adjusted to align with the experience in 2018.
- Guest Services: Facility Support Efficiencies and Outsourcing Service Levels have been discontinued as these service levels in the past were used for the creative sign and welding services Exhibition Place had offered its clients but has been outsourced since 2017.

Conventions, Conferences & Meetings

Activity	Service Level Description	Status	2016	2017	2018	2019
Event Space	% compliance with negotiated terms	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Guest Services - Food & Beverage	\$x food and beverage sales per attendee	Approved	\$88.86	\$78.40	\$90.91	\$86.12
		Actual	\$89.62	\$86.12		
Guest Services - Facility Support	\$X of Service Revenue per \$1 of Rent Revenue	Approved	\$0.30	\$0.22	\$0.23	\$0.19
		Actual	\$0.27	\$0.27		
Guest Services - Parking	Labour Cost ratio of % of revenue	Approved	8.20%	8.00%	8.00%	8.67%
		Actual	8.00%	8.00%		

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for Guest Service – Food & Beverages, and Guest Services – Facility Support.

- The Guest Services - Food and Beverage activity as well as Guest Services- Parking have been adjusted to align with the experience in 2018.
- Guest Services - Facility Support has been adjusted to align with the experience in 2018 due to a shortage of labour resources from all trades.

Exhibition Place Asset Management

Activity	Service Level Description	Status	2016	2017	2018	2019
Parking Lots, Roads & Sidewalks	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Approved	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area
		Actual	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	
Waste Management	Waste diversion %	Approved	80.00%	80.00%	85.15%	90.00%
		Actual	85.74%	88.20%		
Fleet & Equipment Maintenance	Maintain current X vehicles and X pieces of equipment and additional acquisitions	Approved	43 Vehicles, 73 Pieces of Equipment	43 Vehicles, 73 Pieces of Equipment	43 Vehicles, 73 Pieces of Equipment	43 Vehicles, 86 Pieces of Equipment
		Actual	43 Vehicles, 73 Pieces of Equipment	43 Vehicles, 73 Pieces of Equipment	43 Vehicles, 73 Pieces of Equipment	

The 2019 Service Levels have been adjusted (bolded in the charts) from the approved 2018 Service Levels for Asset Management.

- There is a continued determination to improve the service's waste management operations.
- Fleet & Equipment Maintenance has been adjusted due to additional acquisitions of equipment.

Exhibition Place Parking Access

Activity	Service Level Description	Status	2016	2017	2018	2019
Surface	x% of parking spaces available and accessible for all major events	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
	Variable labour cost ratio of x% of revenue	Approved	8.20%	8.00%	8.00%	8.67%
		Actual	11.45%	10.04%		
Underground	x% of parking spaces available and accessible for all major events	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
	Variable labour cost ratio of x% of revenue	Approved	8.20%	8.00%	8.00%	8.67%
		Actual	8.20%	8.00%	8.00%	

The 2019 Service Levels are consistent with the approved 2018 Services Level for Exhibition Place Parking Access.

- Surface and Underground Parking have been adjusted to align with the experience in 2018.

Appendix 4

Summary of 2019 Service Changes

Description (\$000s)	Service Changes								Total Service Changes			Incremental Change			
	Exhibitions & Events		Conventions, Conferences & Asset Management		Exhibition Place Asset Management		Exhibition Place Parking Access		\$	\$	#	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
Service Efficiencies															
Staff Reorganization	(70.4)	(70.4)							(70.4)	(70.4)		(3.8)		(2.9)	
Sub-Total	(70.4)	(70.4)							(70.4)	(70.4)		(3.8)		(2.9)	
Total 2019 Service Changes	(70.4)	(70.4)							(70.4)	(70.4)		(3.8)		(2.9)	

REPORT PROMPT SUMMARY

Funds Centre(s)	Exhibition Place
Projection ID(s)	477 - Agency Projection
Budget Year	2019
Fiscal Year	2019
Budget Change Budget Stages:	All Budget Stages
Divisional EF Budget Stages:	All Div Economic Factor Budget Stages

REPORT USAGE AND CONSUMPTION

Provides Summary of Base Budget Changes by Service and Activity for a particular Budget Stage (Administrative or Political)

QUERY PROMPT SUMMARY:

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*** Query Name:QryPEP ***

Budget Year 2019
Fiscal Year 2019
Funds Centre Exhibition Place
Projection ID 477 - Agency Projection

*** Query Name:QryBaseBudget ***

Budget Year 2019
Equity Impact(Multiple, Optional) (Optional)
Fiscal Year 2019
Funds Centre Exhibition Place
Budget Change Budget Stage (Optional)

*** Query Name:QryIDR ***

Budget Year 2019
Fiscal Year 2019
Funds Centre Exhibition Place

*** Query Name:QryIDC ***

Budget Year 2019
Fiscal Year 2019
Funds Centre Exhibition Place

*** Query Name:QryEF_CYPY ***

Budget Year 2019
Div Economic Factor Budget Stage (Optional)
Fiscal Year 2019
Funds Centre Exhibition Place

*** Query Name:QryBaseRateRev ***

Base Rate Revenue Stage (Optional)
Budget Year 2019
Fiscal Year 2019
Funds Centre Exhibition Place

*** Query Name:QryDiv_EF ***

Budget Year 2019
Div Economic Factor Budget Stage (Optional)
Fiscal Year 2019
Funds Centre Exhibition Place

*** Query Name:QryPosTabFTE ***

Budget Year 2019
Equity Impact(Multiple, Optional) (Optional)
Fiscal Year 2019
Funds Centre Exhibition Place
Budget Change Budget Stage (Optional)

*** Query Name:QryInYear ***

Budget Year 2019
  
```

REPORT INPUT CONTROL SUMMARY

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*** Filter on Report Summary ***

No Filter on Summary

*** Filter on Report Service ***

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AND
(
  v_Service Change Category Equal 1
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AND
(
  Funds Centre - Division (Text) Is Not Null
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Filter on Block S2_B03_T01_BC_Perf_TXT:
  COMMENTS_Tech Name Equal
BC_PERFORMANCE
Filter on Block S2_B04_T02_ADMIN:
  v_Budget Stage Group Equal ADMIN
Filter on Block S2_B05_T02_BC:
  v_Budget Stage Group Equal BC
Filter on Block S2_B06_T02_EC:
  v_Budget Stage Group Equal EC
Filter on Block S2_B07_T02_CC:
  v_Budget Stage Group Equal CC
Filter on Block S2_B08_T02_Total:
  v_Budget Stage Group In List { ADMIN, BC, EC,
CC }
Filter on Block S2_B09_T01_BC_Conseq_TXT:
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BC_CONSEQUENCE
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)
AND
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)
AND
(
  v_Service Change Category Equal 1
  
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2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Agencies - Cluster Program - Exhibition Place	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2019 Staff Recommended Base Budget Before Service Changes:			56,665.0	56,754.6	(89.6)	356.00	3.8	2.9
15868		2019OB-EX0200 - Staff Change Reorganization						
51	No Impact	Description:						
<p>The organizational structure of two divisions (CEO and Finance) of Exhibition Place have been revised. This results in net savings of approx. \$70,380/year. As per report, 2018.EP10.13 was considered by Board of Governors of Exhibition Place on March 22, 2018 and was adopted without amendment.</p> <p>Service Level Impact:</p> <p>Future service delivery standard will be improved because this cost saving will enable us to redirect financial resources to more needed areas</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Exhibitions & Events</p>								
Total Staff Recommended Changes:			(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
Staff Recommended Service Changes:			(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
<hr/>								
Summary:								
Staff Recommended Service Changes:			(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
Staff Recommended Base Budget:			56,594.6	56,754.6	(160.0)	356.00	0.0	(0.0)

2019 Operating Budget - Staff Recommended Service Changes Summary by Activity (\$000's)

Form ID		Agencies - Cluster Program - Exhibition Place	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
2019 Staff Recommended Base Budget Before Service Changes:			56,665.0	56,754.6	(89.6)	356.00	3.8	2.9
15868		2019OB-EX0200 - Staff Change Reorganization						
51	No Impact	Description:						
<p>The organizational structure of two divisions (CEO and Finance) of Exhibition Place have been revised. This results in net savings of approx. \$70,380/year. As per report, 2018.EP10.13 was considered by Board of Governors of Exhibition Place on March 22, 2018 and was adopted without amendment.</p> <p>Service Level Impact: Future service delivery standard will be improved because this cost saving will enable us to redirect financial resources to more needed areas</p> <p>Equity Statement: The proposal is unlikely to have an equity impact.</p> <p>Service/Activity: Exhibitions & Events / NA</p>								
		Total Staff Recommended Changes:	(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
		Staff Recommended Service Changes:	(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
<hr/>								
Summary:								
		Staff Recommended Service Changes:	(70.4)	0.0	(70.4)	0.00	(3.8)	(2.9)
		Staff Recommended Base Budget:	56,594.6	56,754.6	(160.0)	356.00	0.0	(0.0)

Appendix 6

2019 User Fee Rate Changes

Table 6a

User Fees Adjusted for Inflation and Other

Rate Description	Service	Fee Category	Fee Basis	2018	2019			2020	2021
				Approved Rate	Inflation Adjusted Rate	Other Adjustments	Budget Rate	Plan Rate	Plan Rate
Rental of Exhibit Halls and Heritage Court	Exhibitions & Events	Market Based	Per Square Foot	\$0.098 to \$0.195		\$0.003 to \$0.005	\$0.101 to \$0.200	\$0.104 to \$0.206	\$0.107 to \$0.213
General Parking	Parking Access	Market Based	Per Car park per day	\$11 to \$30		\$1 to \$5	\$12 to \$35	\$12 to \$35	\$12 to \$35
Rental of Ball Rooms and Meeting Rooms	Conventions, Conferences & Meetings	Market Based	Daily Rate per square foot	\$0.580 to \$0.630		\$0.02	\$0.600 to \$0.650	\$0.600 to \$0.650	\$0.620 to \$0.670

Exhibition Place adjusts its' rates based on the market for the services offered.

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													
Other Buildings		250	100	175	100	200	200	200	200	200	200	1,825	1,825
Sub-Total		250	100	175	100	200	200	200	200	200	200	1,825	1,825
State of Good Repair													
Beanfield Centre (formerly Allstream Centre)		-	430	100	-	-	-	-	-	-	-	530	530
Better Living Centre		-	915	-	-	-	-	200	-	500	-	1,615	1,615
Coliseum Complex		100	3,400	1,370	4,190	2,400	2,455	3,530	3,655	640	1,205	22,945	22,945
Enercare Centre (formerly DEC)		570	1,925	3,110	2,830	6,525	7,330	3,670	6,780	5,195	6,980	44,915	44,915
Food Building		470	220	180	2,400	-	2,000	600	-	200	100	6,170	6,170
General Services Building		-	-	-	-	-	200	100	300	200	-	800	800
Horse Palace		-	400	1,575	-	100	-	1,000	-	1,500	-	4,575	4,575
M/E & Communication Infrastructure		705	875	900	300	200	200	400	200	200	200	4,180	4,180
Other Buildings		475	115	150	250	50	50	435	50	50	50	1,675	1,675
Parks, Parking Lots and Roads		250	595	700	350	500	250	250	250	400	1,000	4,545	4,545
Pre-Engineering Program		125	125	125	125	150	150	150	150	150	200	1,450	1,450
Press Building		-	-	-	-	-	-	-	-	-	-	-	-
Queen Elizabeth Building		275	200	750	-	-	-	950	200	200	300	2,875	2,875
Electrical Underground High Voltage Utilities - Phase 1		1,500	2,000	730	-	-	-	-	-	-	-	4,230	4,230
Sub-Total		4,470	11,200	9,690	10,445	9,925	12,635	11,285	11,585	9,235	10,035	100,505	100,505
Service Improvement													
Beanfield Centre Bridge	211	2,259	530	-	-	-	-	-	-	-	-	2,789	3,000
Enercare Centre (formerly DEC)		-	-	-	470	310	-	-	-	400	750	1,930	1,930
Parks, Parking Lots and Roads		100	2,100	2,190	1,600	1,550	100	750	150	2,200	1,000	11,740	11,740
Special Projects		-	-	-	-	-	500	-	-	-	-	500	500
Sub-Total	211	2,359	2,630	2,190	2,070	1,860	600	750	150	2,600	1,750	16,959	17,170
Total Expenditures by Category (including carry forward from 2018)	211	7,079	13,930	12,055	12,615	11,985	13,435	12,235	11,935	12,035	11,985	119,289	119,500

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place

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
EXH907588 GENERAL SERVICES BUILDING																							
1	12	High Roof Replacement	CW	S6	03	0	0	0	0	0	800	800	0	0	0	0	0	0	0	0	800	0	800
Sub-total						0	0	0	0	0	800	800	0	0	0	0	0	0	0	0	800	0	800
EXH907589 PRESS BUILDING																							
1	7	Roof Replacement	CW	S6	03	0	0	300	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300
Sub-total						0	0	300	0	0	300	0	300	0	0	0	0	0	0	0	300	0	300
EXH908187 Electrical Underground High Voltage Utilities																							
1	2	Phase 1 - Replace Priority Feeders	CW	S4	03	1,500	2,000	730	0	0	4,230	0	4,230	0	0	0	0	0	0	0	4,230	0	4,230
Sub-total						1,500	2,000	730	0	0	4,230	0	4,230	0	0	0	0	0	0	0	4,230	0	4,230
EXH00001 PRE-ENGINEERING PROGRAM																							
1	20	Study, Investigate, Design, Engineer	CW	S5	03	125	125	125	125	150	650	800	1,450	0	0	0	0	0	0	0	1,450	0	1,450
Sub-total						125	125	125	125	150	650	800	1,450	0	0	0	0	0	0	0	1,450	0	1,450
EXH350 M/E & COMMUNICATION INFRASTRUCTURE																							
1	127	Building Automation Systems	CW	S5	03	100	100	100	200	100	600	500	1,100	0	0	0	0	0	0	0	1,100	0	1,100
2	128	Transformers, Switchgears & Circuit Breakers Repla	CW	S5	03	110	650	500	100	100	1,460	500	1,960	0	0	0	0	0	0	0	1,960	0	1,960
3	126	Replace Fibre Optic Cable Grounds Wide	CW	S5	03	495	0	300	0	0	795	200	995	0	0	0	0	0	0	0	995	0	995
4	129	Trunked Radio Repeater System	CW	S6	03	0	125	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	125
Sub-total						705	875	900	300	200	2,980	1,200	4,180	0	0	0	0	0	0	0	4,180	0	4,180
EXH907453 SPECIAL PROJECTS																							
1	10	Greek Gods Relocation	CW	S6	04	0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	500	0	500
Sub-total						0	0	0	0	0	0	500	500	0	0	0	0	0	0	0	500	0	500
EXH00007 COLISEUM COMPLEX																							
1	77	Masonry Restoration (North Extension)	CW	S6	03	0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	200	0	200
2	72	Drywall, Ceilings & Flooring Renovation(North Ext)	CW	S6	03	0	0	0	0	0	0	405	405	0	0	0	0	0	0	0	405	0	405
3	92	Replace Roof Deck Structure(North Extension)	CW	S6	03	0	0	0	0	0	0	170	170	0	0	0	0	0	0	0	170	0	170
4	78	Sanitation Area Restoration (Industry Bldg)	CW	S6	03	0	400	0	0	0	400	0	400	0	0	0	0	0	0	0	400	0	400
5	79	Loading Dock Doors Restoration(Industry Bld)	CW	S6	03	0	0	0	0	65	65	0	65	0	0	0	0	0	0	0	65	0	65

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other 2	Debt - Recoverable	Total Financing		
<u>EXH00007 COLISEUM COMPLEX</u>																								
6	80 Concrete Slab Replacement (Industry Bld) in Phases	CW	S6	03	0	0	0	3,160	135	3,295	400	3,695	0	0	0	0	0	0	0	0	3,695	0	3,695	
7	81 Masonry Restoration (Industry Bldg)	CW	S6	03	0	0	0	0	0	0	195	195	0	0	0	0	0	0	0	0	195	0	195	
8	12 Roof Replacement (Industry Bld) in Phases	CW	S5	03	100	3,000	670	0	0	3,770	0	3,770	0	0	0	0	0	0	0	0	3,770	0	3,770	
9	82 Wood Fascia Replacement (Industry Bld)	CW	S6	03	0	0	0	0	0	0	475	475	0	0	0	0	0	0	0	0	475	0	475	
10	11 Clerestory Window Replacement (Industry Bld)	CW	S6	03	0	0	0	0	0	0	895	895	0	0	0	0	0	0	0	0	895	0	895	
11	36 Roof Deck & Snow Shed Structure Replace (Ind Bldg)	CW	S6	03	0	0	400	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
12	93 Interior Lead Capsulation (Industry Bldg)	CW	S6	03	0	0	0	0	0	0	750	750	0	0	0	0	0	0	0	0	750	0	750	
13	83 Interior Flooring Replacement (Mid-Arch)	CW	S6	03	0	0	0	0	0	0	265	265	0	0	0	0	0	0	0	0	265	0	265	
14	84 Masonry Restoration (Mid-Arch)	CW	S6	03	0	0	0	0	0	0	155	155	0	0	0	0	0	0	0	0	155	0	155	
15	85 Demolition of Restaurant & Kitchen (East Annex)	CW	S6	03	0	0	0	0	0	0	735	735	0	0	0	0	0	0	0	0	735	0	735	
16	91 Renewal of Ceiling, Walls & Columns (East Annex)	CW	S6	03	0	0	0	0	0	0	325	325	0	0	0	0	0	0	0	0	325	0	325	
17	45 Exhaust Fans, Heaters, AHU & RTU Replace in Phases	CW	S6	03	0	0	0	245	0	245	1,395	1,640	0	0	0	0	0	0	0	0	1,640	0	1,640	
18	86 Steam & Condensate Piping Systems Retrofit in Phase	CW	S6	03	0	0	0	0	1,600	1,600	640	2,240	0	0	0	0	0	0	0	0	2,240	0	2,240	
19	87 Unit Heaters & Pumps Replacement	CW	S6	03	0	0	300	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300	
20	61 Miscellaneous HVAC Equipment	CW	S6	03	0	0	0	0	0	0	250	250	0	0	0	0	0	0	0	0	250	0	250	
21	95 Replace 4160 Volt Distribution in Phases	CW	S6	03	0	0	0	0	0	0	825	825	0	0	0	0	0	0	0	0	825	0	825	
22	89 Electrical Buss Duct Replacement in Phases	CW	S6	03	0	0	0	0	600	600	700	1,300	0	0	0	0	0	0	0	0	1,300	0	1,300	
23	94 Emergency Electrical Distribution	CW	S6	03	0	0	0	0	0	0	1,760	1,760	0	0	0	0	0	0	0	0	1,760	0	1,760	
24	68 Electrical Lighting System (LED) in Phases	CW	S6	03	0	0	0	785	0	785	945	1,730	0	0	0	0	0	0	0	0	1,730	0	1,730	
Sub-total					100	3,400	1,370	4,190	2,400	11,460	11,485	22,945	0	0	0	0	0	0	0	0	0	22,945	0	22,945
<u>EXH000525 ENERCARE CENTRE (formerly DEC)</u>																								
1	73 Sectional Floor Resurfacing in Swing Space	CW	S6	03	0	0	0	0	0	0	460	460	0	0	0	0	0	0	0	0	460	0	460	
2	47 Retrofit Tunnel Water Infiltration	CW	S6	03	0	0	0	0	0	0	175	175	0	0	0	0	0	0	0	0	175	0	175	
3	65 Roof Sectional Replacement OverExhibitHalls	CW	S6	03	0	0	0	100	3,000	3,100	1,750	4,850	0	0	0	0	0	0	0	0	4,850	0	4,850	

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.		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	Total Financing	
EXH000525	ENERCARE CENTRE (formerly DEC)																							
4	74 Retrofit Overhead Doors	CW	S6	03		0	200	0	0	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200
6	76 Replace East Curtain Wall Facade with TripleGlazing	CW	S6	03		0	0	700	0	0	700	0	700	0	0	0	0	0	0	0	0	700	0	700
7	77 Replace S Curtain Wall at Galleria wTriple Glazing	CW	S6	03		0	0	0	450	700	1,150	1,680	2,830	0	0	0	0	0	0	0	0	2,830	0	2,830
8	78 Replace Windows and Doors	CW	S6	03		0	0	0	0	0	0	440	440	0	0	0	0	0	0	0	0	440	0	440
9	79 Retrofit Loading Dock Ramps, Canopies & Bumpers	CW	S6	03		0	0	670	0	0	670	0	670	0	0	0	0	0	0	0	0	670	0	670
10	98 Upgrade Parking Traffic Topping	CW	S6	03		0	0	0	0	0	0	400	400	0	0	0	0	0	0	0	0	400	0	400
11	101 Roof Sectional Replacement over Heritage Court	CW	S6	03		0	0	0	0	0	0	1,050	1,050	0	0	0	0	0	0	0	0	1,050	0	1,050
12	102 Roof Sectional Replacement over Galleria & S End	CW	S6	03		0	0	0	0	0	0	1,500	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
13	103 Replacement of Standing Seam & Snow Control	CW	S6	03		0	0	0	0	0	0	600	600	0	0	0	0	0	0	0	0	600	0	600
14	116 Replacement of Built-Up-Roof West Mechanical Room	CW	S6	03		0	0	0	0	0	0	275	275	0	0	0	0	0	0	0	0	275	0	275
15	7 New Movable Huffcore Wall at Swing Space	CW	S6	04		0	0	0	215	0	215	1,150	1,365	0	0	0	0	0	0	0	0	1,365	0	1,365
16	81 Retrofit Salons	CW	S6	03		0	240	0	0	0	240	1,300	1,540	0	0	0	0	0	0	0	0	1,540	0	1,540
17	125 Replace Sections of Terrazzo Floor in Galleria	CW	S6	03		0	0	0	0	0	0	100	100	0	0	0	0	0	0	0	0	100	0	100
18	123 Retrofit Existing Movable Huffcore Walls in Halls	CW	S6	03		0	0	280	0	0	280	0	280	0	0	0	0	0	0	0	0	280	0	280
19	127 Replace & Retrofit Chillers	CW	S6	03		0	400	400	0	0	800	1,000	1,800	0	0	0	0	0	0	0	0	1,800	0	1,800
20	126 Retrofit Cooling Towers	CW	S6	03		0	0	0	725	740	1,465	915	2,380	0	0	0	0	0	0	0	0	2,380	0	2,380
21	84 Replace Pumps in Cooling Towers	CW	S6	03		0	0	0	0	325	325	0	325	0	0	0	0	0	0	0	0	325	0	325
22	85 Replace Pumps in Chillers	CW	S6	03		0	0	0	290	0	290	0	290	0	0	0	0	0	0	0	0	290	0	290
23	86 Replace Pump & Piping Loops for Boiler System	CW	S6	03		0	0	0	185	0	185	0	185	0	0	0	0	0	0	0	0	185	0	185
24	87 Replace Sprinkler System Booster Pump	CW	S6	03		0	0	0	0	130	130	0	130	0	0	0	0	0	0	0	0	130	0	130
25	88 Air Curtain System Retrofit in Loading Docks	CW	S6	03		0	200	0	200	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400
26	89 Replace Exhaust Fans in Various Areas	CW	S6	03		0	250	0	0	0	250	0	250	0	0	0	0	0	0	0	0	250	0	250
27	90 Replace Garage Air Make Up Units	CW	S6	03		0	0	100	0	900	1,000	2,000	3,000	0	0	0	0	0	0	0	0	3,000	0	3,000
28	91 Miscellaneous Fan Replacement	CW	S6	03		0	0	0	0	0	0	280	280	0	0	0	0	0	0	0	0	280	0	280

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other 2	Debt - Recoverable	Total Financing		
EXH000525	ENERCARE CENTRE (formerly DEC)																							
29 92	Replace Humidifier, Heaters & AC Units	CW	S6	03	0	0	0	0	240	240	255	495	0	0	0	0	0	0	0	0	0	495	0	495
30 93	Replace Garbage Compactor	CW	S6	03	0	0	0	0	90	90	0	90	0	0	0	0	0	0	0	0	0	90	0	90
31 105	Replace AHU - Hall 'A' in Phases	CW	S6	03	0	0	0	0	0	0	1,430	1,430	0	0	0	0	0	0	0	0	0	1,430	0	1,430
32 106	Replace AHU - Hall 'B' in Phases	CW	S6	03	0	0	0	0	0	0	1,500	1,500	0	0	0	0	0	0	0	0	0	1,500	0	1,500
33 107	Replace AHU - Hall 'C' in Phases	CW	S6	03	0	0	0	0	0	0	1,100	1,100	0	0	0	0	0	0	0	0	0	1,100	0	1,100
34 108	Replace AHU - Hall 'D' in Phases	CW	S6	03	0	0	0	0	0	0	1,100	1,100	0	0	0	0	0	0	0	0	0	1,100	0	1,100
35 109	Replace AHU - Heritage Court in Phases	CW	S6	03	0	0	0	0	0	0	1,200	1,200	0	0	0	0	0	0	0	0	0	1,200	0	1,200
36 110	Replace AHU-SwingS/LoadingD/Salons/Kitchen/Office	CW	S6	03	0	0	0	0	0	0	900	900	0	0	0	0	0	0	0	0	0	900	0	900
37 111	Replace AHU - Galleria/Tunnel in Phases	CW	S6	03	0	0	0	0	0	0	1,315	1,315	0	0	0	0	0	0	0	0	0	1,315	0	1,315
38 112	Pumps & Heat Exchangers-Salons/Offices/Galleria/Sw	CW	S6	03	0	0	0	0	0	0	360	360	0	0	0	0	0	0	0	0	0	360	0	360
39 113	Replace Boilers, in Phases	CW	S6	03	0	0	0	0	0	0	885	885	0	0	0	0	0	0	0	0	0	885	0	885
40 114	Replace Plumbing Fixtures in Washrooms	CW	S6	03	0	0	0	400	0	400	745	1,145	0	0	0	0	0	0	0	0	0	1,145	0	1,145
41 119	Replace Water Fountains	CW	S6	03	0	0	0	0	0	0	100	100	0	0	0	0	0	0	0	0	0	100	0	100
42 128	Elevators Retrofit	CW	S5	03	570	635	460	0	0	1,665	0	1,665	0	0	0	0	0	0	0	0	0	1,665	0	1,665
43 129	Piping	CW	S6	03	0	0	0	0	0	0	100	100	0	0	0	0	0	0	0	0	0	100	0	100
44 130	Offices HVAC & Control Upgrade	CW	S6	03	0	0	400	0	0	400	0	400	0	0	0	0	0	0	0	0	0	400	0	400
45 100	LED Lighting & Conservation/Demand Management	CW	S6	04	0	0	0	255	310	565	0	565	0	0	0	0	0	0	0	0	0	565	0	565
46 72	Floor Ports Rebuilding	CW	S6	03	0	0	100	100	100	300	100	400	0	0	0	0	0	0	0	0	0	400	0	400
47 120	Transformer/Generator Retrofit & Overhaul-Emergenc	CW	S6	03	0	0	0	100	0	100	1,530	1,630	0	0	0	0	0	0	0	0	0	1,630	0	1,630
48 96	Lighting Retrofit in Salons, Concessions & Mtg Rms	CW	S6	03	0	0	0	280	0	280	0	280	0	0	0	0	0	0	0	0	0	280	0	280
49 97	Lighting Retrofit in Garage	CW	S6	03	0	0	0	0	300	300	0	300	0	0	0	0	0	0	0	0	0	300	0	300
50 115	13.8 KV Main Service & Distribution Retrofit in Ph	CW	S6	03	0	0	0	0	0	0	1,605	1,605	0	0	0	0	0	0	0	0	0	1,605	0	1,605
51 121	13.8KV Substation retrofit & emergency distributio	CW	S6	03	0	0	0	0	0	0	1,805	1,805	0	0	0	0	0	0	0	0	0	1,805	0	1,805
Sub-total					570	1,925	3,110	3,300	6,835	15,740	31,105	46,845	0	0	0	0	0	0	0	0	0	46,845	0	46,845

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other 2	Debt - Recoverable	Total Financing		
EXH360 OTHER BUILDINGS																								
1 93	GroundsSecuritySurveillanceSystem/CardAcc	CW	S5	01	250	100	175	100	200	825	1,000	1,825	0	0	0	0	0	0	0	0	1,825	0	1,825	
2 103	Public Art & Monument Collection Restoration & Con	CW	S5	03	50	50	50	50	50	250	250	500	0	0	0	0	0	0	0	0	500	0	500	
3 100	Carillon Tower Retrofit	CW	S4	03	425	0	0	0	0	425	0	425	0	0	0	0	0	0	0	0	425	0	425	
4 102	Fire Hall Tower Clock Replace & General Restoratio	CW	S6	03	0	0	0	0	0	0	385	385	0	0	0	0	0	0	0	0	385	0	385	
5 95	Bandshell - Fire Alarm Panel Upgrade	CW	S6	03	0	65	0	0	0	65	0	65	0	0	0	0	0	0	0	0	65	0	65	
6 101	Princes'Gates - Masonry Repointing & Flashing	CW	S6	03	0	0	100	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
7 104	Emergency Command Centre	CW	S6	03	0	0	0	200	0	200	0	200	0	0	0	0	0	0	0	0	200	0	200	
Sub-total					725	215	325	350	250	1,865	1,635	3,500	0	0	0	0	0	0	0	0	0	3,500	0	3,500
EXH006 BETTER LIVING CENTRE																								
1 67	Brick Replacement & Tower Retrofit	CW	S6	03	0	100	0	0	0	100	500	600	0	0	0	0	0	0	0	0	600	0	600	
2 60	Replace Roof Top HVAC Units	CW	S6	03	0	400	0	0	0	400	0	400	0	0	0	0	0	0	0	0	400	0	400	
3 53	Under Floor Heating	CW	S6	03	0	225	0	0	0	225	0	225	0	0	0	0	0	0	0	0	225	0	225	
4 66	Replace Interior Radiant Unit Heaters	CW	S6	03	0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	0	200	0	200	
5 65	Distribution Panels	CW	S6	03	0	190	0	0	0	190	0	190	0	0	0	0	0	0	0	0	190	0	190	
Sub-total					0	915	0	0	0	915	700	1,615	0	0	0	0	0	0	0	0	0	1,615	0	1,615
EXH270 HORSE PALACE																								
1 22	East Side Roof Replacement & PV Temp Relocation	CW	S6	03	0	0	1,475	0	0	1,475	1,000	2,475	0	0	0	0	0	0	0	0	2,475	0	2,475	
2 46	West Side Roof Replacement and PV Temp Relocation	CW	S6	03	0	0	0	0	0	0	1,500	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500	
3 35	Restore Washrooms	CW	S6	03	0	0	0	0	100	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
4 42	Modernize Freight Elevator & Replace Piston	CW	S6	03	0	100	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
5 43	Radiant Heat Replacement	CW	S6	03	0	300	0	0	0	300	0	300	0	0	0	0	0	0	0	0	300	0	300	
6 28	Lighting Control, Distribution Panel, Emerg Gener	CW	S6	03	0	0	100	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
Sub-total					0	400	1,575	0	100	2,075	2,500	4,575	0	0	0	0	0	0	0	0	0	4,575	0	4,575
EXH330 FOOD BUILDING																								
1 38	Roof Replacement	CW	S6	03	0	0	0	1,950	0	1,950	0	1,950	0	0	0	0	0	0	0	0	975	975	0	1,950

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other 2	Debt - Recoverable Debt	Total Financing		
EXH330 FOOD BUILDING																								
2	42	Replace Overhead Doors	CW	S6	03	0	0	180	0	0	180	0	180	0	0	0	0	0	0	0	90	90	0	180
3	41	Replace Boilers & Roof Top Exhaust Fans	CW	S6	03	0	150	0	0	0	150	800	950	0	0	0	0	0	0	0	475	475	0	950
4	40	Buss Duct Replacement	CW	S5	03	470	70	0	0	0	540	800	1,340	0	0	0	0	0	0	0	670	670	0	1,340
5	43	Retrofit Electrical Distribution System	CW	S6	03	0	0	0	450	0	450	1,300	1,750	0	0	0	0	0	0	0	875	875	0	1,750
Sub-total						470	220	180	2,400	0	3,270	2,900	6,170	0	0	0	0	0	0	0	3,085	3,085	0	6,170
EXH290 QUEEN ELIZABETH BUILDING																								
1	48	Replace Roof at Theatre	CW	S6	03	0	100	750	0	0	850	0	850	0	0	0	0	0	0	0	0	850	0	850
2	51	Replace Rooftop Heating & Cooling Units for E Hall	CW	S6	03	0	100	0	0	0	100	300	400	0	0	0	0	0	0	0	0	400	0	400
3	57	Replace AHU in Mechanical Room	CW	S6	03	0	0	0	0	0	0	550	550	0	0	0	0	0	0	0	0	550	0	550
4	59	Retrofit Elevators	CW	S6	03	0	0	0	0	0	0	600	600	0	0	0	0	0	0	0	0	600	0	600
5	55	Replace Fire Alarm System	CW	S4	03	275	0	0	0	0	275	0	275	0	0	0	0	0	0	0	0	275	0	275
6	53	Substation Retrofit	CW	S6	03	0	0	0	0	0	0	200	200	0	0	0	0	0	0	0	0	200	0	200
Sub-total						275	200	750	0	0	1,225	1,650	2,875	0	0	0	0	0	0	0	0	2,875	0	2,875
EXH260 PARKS, PARKING LOTS AND ROADS																								
1	94	Festival Plaza - Storm Water Management	CW	S5	04	100	2,100	1,840	0	0	4,040	0	4,040	0	0	0	0	0	0	0	0	4,040	0	4,040
2	81	Festival Plaza Development - South of Lot 2	CW	S6	04	0	0	350	1,600	1,550	3,500	0	3,500	0	0	0	0	0	0	0	0	3,500	0	3,500
3	80	Festival Plaza Development - NW Lot 2	CW	S6	04	0	0	0	0	0	0	2,800	2,800	0	0	0	0	0	0	0	0	2,800	0	2,800
4	85	Festival Plaza Development-Exterior Washroom-East	CW	S6	04	0	0	0	0	0	0	1,400	1,400	0	0	0	0	0	0	0	0	1,400	0	1,400
5	93	Sidewalks, Parking lots and Roads -AODA	CW	S5	03	200	300	300	200	200	1,200	550	1,750	0	0	0	0	0	0	0	0	1,750	0	1,750
6	91	Street & Parking Lots Lighting Retrofit	CW	S6	03	0	50	50	50	50	200	250	450	0	0	0	0	0	0	0	0	450	0	450
7	84	Upgrade of Landscaping South of Enecare Centre	CW	S6	03	0	0	0	0	0	0	850	850	0	0	0	0	0	0	0	0	850	0	850
8	92	Fountain Retrofit -Various Locations	CW	S6	03	0	145	150	0	150	445	0	445	0	0	0	0	0	0	0	0	445	0	445
9	37	West Bailey Bridge Investigation & Retrofit	CW	S6	03	0	0	100	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By													
Sub-Project No.	Project Name	Ward	Stat.	Cat.		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	Other2	Debt - Recoverable Debt	Total Financing			
<u>EXH260 PARKS, PARKING LOTS AND ROADS</u>																										
10	95	Parking Technology (LRP) Upgrade	CW	S5	03	50	100	100	100	100	450	500	950	0	0	0	0	0	0	0	0	0	950	0	950	
Sub-total						350	2,695	2,890	1,950	2,050	9,935	6,350	16,285	0	0	0	0	0	0	0	0	0	16,285	0	16,285	
<u>EXH907207 BEANFIELD CENTRE (formerly ALLSTREAM CE</u>																										
1	12	Hotel X Bridge - Phase 1	CW	S2	04	1,709	0	0	0	0	1,709	0	1,709	0	0	0	0	0	0	0	0	0	1,709	0	1,709	
2	13	Hotel X Bridge - Phase 2	CW	S2	04	550	530	0	0	0	1,080	0	1,080	0	0	0	0	0	0	0	0	0	1,080	0	1,080	
3	10	Masonry Retrofit	CW	S6	03	0	0	100	0	0	100	0	100	0	0	0	0	0	0	0	0	0	100	0	100	
4	8	Huffcore Wall Replacement	CW	S6	03	0	130	0	0	0	130	0	130	0	0	0	0	0	0	0	0	0	130	0	130	
5	9	Heat Pump Replacement	CW	S6	03	0	100	0	0	0	100	0	100	0	0	0	0	0	0	0	0	0	100	0	100	
6	14	Lutron Lighting System Retrofit	CW	S6	03	0	200	0	0	0	200	0	200	0	0	0	0	0	0	0	0	0	200	0	200	
Sub-total						2,259	960	100	0	0	3,319	0	3,319	0	0	0	0	0	0	0	0	0	3,319	0	3,319	
Total Program Expenditure						7,079	13,930	12,355	12,615	11,985	57,964	61,625	119,589	0	0	0	0	0	0	0	0	0	3,085	116,504	0	119,589

Report Phase 2 - Program 18 Exhibition Place Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																						
Other2 (External)					235	110	90	1,200	0	1,635	1,450	3,085	0	0	0	0	0	0	0	3,085	0	3,085
Debt					6,844	13,820	12,265	11,415	11,985	56,329	60,175	116,504	0	0	0	0	0	0	0	116,504	0	116,504
Total Program Financing					7,079	13,930	12,355	12,615	11,985	57,964	61,625	119,589	0	0	0	0	0	0	0	3,085	116,504	119,589

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

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											2,789
<i>Beanfield Centre Bridge</i>	2,259	530	-	-	-	-	-	-	-	-	2,789
Subtotal	2,259	530	-	-	-	-	-	-	-	-	2,789
New w/Future Year											7,550
<i>Coliseum Complex</i>	100	-	-	-	-	-	-	-	-	-	100
<i>Enercare Centre</i>	570	-	-	-	-	-	-	-	-	-	570
<i>Food Building</i>	470	-	-	-	-	-	-	-	-	-	470
<i>M/E Communication Infrastructure</i>	705	-	-	-	-	-	-	-	-	-	705
<i>Other Buildings</i>	725	-	-	-	-	-	-	-	-	-	725
<i>Parks, Parking Lots and Roads</i>	350	-	-	-	-	-	-	-	-	-	350
<i>Pre-Engineering Program</i>	125	-	-	-	-	-	-	-	-	-	125
<i>Queen Elizabeth Building</i>	275	-	-	-	-	-	-	-	-	-	275
<i>Electrical Underground High Voltage Utilities Phase 1</i>	1,500	2,000	730	-	-	-	-	-	-	-	4,230
Subtotal	4,820	2,000	730	-	-	-	-	-	-	-	7,550
Total Expenditure	7,079	2,530	730	-	-	-	-	-	-	-	10,339
Financing:											10,339
Debt/CFC	6,844	2,530	730	-	-	-	-	-	-	-	10,104
Other	235	-	-	-	-	-	-	-	-	-	235
Total Financing	7,079	2,530	730	-	-	-	-	-	-	-	10,339

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By											
<u>Sub- Project No.</u>	<u>Project Name</u>	<u>Ward</u>	<u>Stat.</u>	<u>Cat.</u>						<u>Total</u>	<u>Total</u>	<u>Total</u>	<u>Provincial</u>	<u>Federal</u>	<u>Development</u>	<u>Reserve</u>	<u>Capital</u>	<u>Debt -</u>	<u>Total</u>					
<u>Priority</u>	<u>SubProj No.</u>	<u>Sub-project Name</u>								<u>2019-2023</u>	<u>2024-2028</u>	<u>2019-2028</u>	<u>Grants and</u>	<u>Subsidies</u>	<u>Charges</u>	<u>Funds</u>	<u>from</u>	<u>Recoverable</u>	<u>Financing</u>					
					2019	2020	2021	2022	2023								Current	Other 1	Other2	Debt				
<u>EXH290 QUEEN ELIZABETH BUILDING</u>																								
5	55	Replace Fire Alarm System	CW	S4	03	275	0	0	0	0	275	0	275	0	0	0	0	0	0	0	275	0	275	
		Sub-total				275	0	0	0	0	275	0	275	0	0	0	0	0	0	0	275	0	275	
<u>EXH260 PARKS, PARKING LOTS AND ROADS</u>																								
1	94	Festival Plaza - Storm Water Management	CW	S5	04	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	100	0	100	
5	93	Sidewalks, Parking lots and Roads -AODA	CW	S5	03	200	0	0	0	0	200	0	200	0	0	0	0	0	0	0	200	0	200	
10	95	Parking Technology (LRP) Upgrade	CW	S5	03	50	0	0	0	0	50	0	50	0	0	0	0	0	0	0	50	0	50	
		Sub-total				350	0	0	0	0	350	0	350	0	0	0	0	0	0	0	350	0	350	
<u>EXH907207 BEANFIELD CENTRE (formerly ALLSTREAM CE</u>																								
1	12	Hotel X Bridge - Phase 1	CW	S2	04	1,709	0	0	0	0	1,709	0	1,709	0	0	0	0	0	0	0	1,709	0	1,709	
2	13	Hotel X Bridge - Phase 2	CW	S2	04	550	530	0	0	0	1,080	0	1,080	0	0	0	0	0	0	0	1,080	0	1,080	
		Sub-total				2,259	530	0	0	0	2,789	0	2,789	0	0	0	0	0	0	0	2,789	0	2,789	
Total Program Expenditure						7,079	2,530	730	0	0	10,339	0	10,339	0	0	0	0	0	0	0	235	10,104	0	10,339

CITY OF TORONTO

Gross Expenditures (\$000's)

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

Exhibition Place						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By											
Sub-Project No.	Project Name	Ward	Stat.	Cat.	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	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																							
Other2 (External)					235	0	0	0	0	235	0	235	0	0	0	0	0	0	0	235	0	0	235
Debt					6,844	2,530	730	0	0	10,104	0	10,104	0	0	0	0	0	0	0	0	10,104	0	10,104
Total Program Financing					7,079	2,530	730	0	0	10,339	0	10,339	0	0	0	0	0	0	0	235	10,104	0	10,339

- 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

(Phase 2) 18-Exhibition Place Sub-Project Category: 01,02,03,04,05,06,07 Type: B Sub-Project Status: S2 Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO
Appendix 9: 2019 Capital Budget with Financing Detail
Exhibition Place
Sub-Project Summary

Project/Financing				2019	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
10	EXH260	PARKS, PARKING LOTS AND ROADS													
10	95	Parking Technology (LRP) Upgrade	01/01/2019	12/31/2028	50	0	0	0	0	0	0	0	0	50	0
		Project Sub-total:			350	0	0	0	0	0	0	0	0	350	0
11	EXH907207	BEANFIELD CENTRE (formerly ALLSTREAM CENTRE)													
1	12	Hotel X Bridge - Phase 1	01/01/2019	12/31/2019	1,709	0	0	0	0	0	0	0	0	1,709	0
2	13	Hotel X Bridge - Phase 2	01/01/2019	12/31/2020	550	0	0	0	0	0	0	0	0	550	0
		Project Sub-total:			2,259	0	0	0	0	0	0	0	0	2,259	0
Program Total:					7,079	0	0	0	0	0	0	0	235	6,844	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
 04 Service Improvement and Enhancement C04
 05 Growth Related C05
 06 Reserved Category 1 C06
 07 Reserved Category 2 C07

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Exhibition Place Conference Centre (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		5,409.0	6,909.0	6,909.0	6,909.0
Exhibition Place Conference Centre	XR3019				
<i>Withdrawals (-)</i>					
<i>Withdrawals for cash short fall</i>		(1,057.5)	(1,057.5)	(1,057.5)	(1,057.5)
<i>Contributions (+)</i>					
<i>Net Revenue surplus</i>		1,500.0			
<i>Beanfield renaming revenue</i>		1,057.5	1,057.5	1,057.5	1,057.5
Total Reserve / Reserve Fund Draws / Contributions		6,909.0	6,909.0	6,909.0	6,909.0
Balance at Year-End		6,909.0	6,909.0	6,909.0	6,909.0

* Based on 9-month 2018 Reserve Fund Variance Report

Vehicle Reserve - Exhibition Non-Motorized Equipment (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		397.9	27.9	27.9	27.9
Vehicle Reserve - Exhibition Non-Motorized Equipment	XQ1902				
<i>Withdrawals (-)</i>					
<i>Scheduled replacement</i>		(570.0)	(200.0)	(200.0)	(200.0)
<i>Contributions (+)</i>					
<i>Portable Equipment</i>		200.0	200.0	200.0	200.0
Total Reserve / Reserve Fund Draws / Contributions		27.9	27.9	27.9	27.9
Balance at Year-End		27.9	27.9	27.9	27.9

* Based on 9-month 2018 Reserve Fund Variance Report

Vehicle Reserve- Exhibition Place (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		527.8	527.8	502.8	477.8
Vehicle Reserve- Exhibition Place	XQ1702				
<i>Withdrawals (-)</i>					
<i>Scheduled Replacement</i>		(350.0)	(400.0)	(400.0)	(400.0)
<i>Contributions (+)</i>					
<i>Fleet Reserve</i>		350.0	375.0	375.0	375.0
Total Reserve / Reserve Fund Draws / Contributions		527.8	502.8	477.8	452.8
Balance at Year-End		527.8	502.8	477.8	452.8

* Based on 9-month 2018 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

Sick Leave Reserve Fund (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		25,869.7	25,707.7	25,627.7	25,547.7
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Withdrawals from fund</i>		(212.0)	(130.0)	(130.0)	(130.0)
<i>Contributions (+)</i>					
<i>Contributions to fund</i>		50.0	50.0	50.0	50.0
Total Reserve / Reserve Fund Draws / Contributions		25,707.7	25,627.7	25,547.7	25,467.7
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		25,707.7	25,627.7	25,547.7	25,467.7

* Based on 9-month 2018 Reserve Fund Variance Report

Insurance Reserve (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Beginning Balance		31,921.8	32,380.3	32,838.8	33,297.3
Insurance Reserve	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>					
<i>Contributions to fund</i>		458.5	458.5	458.5	458.5
Total Reserve / Reserve Fund Draws / Contributions		32,380.3	32,838.8	33,297.3	33,755.8
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		32,380.3	32,838.8	33,297.3	33,755.8

* Based on 9-month 2018 Reserve Fund Variance Report