Exhibition Place

REPORT FOR ACTION

2021 Proposed Capital Works Budget as Part of Ten-Year (2021-2030) Program

Date: October 9, 2020
To: The Board of Governors of Exhibition Place
From: Chief Executive Officer
Wards: All Wards

SUMMARY

This report details the proposed 2021 Capital Works Program as part of a ten-year program submission to the City of Toronto. The City practice has recently changed from a set budget based on debt target to a budget based on entity capacity to spend and overall City affordability based approach for a ten-year cycle, although detailed review for each year is completed on an annual basis. This review procedure allows Exhibition Place to adjust its current program each subsequent year based on changing needs, building assessments, legislative changes, mandates, and priorities.

The City of Toronto has provided a 2021 Budget Process with a submission due date of September 15, 2020 for the Capital Program. Due to the budget submission schedule mandated by the City, this proposed program will be submitted to the City Financial Planning Division by the due date of September 15, 2020 with the understanding that the Board reserves the right to make changes to its content and Exhibition Place will be notifying the City of any changes or directions made by the Board.

In accordance with City guidelines for capacity to spend**,** overall City affordability**,** building assessments and SOGR priority, a total of $5.430 million is recommended for the 2021 Capital Budget, all funded by Debt.

In April 2020 the City Manager's Office looked at options to reduce its growing costs due to the COVID-19 situation**,** and one of the efforts the City considered was the reduction and/or cancellation of 2020 Capital projects. In accordance with the City directive and budget reduction guidelines, a $6.435 million overall reduction was made to Exhibition Place Capital projects for 2020 (see June 10, 2020 report to Board). However, the City recently recommended that any unspent portion of those cancelled 2020 projects can now be carried forward to future years. Details of the 2020 unspent carry forward to 2021/2022 in the amount of $6.339 million and is included in Appendix 'A'. Only $6.123 million of this amount is carry forward to 2021, and the remaining $0.216 million for the Food Building to 2022.

The total cash flow for Above the Line Capital Program 2021 (Parts A & B in Appendix 'A'), including the new 2021 projects of $5.430 million**,** and the City recommended carry forward of 2020 cancelled projects into 2021 of $6.123 million, and is therefore $11.553 million.

Even with the additional funding being recommended, and the $2.640 million Capital Constraints for 2021 (Part C of the Appendix 'A') the Net Accumulated Backlog at the end of 2021 for Exhibition Place stands at $38.410 million.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board approve the Proposed 2021 Above the Line Capital Works State-of-Good Repair Budget (Sections A and B of Appendix 'A') of $5.430 million, funded by City Debt, as part of the ten-year (2021-2030) proposed program submission to the City of Toronto.

2. The Board approve the carry forward of $6.339 million unspent 2020 Capital projects funding initially cancelled due to COVID-19 to years 2021/2022, as recommended by the City.

3. The Board direct the Chief Executive Officer to submit the 2021 Budget and any changes or directions by the Board to the City Financial Planning Division as part of the 2021 Budget Process.

FINANCIAL IMPACT

The proposed 2021 Capital Works Program cash flows total $11.553 million as a total program budget which includes $5.430 million Net Program for 2021, and $6.123 million for City recommended 2020 Carry Forward to 2021. The $0.216 million for Food Building (funded 50% each by City Debt and CNEA) is Carry Forward from 2020 to 2022. Details are in Appendix 'A' to this report.

DECISION HISTORY

The Exhibition Place 2017 – 2019 Strategic Plan has a Public Space and Infrastructure Goal to ensure that our State-of-Good Repair plan and processes are adequately linked to our capital plan, and as a Strategy to support this Goal maintain and improve our event space.

COMMENTS

COVID-19 is impacting capital spending as well, for the benefit of the Board, it should be noted that all of these capital projects may be subject to change as the City may provide new guidance and change in the plan at a later date.

Background

Over the next 10 years, the overall net capital program budget and plan for Exhibition Place ranges from a minimum of $5.430 million in 2021 to a maximum of $20.460 million in 2030.

In order to formulate the Capital Program and as required by the City, building assessments were carried out for all the non-tenanted buildings. Results from these assessments are included, where applicable, in this ten-year capital program. Recent studies and assessments include the PV feasibility study, Storm Water Management, Beanfield Centre, Food Building, and Heritage Structures.

Attached as Appendix 'A' is the proposed Ten-Year (2021-2030) Capital Works Program for Exhibition Place with 2021 overall net budget being $11.553 million including a 2021 Net Program of $5.430 million, and 2020 carry forward of $6.123 million. The 2021 SOGR budget is submitted in accordance with the guidelines, policies, and the five expenditure categories as established by the City Financial Planning Division.

Summary of Program by Expenditures Categories

1. Health and Safety:
At $0.175 million (3%); these capital projects have an urgent requirement for repairs due to concerns of a health and safety hazard;

2. Legislated/City Policy:
Nil for 2021; these capital projects are required by the Provincial or Federal legislation or compliance with City Policy;

3. State of Good Repair:
At $5.255 million (97%); these capital projects are for the maintenance, repair or replacement of existing assets including asset rehabilitation required to meet health and safety issues or extend the useful life of the asset by 10 or more years;

4. Service Improvement:
Nil for 2021; these capital projects are for improvement of service delivery above the current Council-approved standard or provides for the introduction of new services; and

5. Growth Related:
Nil for 2021; these capital projects supports growth and development across the City.

For informational purposes only, at the bottom of the Appendix 'A' spreadsheet for each asset, as well as, on the summary sheet, there is a separate table showing the SOGR Building Assessment Backlog, the annual SOGR requirement, the SOGR submission

for that year, and the net SOGR backlog remaining for that same year, which is above and beyond the allowable net capital program funding.

As discussed in the summary, the overall net budget of $11.553 million for 2021 will not adequately address all the essential items arising from recently completed state-of-good-repair building assessments that include the Enercare Centre, the Coliseum Complex along with revised assessment of other buildings, the Storm Water Management, Beanfield Centre, Food Building, and Heritage Structures.

2021 Project Details

All budgets include estimated costs for engineering, construction, in-house work, project management, disbursements, and administrative charges where applicable but exclude H.S.T.

1. Pre-Engineering - No project in 2021

2. Parks, Parking Lots and Roads ($0.600 million)

a) Sidewalks, Pathways, Road & Lots - AODA ($0.200 million)

This program is aimed at preventing deterioration of various sidewalks, pathways, and road sections on the grounds to avoid and reduce public liability and to comply with the AODA regulations for the safety of all visitors. Aside from the replacement of the damaged section of road surfaces for the Indy track, Exhibition Place will also be starting to implement the repair recommendations of the 2015 Parking Study. These recommendations include resurface and overlay of deteriorated parking lots based on priority.

b) Street & Parking Lots Lighting Retrofit ($0.100 million)

This project aims to replace existing end-of-life light standards with upgraded energy efficient LED lighting to locations where necessary. Exhibition Place has 140 cobra pole street lights which were installed over 25 years ago. These poles and the lighting fixtures are past their rated life span and require retrofit on an ongoing basis. Providing adequate and more lighting in public areas and parking lots is required by AODA. This budget allows only for the upgrades as outlined based on priority needs.

c) Fountains Retrofit - Various Locations ($0.150 million)

Exhibition Place has numerous exterior fountains, some of which are listed in the Ontario Heritage Structures list, including the Princes' Gates Lion Fountains, McGillivray Fountain, Peace Fountain, Princess Margaret Fountain, and the Rose Garden east and west fountains. These fountains were built from early 1920 to 1960's. As exterior fountains are subject to outdoor elements, most require retrofitting or even re-built. Restoration to these fountains is a must for Exhibition Place to not only maintain the historical fixtures but also for public safety.

Princes Margaret Fountain retrofit is the priority and the 2021 budget will allow for the project design, costing**,** and construction. Structurally this fountain is showing many cracks and pieces of concrete have decayed and fallen off. The pool surfaces are worn/pitted enhancing the growth of algae and accumulating dirt resulting in water quality issues. The mechanical pit hatch is cumbersome with broken supports resulting in entry safety concerns. The mechanical system is original to the fountain, and the filtration system is 27 years old and needs replacement. All electrical, control panels, starters, lighting, and controls require upgrading. It is the intention to reduce potable water requirements by utilizing non-potable water in the retrofitted fountain.

d) West Bailey Bridge Investigation & Retrofit ($0.100 million)

The last two repairs to the Bailey Bridge which was built as a temporary structure and put in place in 1952, were in early 1980 and 1998. The design was dated back to 1940 and was used by the Canadian military for temporary crossing. It was found at the time of 1998 excessive swaying horizontally due to people walking and running on the bridge. Repairs were made to many structural members, tightening and welding of connections, adding cross bracing members to stabilize the effect of bouncing and swaying. It will be time to do the checking and retrofitting after twenty years of services.

This project is essential in maintaining the structure's integrity. An assessment will be crucial to the extent of restoration needed in the future. Through this a well-developed plan and budgeting for restoration will be attained**,** and the bridge will be structurally sound. Public safety will be at risk if this restoration is not executed.

e) Build Curb Stop Replacement ($0.50 million)

Each building on Exhibition Place is supplied with water, both potable and fire protection water through single or multiple mains. On each main, there is a main building isolation valve outside of the building called a curb stop. This is the first phase of a multi-phased project to replace the isolation valves which shut the water in the event of a maintenance requirement or breakage of the system inside the building.

Some of the above mentioned valves are over 80 years old and are located in the ground exposed to the elements resulting in corrosion of the valve stems and degradation of the valve. In the past, these valves have only been activated in the event of a system maintenance event inside the building or a catastrophic failure which could result in flood conditions and damage inside the building. The older the value the more difficult it is to actuate the valve to the closed position, sometimes resulting in valve stem failure leaving the valve open and unable to be closed.

The City's insurer FM Global has now made it a requirement to exercise these valves monthly to mitigate risk to the systems which they serve. By excavating and replacing these valves with modern more robust fully functioning valves, this risk is reduced.

3. Mechanical/ Electrical & Communication Infrastructure - ($0.300 million)

a) Transformers, Switchgears, and Circuit Breakers (61 Sets in 38 Locations) Replacement in all Substations ($0.300 million)

This program will maintain all building and voltage power equipment some of which are over 70 years old. Unplanned outages or failure of the substation equipment could cause shows or events to be shut down for days as replacements are sought. As importantly, this program is to maintain safety standards for staff working in this high risk area.

4. Enercare Centre ($2.650 million)

a) Replace East Curtain Wall Façade with Triple Glazing ($0.700 million)

There is considerable glazing in the east façade. These are sealed thermal units dating from the construction of the building in 1996. Although there is not any noted failures listed in the assessment, but as most references consider 20 years to be the reliable service life of an insulated glass unit. It is anticipated the requirement to replace these existing units with higher grade units of triple glazing with argon gas. It is recommended to replace these glazing systems.

The Galleria glazing is a high quality framing system and was well executed. There are no significant broken seals except one unit (measuring approximately 6' by 8') that has lost its outer glazing. As for the remaining glazing, if recent alerts are to be accepted it will likely have to be replaced before it reaches 20-25 years of age. In this case it is anticipated the requirement to replace the existing glazing with higher grade units - triple glazing.

Elements of the building envelope are most areas that use a lot of energy and least energy efficient. Double glazing is no longer the best**,** and the latest technology is available for triple glazing in any future window replacement.

b) Retrofit Loading Dock Ramps, Canopies and Bumpers ($0.670 million)

The project involves resurfacing asphalt ramps at docks #1, 20**,** and 40; retrofitting localized steel stairs, retaining wall, loading slab, loading platforms, doors and frames, loading dock canopies and bumpers.

Enercare Centre is served by large loading dock facilities at the north east and westerly ends of the building. Much of the steel detailing and accessories related to these docks (edge angle, staircases, etc.) are beginning to rust, and this corrosion should be addressed as soon as possible in order to extend the service life of these elements. Bumpers, fabric weather seals**,** and canopies are getting toward the end of their service life in 20 to 25 years. The updated building assessment pointed out to this as a high priority measure to be taken as soon as possible before the elements are getting too deteriorated to be retrofit.

c) Retrofit Existing Movable Huffcore Walls in Halls (in phases) ($0.150 million)

This project is to retrofit the existing movable huffcore walls in the Halls allowing them to be rented out without being bothered by the activities of the adjacent areas. The existing huffcore walls at the Halls need to be retrofitted in due course.

This installation wall sections are capital in nature and cannot afford to be funded from operating budget. Existing service agreement does not cover major installation or replacement. Without the ability to isolate the large halls from neighbouring areas with other on-going operations, our ability to satisfy show market request is reduced, thus resulting in loss of show revenue.

d) Replace & Retrofit Chillers ($0.350 million)

The chiller is integral to the HVAC system for the Enercare Centre and there are three existing 1,250-ton chillers in the Enercare Centre, which are over 20 years old and need to be overhauled or replaced. In 2017, one new 1,250-ton chiller was added and commissioned. Chiller no. 2 is now a priority to be replaced since it is deteriorating quickly. The 2021 funding is to supplement the 2020 carry forward fund of $1.970 million.

e) Replace Garage Air Make-up Units ($0.100 million)

This work is to replace the most at risk air makeup units in the Enercare Centre, which is a part of the HVAC system as recommended in the building assessment study. These units bring 100% of outdoor air to the garage and are complete with gas-fired heating.

Makeup air units are also commonly found in applications where a structure's interior requires the constant introduction of 100% outside air and the existing interior air cannot be recirculated. Hospital operating suites, restaurant kitchens exhaust systems, manufacturing paint booths**,** and underground parking garages are good examples of makeup air unit applications.

f) Offices HVAC & Control Upgrade ($0.200 million)

This project is for replacing aging office HVAC equipment. These offices host the administrative staff who are vital to the day to day operation of the show business of the building. Proper HVAC system maintain the indoor air quality in the work environment to keep staff healthy and comfortable. Good working condition for staff is a good strategy to maintain moral.

g) LED Lighting and Conservation/Demand Management - offices, galleria, and common areas ($0.255 million)

This project is to retrofit the aging 34w fluorescent to high efficiency LED fixtures.

The existing fixtures were installed when the building was opened in April 1997. The aging fixtures are becoming both an environmental issue, as well as, a safety issue. Modern LED technology can produce the same lumens level as compact fluorescents using one third the amount of power, which helps drive down the building's carbon footprint and operating cost, and the new fixtures and bulbs no longer contain mercury vapour which is harmful to the environment. The fixture assemblies have also proven unsafe at this point of their lifecycle, when aircrafts pass overhead during the airshow,

the vibration to the building may cause the tubes to loosen. The new design will remedy this issue.

h) Floor Ports Rebuilding ($0.075 million)

The floor ports rebuild focus on replacing the floor port lid seat frame, then replacement of modular copper Cat5 jade, surface mount boxes, 4 port angled entry, faceplates, 8 port faceplates, mounting brackets, multi-mode fibre termination modules, coax termination module, all electrical terminations and wiring as required. All including testing, certification, and commissioning.

All connectivity is provided to exhibitors through these floor ports. A floor port is a box built originally under the floor and the cover flush at the floor level. The floor port lid consists of a steel plate with a slotted opening, 5 ½ inch by 1 inch wide to allow for show power to be installed. The underside of the lid cover has a neoprene rubber that outlines the edge of the plate and allows for a seal. 4 screw holes with Allan key screws secure the cover to the box. The size of the lid cover is 18 inches by 19 inches rectangular steel plate. This plate is capable of withstanding heavy loads such as forklifts or heavy equipment. This lid, however, is not waterproof. Water from cleaning of the floor does leak into the box containing all the connections. The drain holes in the bottom of the box are not large enough to drain the water and they are often plugged with wire. Water and moisture stay inside for a long time and the metal box and the steel plate support frame are rusting. Under such conditions the plug and connectivity wire are also rusted. A redesign of the lid and box when rebuild is happening is required.

In all trade and consumer shows, connectivity for power, internet, emails, and cell phones are all necessary technology required to be provided to clients and patrons. Without such services, show managers will not choose the facility for their shows.

i) Lighting Retrofit in Garage ($0.50 million)

It is proposed to upgrade the existing fluorescent lighting system in the Enercare Centre parking garage to LED illumination. The new LED lighting will be programmed to be fully controlled by activity in the individual lighting fixture versus lighting zone. This would greatly improve the overall safety allowing lighting levels to remain at pre-determined percentages of intensity when the garage is either fully or partially occupied, or any combination which is not possible with the existing system. This change would also allow Exhibition Place to meet the standard lighting requirements used by the Toronto Parking Authority in all their parking structures which are industry best practices and reduce operating costs. The 2021 funding will be required for design and costing with construction proposed in 2022 and 2023.

j) Fire Device Replacement ($0.100 million)

This project is the first phase of the upgrade of the fire enunciation system field devices. There are over 3200 of these devices which provide the condition sensing for the Fire and Life Safety System. This includes but is not limited to smoke sensors, heat sensors, beacons, strobes, pull stations etc.

These devices are an integral part of the Enercare Centre's Fire and Life Safety System. These devices were installed when the building was constructed and opened in 1997 and are now at the end of their rated life. The main fire panels have all been upgraded in past projects, and now it is time to replace the field devices to maintain the reliability required in a venue that host thousands of people.

5. Coliseum Complex ($0.150 million)

a) Unit Heaters and Pumps Replacement ($0.150 million)

This project is to replace the domestic hot water boiler, circulating pump, electric heater, hot water storage tank**,** and 40 unit heaters.

The East Annex, Industry Building**,** and North Extension heating is by steam unit heaters located throughout the building. Unit heaters are of different types (horizontal or vertical) and age. In 1984 the North Extension and Industry Building heaters were replaced. The typical piping arrangement is isolating valve on steam line, steam trap**,** and isolating valve on condensate line. Gravity condensate is collected in local condensate receiver. The North Extension condensate receiver is located in the north-west corner of the Fraser Pavilion. The condensate receiver for the Industry Building is located inside in the north part of the hall between the Industry Building and the North Extension. There is a dedicated condensate system in the East Annex. The North Extension has 36 unit heaters; the Industry Building has 40 units.

6. Queen Elizabeth Building – No project in 2021

7. Other Buildings ($0.400 million)

a) Various Buildings & Grounds Wide Security Surveillance System/Card Access/CCTV ($0.175 million)

This program will upgrade the security system throughout the grounds and includes the following:

- Video surveillance cameras located strategically throughout the grounds with a focus on parking areas, perimeter facilities, high security areas, and high incident areas;
- Card access doors located throughout the grounds focused on electrical substations, employee work area access, and leasable space access; and
- Crisis stations strategically placed in the parking garage, reception areas, main public travel routes, and high security areas.

This Exhibition Place security program has focused on addressing three fundamental security elements:

- Addressing security concerns of employees working in environments with a high probability of work place violence;
- Securing critical infrastructure, high hazard/risk locations, and the protection of assets; and
- Balancing the need for physical security and ease of access.

b) Princes' Gates (1927 designated) - Masonry Repointing & Flashing ($0.125 million)

The Princes' Gates was last renovated in 2010-2011. However, there was no sufficient fund to complete all aspects of the gates such as the interior deterioration due to sweating and dampness on the inside bricks and mortar joints. Exterior minor panel replacement is also expected to be needed. It is time to inspect the structure for its integrity.

Also, presently Princes' Boulevard enters the park and exits the park to Strachan Avenue with two lanes of traffic. Staff is to investigate with the appropriate departments at the City of Toronto to come up with an acceptable means of closing the Princes' Gates to traffic flow, allowing only for pedestrian flow. This solution must also be flexible enough to be removed and or altered to allow full access as usual for special events.

The proposed work is necessary to provide the essential state-of-good-repair; and to ensure safety. These issues should be addressed in a timely manner to avoid accelerated deterioration of this historic structures and resulting greater repair costs in the future.

c) Emergency Command Centre ($0.100 million)

With larger shows and festivals coming to Exhibition Place**,** and with the ever changing state of security in the world, Exhibition Place is adding infrastructure and technology to be able to operate an Emergency Command Centre (ECC) on site when required. This ECC would operate as a Board Room space when the need for an ECC is not required; however, infrastructure and technology installed through this project would allow for the transition to an ECC quickly and efficiently when required.

World events and the requirement for a joint site command (Police, Fire, and Paramedics)**,** as well as any other partner would be the justification. Exhibition Place are frequently asked if we have a space that would function as an Emergency Command (Site Command) Centre with the infrastructure and technology required for partners running large scale security events.

8. Beanfield Centre – ($0.500 million)

a) Masonry Retrofit ($0.100 million)

In 2009-2011, under the Infrastructure Stimulus Fund Program of the Federal government, the major restoration was completed. It is estimated that masonry retrofit will still be required to eliminate water penetration through defective or damaged metal flashings, cracking concrete panels**,** and failed mortar joints.

This program is essential for maintaining the building envelope of the building**,** to provide the essential state-of-good-repair**,** and to avoid accelerated deterioration of the historic building resulting in greater repair costs in the future.

b) Interior Walls & Ceiling Finishes ($0.175 million)

This project is the rejuvenation of the walls, doors, and trim work in the Beanfield Centre ballrooms, hallways, and conference rooms.

After 10 years of use, the LEED certified FSC wood surfaces throughout the Beanfield Centre have degraded to the point where it effects the ability to present the Beanfield Centre as Class A conference space. These surfaces cannot be patched and repaired like common architectural features due to their LEED manufacturing processes. This project will replace damaged areas and protective guards to prevent further damages from use from customers and staff.

c) Lighting - Various ($0.175 million)

This project is to upgrade the control and distribution wiring for event lighting in the ballroom and salons to meet the state of the art status, and meet the requirements of the customers renting the facility. Additional lighting upgrades to LED to reduce operating costs will be included.

Technology in the conference business is continuing to evolve and existing infrastructure has to be upgraded to allow for interconnectivity of the lighting systems with customer hardware in order to remain competitive in the industry. As the building is now 10 years old, so is the event infrastructure. This all aids in the reduction of operating expense for the conference business.

d) Fire Alarm System Upgrade ($0.050 million)

To replace field devices are a difficult service as part of the Fire and Life Safety System. This relates to sensors installed in ductwork that have to be relocated as part of the Fire and Life Safety regulatory requirements. These items were identified in an internal fire system audit and are requirements of our insurer FM Global.

9. Better Living Centre - No project in 2021

10. General Services Building - No project in 2021

11. Horse Palace - ($0.100 million)

a) Lighting Control, Distribution Panel, Emergency Generator & Main Switch Retrofit ($0.100 million)

This project includes retrofitting old lighting controls and required wiring; upgrading the distribution panel, and replacing the emergency generator and main switch.

A budget has been included for a study to determine lighting control options appropriate for the building use and lower energy cost. Upgrading the old lighting controls is recommended as the 2007 building assessment reiterates that the Horse Palace is important as a historically designated building**,** and as a major venue for the CNE and the Royal Agricultural Winter Fair. The proposed work is necessary to provide essential

state-of-good-repair, to comply with code and safety requirements**,** and to increase the efficiency and the cost effectiveness of the building.

12. Food Building - No project in 2021

13. Press Building - No project in 2021

14. Special Projects - No project in 2021

15. Electrical Underground High Voltage Utilities ($0.730 million - 2021 Cash Flow)

a) Phase 1 - Replace Priority Feeders ($1.500 million - 2019, $2.000 million - 2020 & $0.730 million - 2021)

This is a pre-approved project for 2019-2021 (Phase 1), with planned project for 2022-2025 (Phase 2), and requested funding for 2025-2029 (Phases 3 & 4), subject to City approval.

There is a need to replace all underground high and low voltage electrical cables (13,800 volts to 600 volts), and their associated equipment for isolation such as switchgears and grounding. The underground cables are old, some over 50 years old and beginning to fail. These cables supply all the power and life safety services to the buildings on the grounds, as well as, all street lighting and parking lot lighting. The rate of ground fault failures, splice failures, and general cable failures are increasing.

A feasibility study for Exhibition Place high voltage power distribution system and substations was completed at the end of 2017 and approved by the Board. The 8 priorities/phases of the Study to be completed over a 10-year period are as follows:

- Replace frequently failed feeders A32T/A33T to TWX and A34T/A35T to TWX;
- Consolidate indoor mid-air substation of IEX, IWX and FAX;
- Replace poor equipment in various substations due to safety and aging;
- Consolidate BLC substations (BLX, NE, NW, SE, SW) to one 13.8KV substation;
- Upgrade transformer and switchgear at TOX, WANX, and WASX;
- Upgrade switchgears at Beanfield substation;
- Replace cables A81T/A82T/A83T to NTX; and
- Upgrade General Services and Horse Palace substations.

16. Green Energy Initiatives - No project in 2021

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SIGNATURE

Don Boyle
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ATTACHMENTS

Appendix 'A' - Proposed 2021-2030 Capital Works Program