

# **Ontario Place Corporation**

**2016 - 2018 Business Plan**

**Year - 2016**

**Issued: September 6, 2016**



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#### GLOSSARY OF COMMONLY USED ACRONYMS

OP	Ontario Place
OPC	Ontario Place Corporation
GM	General Manager
FTE	Full-Time Equivalent – measure of staff numbers
POD(s)	One or more of an original site feature comprised of a five pod pavilion complex over the water
MTCS	Ministry of Tourism, Culture and Sport (“Ministry”)
OPBR	Ontario Place Revitalization Branch
TAB	Tourism Agencies Branch
IO	Infrastructure Ontario
LSB	Legal Services Branch
LN	Live Nation

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### Executive Summary

The Ontario Place Corporation (OPC) 2016 Business Plan presents expanded corporate responsibility for planning, maintaining and activating the site leading up to Revitalization. The Ontario Place Board and staff will share responsibility with the Ministry for the planning, development and implementation of future phases of Ontario Place Revitalization. New programs and services will be offered and the revenue streams will be considerably changed from previous years.

To deliver on these expanded responsibilities, the OPC organization, its roles, responsibilities and business streams and the site itself will all undergo a significant transformation in 2016. The priority for 2016, is for OPC to align its organizational structure and expand its human resource capacity to be able to implement the initiatives outlined in this business plan.

Ontario Place Corporation will build on the success of its recent Event Rental business and it will now actively promote the site as a multi-use entertainment and exhibition facility. It is proposed to create a Sales and Event Management Services branch to support the delivery of an expanded range of revenue streams, the showcasing of public and ticketed cultural, community and recreational events, and including preparations for hosting Ontario 150/Sesquicentennial celebrations at Ontario Place in 2017.

In 2015, OPC hosted over 613,000 visitors in 2015 and met its net bottom-line budget targets. 2015 was the fourth year of operations for OPC following the government's 2012 partial closure announcement. Business highlights from 2015 (based on September 30, 2015 forecast) included:

- Self-generated 72% of all revenue (unaudited).
- Maintained Parking revenue despite the closure and transformation of Lot 3 for the Urban Park and Trail and the loss of parking due to Pan Am Games venue use of Lot 1 in July. The loss of Lot 3 represents approximately 340 spaces or over 20% of all Ontario Place parking spaces.
- Increase in Amphitheatre events by 8% (40 in 2015 vs. 37 in 2014),
- The number of Echo Beach and East Island music events were maintained.
- Managed a 17% increase in site and parking lot rental events from 2014 ( 47 vs.40)

Management and staff continued to evolve OPC operations on the 2013 transition operating framework and worked within tighter human resource constraints, resulting in higher productivity as measured by revenue per FT employee.

As the organization aligns itself to support and deliver interim and long term corporate objectives, the Corporation during the 2016-2018 period will focus on the following priorities:

- 1) Create and maintain an effective organizational structure that supports the short- and long-term corporate responsibilities;
- 2) Develop, plan and implement pre-Revitalization programs and events at Ontario Place that generate maximum revenues and/or social benefit and may shape Revitalization planning and development;
- 3) Jointly with MTCS, have shared responsibility for the planning, development and implementation of future phases of Ontario Place Revitalization;

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Successful delivery of these priorities requires OPC to invest in people, products and services and the site itself. These investments will leverage short and long-term business opportunities and ensure a sustainable and successful revitalization of Ontario Place.

OPC management will continue to:

- Provide corporate support to the Board of Directors and the Ministry;
- Identify operating efficiencies across the organization and the property;
- Maintain the physical integrity of the buildings and grounds, within resource allocations.

The 2016 proposed budget forecasts \$5.64M in revenues and \$7.68M in expenses. Ontario Place Corporation projects the requirement of a \$2.07M operating allocation to balance the 2016 budget. The Business Plan presents assumptions and plans that will be delivered in 2016 and beyond by Ontario Place's four corporate divisions:

1. General Manager's Office
2. Sales and Event Management Services Branch (new)
3. Corporate Services Branch
4. Operations and Infrastructure Branch

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### Agency Accountability

#### **Mandate & Legislative Authority**

OPC opened in 1971 and is an Operational Enterprise Agency of the Government of Ontario reporting to the Ministry of Tourism, Culture and Sport (MTCS). The corporate authority of Ontario Place is legislated through *The Ontario Place Corporation Act*, R S O 1990, c 0 34 (the Act). Since that time, the legislated mandate of Ontario Place is:

- a) To operate Ontario Place as a provincial exhibit and recreational centre;
- b) To develop projects and programs designed to provide the people of Ontario with a greater appreciation of the Province and its accomplishments and potential, and to provide talented artists in the Province with the opportunity to exhibit their works and their abilities;
- c) To develop special programs from time to time considered to be worthwhile to enhance the image of the Province and to co-ordinate activities with the Canadian National Exhibition at times when that exhibition is in operation; and,
- d) To do such other things as the Minister may require from time to time and to advise the Minister on projects and programs of general advantage to the Province.

#### **Current Context**

In 2012, the Ontario government announced the partial closure of Ontario Place and endorsed the Minister's Advisory Panel's (MAP) recommendations to transform Ontario Place into a 'must visit' destination and be a landmark for Ontario families and tourists from around the world.

In the summer of 2014, the government announced its Vision Statement for the future of Ontario Place including major elements that contribute to a "year-round, vibrant waterfront destination."

The ministry and the OPC Board of Directors began in 2015 to develop the announced vision and to work with Infrastructure Ontario to revitalize Ontario Place in a phased approach. OPC now shares responsibility for the revitalization of Ontario Place while managing ongoing operations. The task of generating revenue within a partially closed site while supporting Revitalization planning presents a unique state of affairs for Ontario Place.

#### **Goal**

In 2016, the Board of Directors will continue to work with the Ministry of Tourism, Culture and Sport to align its mandate and organizational structure to share in planning and implementing initiatives in support of revitalization.

#### **Corporate Governance**

Ontario Place Corporation is accountable to the Minister of Tourism, Culture and Sport ("the Ministry"), and is guided by a Memorandum of Understanding with the Ministry, which is currently being updated.

#### **Board of Directors**

As outlined in the Ontario Place Corporation Act, the Board of Directors has governance accountability, provides strategic direction for the Corporation and is responsible for the effective oversight of its management. The Board shall consist of not fewer than seven and not more than 13 members appointed by the Lieutenant Governor in Council of one shall be a director of the Canadian National Exhibition Association.

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There are currently seven Board members for Ontario Place Corporation:

Chair: Penny Lipsett

Members: Sonny Cho Linda Franklin\* Timothy Jackson  
Jeffrey Kehoe Barry Steinberg Winston Young

\*OPC Representative on the Canadian National Exhibition Association Board

### **Board Committees**

The role of the Board committees is to support the Board of Directors and act as a resource for Ontario Place management.

The following Board members comprise the Audit Committee:

Chair: Winston Young  
Members: Penny Lipsett Sonny Cho Timothy Jackson

The following Board members comprise the Strategic Planning Committee:

Chair: Linda Franklin  
Members: Penny Lipsett Jeff Kehoe Barry Steinberg

### **Senior Management Team\***

Eriks Eglite was appointed to lead the Ontario Place management team in 2012. The General Manager is responsible for the operation of the Corporation and has a senior management team comprised of:

Senior Manager, Corporate Services	Hunter Saggar
Senior Manager, Operations and Infrastructure	Michael Hazelton
Executive Assistant to the General Manager	Valerie Holliday

\*See Organizational Chart

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### 2015 Highlights

As Ontario Place worked to support Revitalization planning and implementation several events were hosted on parts of the site in 2015. OPC hosted and supported events of the 2015 Pan Am and ParaPan-Am Games, and increased site usage. The construction of the new Urban Park and Trail on East Island was commenced and is project managed by Infrastructure Ontario (IO).

Forecasted 2015 Business highlights include:

- Self-generated 72% of all revenue (unaudited).
- Maintained Parking revenue despite the closure and transformation of Lot 3 and 4 for the Urban Park and Trail and the loss of parking due to Pan Am Games venue use of Lot 1 in July. This loss of Lot 3 and 4 represented over 25% of all Ontario Place parking spaces.
- Increase in Amphitheatre events by 8% (40 in 2015 vs. 37 in 2014),
- The number of Echo Beach and East Island music events presented by Live Nation were maintained.
- Managed a 17% increase in site and parking lot rental events from 2014 (47 vs.40)
- Assisted the Board with strategic discussions on interim opportunities to utilize Ontario Place

### Operational Highlights:

In 2015, Ontario Place Corporation is projected to post \$5.577M in revenues (unaudited) and receive \$2.0M in grants, totaling over \$7.703 million of income. OPC generated 72% of all income as self-generated revenue. In considering the 2015 non-grant revenues, 56% of the operational revenue was generated through direct Ontario Place business operations e.g. parking lots, site rentals, and marina. The on-site business partners contributed a minority share of revenues. In total, OPC hosted over 613,000 visitors during 2015.

### Summary of 2015 Forecasted Income Statement (based on September 30, 2015 actual plus forecast to December 31, 2015)

Year Ending December 31, 2015				
	2015 Projected	2015 Budget	Better/(Worse)	
	(\$000's)	(\$000's)	(\$000's)	%
Total Operating Revenue	5,577	4,497	1,080	24%
Total Operating Expenses	6,814	6,487	( 327 )	-5%
Income/(Loss) Before Operating Subsidies	( 1,237 )	( 1,990 )	753	38%
Operating Subsidies	2,126	2,000	126	
<b>Net Income/(Loss)</b>	<b>889</b>	<b>10</b>	<b>879</b>	

### Site Attendance

	2013	2014	2015	2016 (forecast)
<b>Attendance</b>	524,788	619,001	613,000	615,000

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**2015 Business Plan Commitments**

<b>OPC 2015 Initiatives</b>	<b>Measures</b>	<b>Achievement</b>
Revenue from OPC operations	Achieve 69 % of all revenue through self-generation	Self-generated 72% of all revenue
Meet 2015 OPC budget targets	Meet or exceed 2015 OPC budget net income target	Exceeded the 2015 net income budget target
Host Toronto 2015 Pan American Games	Provide all services and assistance required under the OPC-TO2015 Venue Use agreement	OPC's West Channel and Parking Lots were used as Pan-Am Games sport venues. OPC staff working with Pan-Am Games staff to ensure successful and smooth operations at Ontario Place (West) venue site.
Maintain or increase site usage.	Meet or exceed 2014 site visitation rate.	In 2015 OPC visitation was within 99% of the 2014 total visitation, and this can be attributable in large part to a rained out major festival presented by Live Nation. Note, OPC visitation does not include Pan-Am Games guests.
Provide site beautification for Pan Am Games in 2015.	Have site beautification completed by June 2015.	Various initiatives were completed including painting and lighting of the OP front-of-house. Extra landscaping and site maintenance was provided in time for Pan Am games.
Complete Board approved demolition of non-heritage structures	Achieve Minister's clearance for select removal of small historically insignificant buildings and complete building removal in 2015.	OPC has completed the required documentation and received Minister's Consent to demolish the 10 identified buildings. The work was started in late fall 2015.
Review IT network connectivity and recommend modifications to allow corporate email reception and transmission during site power disruptions.	Identify and implement a low-cost quick solution by fall of 2015.	Management reviewed this issue and has included it as part of a larger IT Strategy being planned for 2016. Any short-term solution to resolve this issue would not be inexpensive.
Implement an on-line Surplus Asset auction service to sell and dispose of those assets declared surplus to needs of the corporation.	Commence disposal of surplus assets by way of competitive on-line process in 2015.	In June an RFP was issued for this service and a vendor has been contracted. The on-line posting of assets went "live" in October 2015 and will continue into 2016.



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### 2016 Strategic Directions

The partial closure of Ontario Place was announced on February 1, 2012 and since that time the Ministry of Tourism, Culture & Sport (MTCS) has been leading the Revitalization efforts at Ontario Place up to and including the announcement of the government's vision for a revitalized Ontario Place made by Minister Coteau on July 31, 2014. The first phase of Revitalization began with the start of construction in 2015 of the Urban Park and Trail on the eastern edge of the site. For the next phases of revitalization, Ontario Place Corporation will share responsibility with the MTCS for its planning and implementation.

As the organization aligns itself to support and deliver interim and long term corporate objectives as directed by the Minister, the Corporation during the 2016-2018 period will focus on the following priorities:

- 1) Create and maintain an effective organizational structure that supports the short- and long-term corporate responsibilities;
- 2) Develop, plan and implement pre-Revitalization programs and events at Ontario Place that generate maximum revenues and/or social benefit and may support Revitalization planning and development;
- 3) Working with MTCS, have shared responsibility for the planning, development and implementation of future phases of Ontario Place Revitalization;

In September 2015, OPC Board of Directors and Management began formal discussions on the short term (3-5 year) strategies that would complement and align with the long-range Revitalization vision for Ontario Place. Following a series of workshops, meetings and ministry consultations through the fall of 2015, the Board directed staff to present interim use options early in 2016 to:

- Develop the site as a festival and event space with distinct flexible, multi-purpose applications and features
- Develop a range of programs and experiences that meet both social and financial objectives
- Identify site and organizational investments that meet the short-term goals and align with Revitalization

Included in the interim use considerations is the preparation of Ontario Place as a Sesquicentennial celebration site.

Successful delivery of these priorities and interim use options requires OPC to invest in people, products and services and the site itself. The OPC Board supports this strategic investment. The investment will leverage short and long-term business opportunities for OPC and ensure a sustainable and successful revitalization of Ontario Place.

In 2016, OPC will work closely with MTCS and HR Ontario to update the OPC organization structure to reflect its expanded responsibilities. It can be expected that current positions and job assignments will be revised and that there will be an increase in FTE's. Additional HR resources are being requested in this Business Plan to reflect the increased operational responsibilities.

In addition, OPC management will continue to:

- Provide corporate support to the Board of Directors and the Ministry;
- Identify operating efficiencies across the organization and the property;
- Maintain the physical integrity of the buildings and grounds, within resource allocations.

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Site rentals and parking lot management will be the focus of OPC operations to maximize revenue, but are currently limited by staffing resources.

OPC will continue to develop strategies with MTCS and IO for any other potential commercial uses of OPC in the three year term of this business plan in order to increase revenues and visitation, such as the re-opening the Cinesphere, expanding rental venue space and offerings on the West Island, programming and maintenance of Urban Park and Trail and management of the East Island Festival space.

OPC estimates that with the additional staffing resources requested by this business plan in 2016 and over the next three year period will yield increased revenues.

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### Environmental Scan

The government announced the partial closure of OPC in February 2012 beginning the revitalization of Ontario Place. In 2015, the first phase of revitalization was initiated with the construction of the Urban Park and Trail on an eastern section of Ontario Place. The focus of the Corporation during the 2016-2018 period will be to actively participate in the ongoing revitalization planning efforts as Ontario Place begins a phased revitalization to be a year-round destination.

In 2016 OPC management's related operational priorities are to:

- Continue to manage the core businesses and increase revenue generation opportunities;
- Continue to support the Board and the ministry;
- Work with the ministry to jointly plan and implement initiatives in support of revitalization;
- Manage existing corporate assets including surplus asset disposal and limited demolition, as approved by the Board and the Minister;
- Maintain a healthy and safe site;
- Stabilize the Ontario Place organization and workforce

As plans for the future of Ontario Place are being developed, OPC management will assess the impacts of decisions on key partners and stakeholders and develop mitigation strategies. This will include consulting stakeholders prior to any major business decisions to ensure transparency and accountability.

The immediate neighbouring area around Ontario Place continues to develop and evolve as various projects, such as the Exhibition Place hotel, BMO Field expansion (and new home of the Toronto Argos) and City infrastructure improvements such as the Gardiner Expressway and Dufferin Bridge are completed. The long-term road works on the Gardiner Expressway and neighbouring roadways have increased the traffic congestion around Ontario Place. This was first experienced in some measure during the summer of 2013 and is anticipated that the effect of this traffic congestion will have significant permanent effect on Ontario Place's desirability as an event destination and in turn negatively affect OPC attendance, parking lot usage and related OPC revenue sources.

In addition, the construction and expansion activity at Exhibition Place continues to reduce available parking and event space in the area, and OPC is increasingly relied upon as a secondary parking provider for Exhibition Place events. OPC is also being asked by Exhibition Place to buy-out OP parking lots for the larger Exhibition Place events and its clients (including the CNE).

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### 2016 BUSINESS PLAN

#### Business Operations: GM's Office

##### General Manager's Office

A key priority in 2016 for the General Manager ("GM") and OPC management will be to respond to the needs of Ontario Place during Revitalization, including the identification of other revenue generating business opportunities and resources for OPC which are consistent with the government's February 1, 2012 announcement.

To achieve this objective, the General Manager will work closely with the Chair of the Board and the Deputy Minister, with a dedicated focus on Ministry communications, and the active maintenance of existing OPC stakeholder relations. In continuing the collaboration between the Board and the Ministry, the GM will establish with the Ministry's counter-part specific roles and responsibilities for OPC, MTCS and IO for the Revitalization project. It is anticipated that by early 2016, the roles and responsibilities between OPC, MTCS and IO regarding the Revitalization project will be more clearly delineated.

The Office of the GM will continue to support associated activities for Ontario Place. Specific activities which Ontario Place Corporation will undertake in 2016 include:

- a) Establish a unit within the organization to assist the GM and support ongoing Revitalization efforts;
- b) Complete the business planning for the announced vision and form options for a development plan;
- c) Undertake a Heritage Conservation Plan for Ontario Place;
- d) Expand the site, facility and operational data base through CAD and GIS software so that it can be used as a tool for future planning and development;
- e) Inventory and quantify OPC operational systems and related site requirements as a basis from which to evaluate future proposals;
- f) Develop an environmental framework for future operations and development, as part of a triple bottom line, i.e. ecologically, fiscally and socially sustainable, approach to future operations.

A number of studies will be commissioned or completed in house to support the revitalization activities, including:

- i. Research and Market Analysis for interim uses (2016)
- ii. Establishment of conceptual Ontario Place lighting design parameters (2016)
- iii. Heritage Conservation Plan (2016-17)
- iv. Mainland access and circulation study for parking and traffic (2016-17)
- v. Evaluate expansion of Cinesphere projection capabilities to digital (2017-2019)
- vi. Establishment of the basis for future Ontario Place infrastructure plan
- vii. Establishment of the basis for a future Ontario Place environmental strategy

The events and site rentals currently managed through the GM's Office, by the Executive Assistant are managed through a new Sales and Event Management Services Branch, operational since 2016. The office of the GM will follow-up on resolutions, approvals and directions made by the Board of Directors, in particular continue the on-line sale of assets declared surplus to the needs of the corporation and ensure the site meets all health and safety standards.

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### Business Operations: Corporate Services Branch

The Corporate Services Branch is responsible and accountable for the following 5 distinct functional areas:

1. Finance
2. Human Resources
3. Information and Information Technology
4. Legal
5. Procurement (including managing OP Surplus Assets)

The unit is currently staffed by 4 FTEs who manage the following critical year round activity:

- Annual Financial Audit
- Annual Report
- Business Plan
- Human Resources activity
- Financial Budgeting
- Financial and other reporting to Ministry and Board
- Site-wide I&IT activity
- Management of legal and/or insurance activity
- Procurement and Policy Development Services
- Accounts Receivable and Accounts Payable
- Coordination of materials for the Committee and Board Meetings
- General corporate compliance matters

#### 1. Finance Unit

The Finance Unit main responsibilities are related to the provision of:

- Day-to-day financial services for OPC operations including all accounts receivable and accounts payable activities;
- All ministry/Board financial reporting requirements;
- The coordination of the annual OPC Financial Audit including liaising with Office of the Provincial Controller;
- Analysis and reports as required by the OPC Board, Senior Management, MTCS and MGS.

In 2015, the Finance Unit ensured accurate and timely submission of all reporting (monthly, quarterly and annual including ad hoc reporting). A major accomplishment in 2015 was the completion of the OPC Financial Audit earlier in the spring which was precedent setting. The Audited Financial Statements were the posted on the OPC website, in compliance with the Agencies and Appointments Directive.

#### 2. Human Resources Unit

OPC generates a significant amount of regular day-to-day human resource activity that is being managed by various staff and there is no dedicated staff for this function. OPC has regular liaison with Human Resources Ontario (HRO) and Ontario Shared Services (OSS) ensuring the appropriate provision of HR support and advice on all HR matters.

In 2015 OPC initiated an organizational review and the early findings show the need to:

- 1) Expand the OPC organization to undertake the Ministry directed tasks and responsibilities
- 2) Establish a Sales and Event Management Branch for OPC

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- 3) Define the relationship between OPC and OPRB for revitalization responsibilities
- 4) Establish a Revitalization project support team for OPC accordingly
- 5) Augment general organization, including Human Resources

The 2016 Business Plan operationalizes these findings by proposing an expanded organizational structure to best position OPC to deliver on its current and expanded responsibilities. Additional resource requests and position evaluations are articulated in the Human Resources Section. Further, non-bargaining positions were compressed in 2012 and now that OPC's future has been confirmed a review is required to re-evaluate position classifications with regard to increased corporate responsibilities and duties performed and with similar positions in other MTCS agencies.

### 3. Information & Information Technology Unit

Ontario Place's Information and Information Technology unit ("I&IT") provides technology services and support to the Ontario Place, business partners including guests such as concert guests and marina users. The IT Unit also manages the Ontario Place public website ([www.ontarioplace.com](http://www.ontarioplace.com)) which continues to provide information and update users on the current business/partner activities such as events, marina bookings and rental rate fees. The site also ensures the sharing of information in compliance with ministry directives.

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### Business Operations: Operations & Infrastructure Branch

The Operations and Infrastructure Branch is responsible and accountable for the following areas:

1. Site Services
2. Security services contract management, event support and compliance
3. Marina
4. Parking

#### 1. Site Services Unit

The 155 acres of land and water lots, buildings, green space, roads and infrastructure are managed and maintained by a full time work force of 6 staff. This is supplemented by 8 summer season student positions primarily involved in waste handling and landscaping duties.

The key areas of maintenance responsibility include landscaping, HVAC, plumbing and mechanical, carpentry, electrical services and routine inspections. In addition, staff also manage third-party contracted services for larger projects, such as asphalt repairs, building decommissioning, site fencing, high voltage electrical installation and maintenance, high steel refurbishment, and pod roof repair. Some select projects from 2015 include:

- Replacement of the light bollards along the south side of lot #1
- Bridge 8 was re-lamped
- Boiler replacement at the Cinesphere
- General re-paving and addition of additional parking spaces in the Marina and GSP lots.
- Bridge 10 roof resealing

In 2016, the Branch will be engaged in activity throughout the site. Work will also continue on quantifying the demands on landscaping and site maintenance from both a staff and equipment perspective due to the new activity on the East Island Festival space and the opening of the Urban Park and Trail, both of which are anticipated to conclude early 2017. In order to meet the continued and future needs of keeping the site in a state of good repair in the interim period, both financial and human resources will be increased.

The priorities for 2016 will be to continue to maintain existing facilities with a focus on visitor safety and comfort, support the planned East Island enhancements, and work preparing the West Island for events. We will also conduct a number of inspections and assessments (including the PODS, the Marina, site bridges) to identify the current state, establish a budget framework for future activation, and needed repairs. The Cinesphere building systems will also be examined for possible 2017 activities.

In 2016 the annual capital program, which was significantly affected by the departure of key management staff in previous years, to move forward in alignment with current business objectives.

It is anticipated that 2017 Sesquicentennial activities may also require additional resources to update and utilize west island buildings, which are currently vacant, and in some cases in need of rehabilitation.

#### 2. Loss Prevention Unit

The Loss Prevention Unit is responsible for security services, event support and compliance.

On October 14<sup>th</sup>, 2014 Ontario Place outsourced and secured a contract security service as a result of a competitive process using a Request for Service from the government's vendors of record. This type of

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contracted security service will continue to be utilized to protect corporate assets, provide access control, respond to emergency situations and provide a safe and secure environment to all guests and patrons visiting Ontario Place or its partners. In 2016, staff will work on securing a third party to provide enhanced event specific services such as parking enforcement, crowd control, alcohol enforcement, and copyright protection.

Compliance to the various codes, such as the AODA and Fire Code as well as Health and Safety will be a continual and ongoing process throughout 2016. Fire, life safety and emergency contingency plans will continually be updated and prepared as changes occur with the development of the revitalization.

### 3. Marina

The Ontario Place Marina has long been a popular mooring facility for boaters due to its proximity to downtown Toronto. Ontario Place has 240 slips available for daily, monthly and seasonal rental. The marina was identified as business unit for the Corporation for the foreseeable future in the government's 2014 Vision. The marina has not undergone any extensive renovation in over 40 years. OPC will undertake a site assessment survey in 2016 to determine the depth of work involved in keeping the facility in a state of good repair and inform any larger Revitalization based planning

The Marina will operate from the first Saturday in May through to mid-October and offers the following services:

- 24 hour-a-day dock access control
- 15/30/50 amp shore power hook-up
- Water hook-up
- Gas and diesel fuel, pump-out
- Private washrooms and showers
- Laundry/ice/pump-out
- Monitoring of VHF Channel 68
- Ontario Place security
- Marina staff
- Complimentary high-speed wireless internet

Currently the Marina is staffed by one seasonal Assistant Manager (FT) and up to 8 student positions. In 2016 the student staffing compliment will be increased to 16 in order to reduce individual employee weekly hours and ensure adequate daily coverage of available shifts. OPC will also seek to increase the management compliment at the facility to two people with the addition of another seasonal Assistant Manager to provide more comprehensive supervisory coverage during the operating season.

2016 Plans and Operational Impact:

- Seasonal rates will remain unchanged. Transient boater rates will see upward adjustments to bring them in line with the local competition and to reflect demand during special events.
- Operational efficiencies geared towards increasing customer service and the realization of untapped sources of revenue.

### 4. Parking

Parking lot operations generate revenues through the use of contracted Pay and Display machines. Revenues were anticipated to decrease nominally in 2015 due to loss of parking in Lot 3 and 4 which were developed as the new Urban Park and Trail, however with the increased of high season parking rates to \$25, revenues will exceed budget targets. In 2016 OPC plans to upgrade the existing pay and display machines in order to



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offer an improvement to transaction speed and present a greater deterrent against credit card fraud. Additionally OPC will begin to add new equipment to allow for increased payment method flexibility; the first phase will be installed in the lot dedicated to the new Urban Park and Trail users. OPC will also investigate the feasibility of adding mobile and online advanced payment options.

The Operations division will continue to support on-site events and programs with a complement of approximately 30 seasonal students to assist with guest arrival, guest information and directions, access and egress management for all pedestrian and vehicular traffic at Ontario Place, including Live Nation concert guests and the numerous events around Ontario Place property. Supervision of this team was managed via a temporary hire in 2015. Moving forward, given the anticipated increase in site usage in 2016 of the East Island Festival space, the opening of the Urban Park & Trail, and increased bookings of West Island, OPC will require that this position be brought in house on a seasonal basis, to ensure proper event coverage, and maintain the continuity of the role.

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### Business Operations: Sales and Event Management Services Branch

#### Background and Rationale for a dedicated Sales and Event Management Services Branch

A Ministry priority is to “**promote culture, heritage and tourism agencies and attractions to maximize their contributions to Ontario’s economic and social fabric.**” Under this priority, its goals for Ontario Place are:

- To transform Ontario Place into a year-round, multi-use waterfront destination; and
- To support OPC Revitalization operations through the **Tourism Planning and Operations Division**.<sup>1</sup>

In developing its Strategic Framework for Tourism, the Ministry has identified festivals and events as a key priority in Ontario becoming a competitive tourism destination.<sup>2</sup> In addition, the Ministry has outlined festivals and events as both a strategy in and result of enhanced quality of life for all Ontarians.<sup>3</sup>

The organizational model for the post-2012 OPC did not include sales and event management services functions. Prior to 2012, OPC events were limited to the use of parking lots and the group sales area, now Echo Beach. The functionality was managed by a Marketing and Sales Department at that time and rentals were predominately in the shoulder season for walkathons, marathons and driving schools. After partial closure, the demand for parking lot rentals continued and a new market demand for “back of house” event space increased noticeably as event organizers realized the appeal of programming events in a partially closed Ontario Place. Under ministry direction in 2013, parts of the site began to be utilized for a range of community, charity and revenue-generating events – walkathons, mud obstacle race, bike race course, art exhibits, car shows, cultural festivals (e.g. Oktoberfest), film productions and Live Nation concerts. Since 2013 OPC has generated increased business, year over year, resulting in an increase in clients and revenue. The availability of Ontario Place rental business has been spread through referrals and word of mouth. All rental and event responsibilities were, and currently continue to be, coordinated by the Executive Assistant to the General Manager.

There has been significant annual growth in event rentals revenue and this demand continues to grow. In response, OPC will create a new branch in 2016, the Sales and Events Management Services Branch (SEMS), to support this growing revenue stream.

#### Strategic Priorities

Ontario Place Corporation will continue to support Revitalization to become a year-round ‘must visit’ destination that offers unique festival, recreation and exhibition space. OPC has received direction from the Minister and the OPC Board for intensified utilization of the site and to optimize revenue generation. In 2016 with the development of East Island and the opening of the Urban Park and Trail, dedicated resources will be required to deliver on these program and event opportunities and ensure the continued positive image of Ontario Place. The branch will work with third-party programmers and community groups to utilize the site with events that align with the ministry’s mandate and the government’s Revitalization vision. This strategy is expected to optimize revenues and/or social benefit. OPC will build relationships with key industries and leverage these relationships into profitable multi-year events and initiatives that will lay the foundation for Ontario 150 activation and programming and other exciting and lucrative public/private partnerships for a revitalized Ontario Place.

<sup>1</sup> Government of Ontario Ministry of Tourism, Culture and Sport [http://www.mtc.gov.on.ca/en/about/rbp\\_2015\\_16.shtml](http://www.mtc.gov.on.ca/en/about/rbp_2015_16.shtml)

<sup>2</sup> Government of Ontario Ministry of Tourism, Culture and Sport, Strategic Framework for Tourism Discussion Guide, p 6

<sup>3</sup> Government of Ontario Ministry of Tourism, Culture and Sport [http://www.mtc.gov.on.ca/en/about/rbp\\_2013\\_14.shtml](http://www.mtc.gov.on.ca/en/about/rbp_2013_14.shtml)

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

In the fall of 2015, the Board directed staff to present interim use options by early 2016 to:

- Utilize the site as a festival and event space with distinct flexible, multi-purpose applications and features
- Develop a range of programs and experiences that meet both social and financial objectives
- Identify site and organizational investments that meet the short-term goals (e.g. Ontario 150 programming) and align with Revitalization

Key priorities of a dedicated Sales and Event Management Services Branch include:

- Deliver a range of third-party events and business models for the entire site and various geographic areas (including Ontario 150/Sesquicentennial options)
- Develop a range of sustainable revenue business models
- Develop a community outreach and marketing strategy to promote Ontario Place exhibition spaces, venues and programming opportunities
- Identify programs that can be incorporated into the Revitalization planning.

Ontario 150/Sesquicentennial Proposal:

- Ontario 150 proposal builds on the themes of innovation, fun and music by delivering a range of themed, free admission festivals in 2017 celebrating excellence in Ontario's food, arts, culture, recreation and innovation. In addition, Ontario Place Corporation proposes to commission an iconic Ontario 150 lighting installation/treatment that will be illuminated and programmed daily, throughout 2017.
- OPC's overarching goal for Ontario 150 is that same as our legislated mandate: to provide the people of Ontario with a greater appreciation of the Province and its accomplishments and potential; provide Ontarians with the opportunity to showcase their work and abilities. Celebration, Participation and Innovation was, is, and will always be at the core of any Ontario Place program and our Ontario 150 celebrations will make all Ontarians proud of their past and excited about its future.
- All target audiences (e.g. families, millennials, etc.) include multi-cultural audiences.

#### Deliverables and Implementation

For 2016, the Sales and Event Management Services Branch will work with event organizers to host a variety of festivals and events on site that align with the Ministry's mandate while developing overarching frameworks and business models for implementation in 2017 and beyond:

1. Deliver a range of third-party events and business models for the entire site and various geographic areas

OPC will continue to respond to demand and review and manage site rental bookings. The priority will be to shift the location of events from the parking lots to West Island in 2016 and expand onto the Urban Park & Trail and East Island in 2017. OPC will continue to accept bookings for parking lot events outside of concert season. Event programming partnerships in 2016 will include single and multi-day events that promote the ministry/province objectives and provide learning opportunities for OPC staff for future programming. Preference will be given to returning clients who are familiar with the site, or to professional event management companies.

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

2. Develop a range of sustainable revenue streams and build on the OPC brand

The following operating principles will guide management's consideration and implementation of potential interim rental use opportunities:

- Consider interim rental uses that are complementary to OPC's legislated mandate, the Ministry direction and OPC's interim transition mandate;
  - Consider interim rental uses that do not conflict with the existing operations of OPC's business partners, other booked events or users or Revitalization activities occurring on site;
  - Respect the Ontario Place site and do not damage the site, the environment, its features and elements;
  - Ensure guests, partner operations and staff of Ontario Place are not endangered, or interfered with;
  - One-off and short-term uses are governed by established rental rates ;
  - Consider both short (less than 6 months) and longer-term interim uses, in consultation with MTCS, to ensure proposed interim rental uses support OPC's interim mandate and do not negatively impact any planned Revitalization activities occurring on the site;
  - Utilize existing OPC templates, (e.g., rental agreement) to govern interim rental arrangements;
  - There is no cost to Ontario Place during the interim rental use of the site or, if there is, that the costs can be fully recovered;
  - Rental rates and cost recoveries will result in net positive revenues to Ontario Place; and
  - Ontario Place is not exposed to any undue risk or liability.<sup>4</sup>
3. Develop a community outreach and marketing strategy to utilize Ontario Place exhibition spaces, venues and programming opportunities.

In alignment with OPC's strategic direction, a communications plan will be developed and implemented for three objective purposes: to advance the agency's business objectives; to improve tenant and stakeholder relations, as they have voiced a need for updating the public on operations information (e.g. local traffic conditions, parking availability); to steer the conversation regarding Ontario Place, as the public overwhelmingly believes it is abandoned. Strategies to achieve objectives will include raising awareness of on-site experiences, and supporting client events on social media by providing customer service.

4. Identify programs that can be incorporated into the Revitalization planning.

#### A. Programming

After a series of public consultations and external test concept reviews in 2013, the Ministry of Tourism, Culture, and Sport announced its long term vision for Ontario Place with a proposed mix of features:

- ✓ More public recreational space, as well as a waterfront trail along the perimeter of the site
- ✓ Flexible areas for cultural activities, festivals and community events
- ✓ Expansion of live music options to bring live music to the site year round
- ✓ New facilities for culture and innovation
- ✓ A vibrant canal district with shops and restaurants
- ✓ The Cinesphere and pods will be conserved as an important part for the cultural heritage landscape.

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<sup>4</sup> OPC Interim Site Rental Use Strategy, August 2014

## **ONTARIO PLACE CORPORATION**

### **2016 BUSINESS PLAN**

- B. Implement and manage VOR's and service provider partnerships for East Island, West Island Food & Beverage and supply services, etc.

As OPC works to support Revitalization it is necessary to provide turnkey solutions to potential clients and set procurement standards with respect to vendor and service partnerships. As OPC utilizes the site it will consider revenue streams from outside vendors through various partnerships including advertising, concessions, sponsorship, and in-kind donations and support.

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### 2016 Operational Initiatives

#### 2016 Operational Overview

As Ontario Place works to support Revitalization planning and implementation, the main operational strategies for 2016 are to:

- Develop and deliver cultural, community and recreational programming at Ontario Place for 2016-2018
- Maximize revenue generation through existing core business operations (marina, parking and site rentals) and review and add new business/revenue streams;
- Maintain the overall site as a healthy and safe site;
- Manage existing corporate assets including undertaking surplus asset disposal and approved demolition, as approved by the Board;
- Support the operational requirements of the business revenue streams;
- Support site preparedness activities

A proposed 2016 Fee Schedule is found as Appendix B.

#### Current Revenue Streams and Activities:

##### Molson Canadian Amphitheatre (Live Nation)

- Operates May to September and has a capacity of 16,000.
- Managed through a Lease Agreement with Live Nation (to December 2020).

	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Forecast
# of Concerts	29	37	37	40	
Attendance		360,531	405,316	401,467	402,000

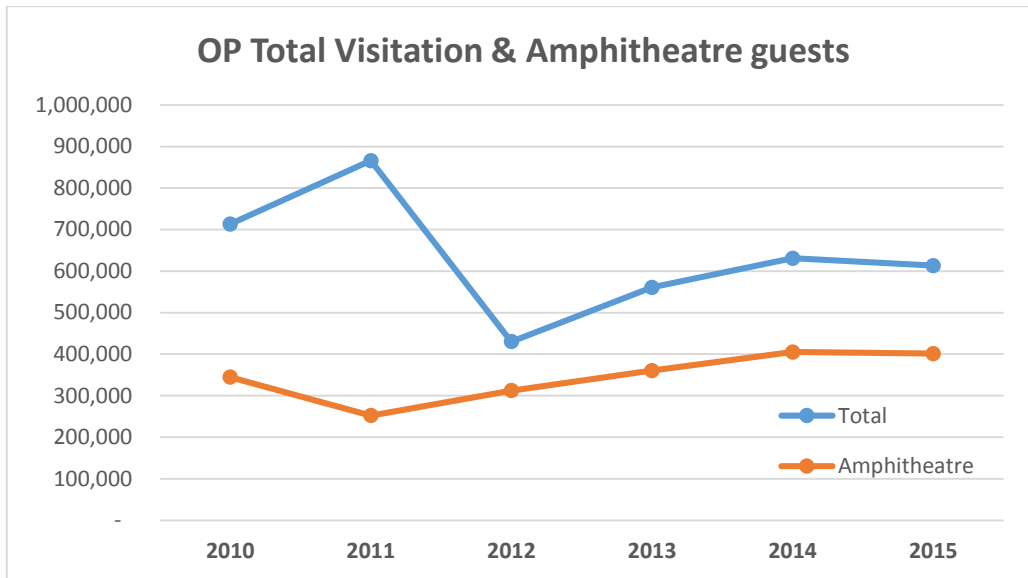
Note: Live Nation's Echo Beach concerts and festival are activities captured under Event Rentals.

#### 2015 Operational Issues/Highlights:

- The reduced parking capacity at Ontario Place and Exhibition Place, did increase traffic congestion around the property. The lack of TTC stops in close proximity to Ontario Place continued to provide challenges for Amphitheatre clients and OPC and LN staff during the concert season. This was intensified during the Pan Am Games and the CNE.

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN



#### **Atlantis Pavilion**

Atlantis has a license agreement for the use of POD's 1 & 2 as a hospitality and event venue facility, banquet center and the location of the Atlantis corporate head office. This agreement will end on October 31, 2016.

#### 2015 Operational Issues/Highlights:

- OPC continues to work with Atlantis to manage expectations around landscape maintenance and guest access to the grounds.

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### 2016 Human Resources Plan

When the partial closure of Ontario Place was announced on February 1, 2012, a transition organization was put into place to work towards a complete closure of Ontario Place by December 2013. The business and operational mandate was limited to 4 business streams. This transition organization made up of a minimum staffing level who by virtue of the small size of organization and the pending full closure had their position classifications compressed. By late 2013, the ministry extended OPC's operating future to December 2015 and directed OPC to optimize revenue generation. The subsequent operating years have seen a growth in activity, revenues and visitors to Ontario Place.

Since 2012 MTCS has been leading the Revitalization efforts at Ontario Place up to and including the announcement of the government's vision for a revitalized Ontario Place made by Minister Coteau on July 31, 2014. The first phase of Revitalization began with the start of construction in 2015 of the Urban Park and Trail on the eastern edge of the site. For the next phases of revitalization, Ontario Place Corporation will share responsibility with the MTCS for its planning and implementation and it was confirmed that the site will remain operational through Revitalization process. In addition, Ontario Place was directed to:

- support and implement a new *East Island License Agreement*
- develop and implement Interim Uses for next 3-5 years
- undertake Park & Trail maintenance and programming in 2016
- assist planning of Ontario 150 Sesquicentennial events at Ontario Place

As the year progresses OP is planning to stabilize its workforce and ensure positions are aligned with duties and across MTCS agencies.

The OPC workforce is comprised of fixed-term employment contracts, acting position assignments and secondments. Only 5 staff are in their original Ontario Place home positions. OPC has operated under its 2012 to 2015 mandate within a FTE cap of 21 FTEs plus shoulder season FTE additions and approximately a 40 FTE student complement through the busy summer period.

In 2016, OPC working with HRO, is planning to act upon the HR recommendations arising from the 2015 organization review, and implementation of the organizational expansion as recommended. This will require the addition of new positions, and stabilizing the organization by adding permanent, full-time positions whose duties are aligned with their classification.

As OPC's recent roles and responsibilities have evolved, so have its revenue streams, and is OPC is acknowledged as a "going concern". In order to fulfill the roles and responsibilities requested by the Ministry and the Board, the OPC organization must be expanded and updated including adding staff, ensuring a healthy and safe site, and reviewing those positions which are working beyond the scope of their current job descriptions. In 2016, the OPC organization, its roles, responsibilities and business streams, and the site itself will all undergo a significant transformation to prepare for new responsibilities.

The next steps in updating OPC's human resources needs are as follows:

1. A review and confirmation of the OPC expanded organizational structure
2. Identification of position gaps
3. Immediate establishment and recruitment of any identified priority positions
4. Reclassification of existing positions to reflect current responsibilities



## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

5. Recruitment of additional resources outlined in the new organizational structure
6. Creation of permanent positions

Resourcing requests in 2016 will be divided into several categories: immediate priorities, and those positions that may require a longer timeframe to implement.

#### **I) Review and Confirmation of the Expanded Organizational Structure**

OPC has had its organization structure assessed by an external consultant working with OPC. The structure shown above will enable OPC to be able to deliver on its mandate and Ministry-directed responsibilities.

The Sales and Event Management Branch is required for the foreseeable future to take on the delivery of various day-to-day operational initiatives such as marketing, events management and partnering with 3<sup>rd</sup> party event promoters. The Branch will also work with both Revitalization and the Operations & Infrastructure teams on the development of marketable space and will manage the site including East Island lands and the Park and Trail beginning in 2016.

This structure will allow for each of the 3 permanent Branches to deliver on OPC operational requirements and business expectations to operate Ontario Place on a day-to-day basis and support revitalization activities until such time as the project is complete. The new Revitalization project support unit is a project-term unit required to lead the Ontario Place efforts towards and through Revitalization, reporting to the GM.

The organizational design for OPC is consistent with comparable MTCS Tourism/Culture agencies. The recommended organizational design will help OPC deliver on its new shared responsibility for Revitalization and ensure that staff, who have been dedicated and performing at a high level, are correctly classified and workload pressures are relieved by adding some key roles and relief positions.

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### 2016 Financial Plan

#### Introduction

The operations of OPC have consistently met and exceeded budget targets since the 2012 partial closure announcement, and following the Minister's direction to maximize revenues.

At the time of writing, some important details of the future of OPC are still being decided at various levels. This 2016 Business Plan and the accompanying Financial Plan have been developed based on assumptions which have tried to capture the best known information of these details, including an expanded responsibility for jointly leading revitalization efforts with the Ministry. Ontario Place is in the unique circumstance of optimizing revenue generation within a partially closed site while supporting Revitalization planning and implementation.

The 2016 Financial Plan reflects both an Operating and Capital request from OPC. Over the past three years the Capital Program has not received Ministry funding and has been funded from OPC Capital Reserves previously provided by MTCS. This year's Capital request reflects some forward thinking along with projects that converge with two priorities for Ontario Place. They are:

- Plan and implement pre-Revitalization programs and events at Ontario Place;
- Maintain operations and the property of Ontario Place in a state of good repair during the Revitalization period.

#### Three-Year Assumptions

The following general assumptions were used to forecast operating budgets:

##### Revenues:

- Overall revenues to increase steadily
- Facility Rental revenue to increase steadily
- Parking Lot revenue to remain steady
- Marina revenue to remain steady
- Other Revenues to increase modestly
- New businesses/revenues to be added each year
- Overall government funding to remain steady over the next 3 years

##### Expenses:

- SWB to increase to correspond with organization expansion and stabilization
- Utilities expected to increase modestly
- Site Maintenance to increase given expected increase in the Security Contract and added expenditures including the upkeep of the Urban Park & Trail and East Island
- All other expenses to remain steady
- Added expense of site preparation to be realized in 2016 and then fully and ongoing realization in 2017.

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

The following operating budgets are submitted for ministry review and approval:

#### 1. 2016 Proposed Budget

2016 Proposed Budget				
	2015 Projected (Unaudited)	2016 Budget	2016 v 2015 Better/(Worse)	
	(\$000's)	(\$000's)	(\$000's)	%
Park Revenue	3,137	2,970	( 167 )	-5%
Licensee Revenues	2,440	2,670	230	9%
<b>TOTAL OPERATING REVENUE</b>	<b>5,577</b>	<b>5,640</b>	<b>63</b>	<b>1%</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>6,814</b>	<b>7,677</b>	<b>( 863 )</b>	<b>-13%</b>
Income/(Loss) Before Operating Subsidies	( 1,237 )	( 2,037 )	( 800 )	-65%
Operating Subsidies	2,126	2,070	( 56 )	-3%
<b>Net Income/(Loss)</b>	<b>889</b>	<b>33</b>	<b>( 856 )</b>	<b>-96%</b>

Note: \* the 2015 Projected figures are based on September 30 actuals plus a 3 month forecast.

In 2016, OPC expenses will increase 13%. This is attributable to key changes/expenditures, namely:

- Expected increase in Security contract services
- Increase in new initiative costs for site preparedness
- Increased costs in maintenance as OPC utilizes more geographic areas
- First time in 5 years that new capital improvements will expand maintenance on an ongoing basis.

#### 2. 2016-2018 Multi-year Proposed Budget

2016-2018 Multi-year Budget			
	2016	2017	2018
	(\$000's)	(\$000's)	(\$000's)
<b>TOTAL OPERATING REVENUE</b>	<b>5,640</b>	<b>7,225</b>	<b>7,950</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>7,677</b>	<b>9,202</b>	<b>9,277</b>
Income/(Loss) Before Operating Subsidies	( 2,037 )	( 1,977 )	( 1,327 )
Operating Subsidies	2,070	2,070	2070
<b>Net Income/(Loss)</b>	<b>33</b>	<b>93</b>	<b>743</b>

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

#### 3. Funding Grants

<b>Operation/Capital Funding Grant</b>				
	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Operating	\$2,070	\$2,070	\$2,070	\$6,210
Capital	\$700	\$300	\$0	\$1,000
<b>Total</b>	<b>\$2,770</b>	<b>\$2,370</b>	<b>\$2,070</b>	<b>\$7,210</b>

Ontario Place manages an unrestricted cash reserve fund to ensure OPC has sufficient cash to meet operational needs during an operational term.

The 2016 OPC budget requests a \$ 2.07 M annual operating funding grant of the government to address the shortfall between self-generated revenues and operating expenses. In 2016 OPC is requesting \$700,000 in new Capital Funding to address Health & Safety Projects and Pre-Revitalization capital work.

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### 2016-2018 Capital Plan

#### Review of 2015 Capital Projects

The Ontario Place Capital Program has had a challenging time since partial closure as several issues out of OPC's control have been critical in delaying projects. One such issue was the continuous turnover of the Sr. Manager, Operations & Infrastructure position, i.e. 3 changes in the last 3 years. This position is the critical lead for managing OPC Capital Projects and has now been filled since late summer 2015. Despite these issues, management has successfully completed a few key Capital projects and continues to manage projects on a priority basis. Looking ahead it is hoped that with staffing and clarity on the future of OPC, the Capital Plan can again be fulsome and forward looking.

OPC Capital Projects are divided into two categories:

- Health & Safety/ Compliance projects
- Pre-revitalization projects as per ministry's 3-5 year mandate for OPC

In 2015 the following projects were completed:

- Pod 1 & 2 Mechanical work
- Bridge 6 painting
- Site wide painting for Pan-Am
- Asphalt Paving and Patch work

The OPC Fire Panel replacement was not completed in 2015 and will carry over to 2016.

In 2016, Operations & Infrastructure Branch is anticipating a busy year of Capital Projects activity. The OPC uncommitted Capital Reserve Fund is approximately \$1.1 M

## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

#### 2016 Goals and Performance Measures

As Ontario Place works to support Revitalization planning and implementation, OPC has identified the following outcome-focused measures for key programs and services:

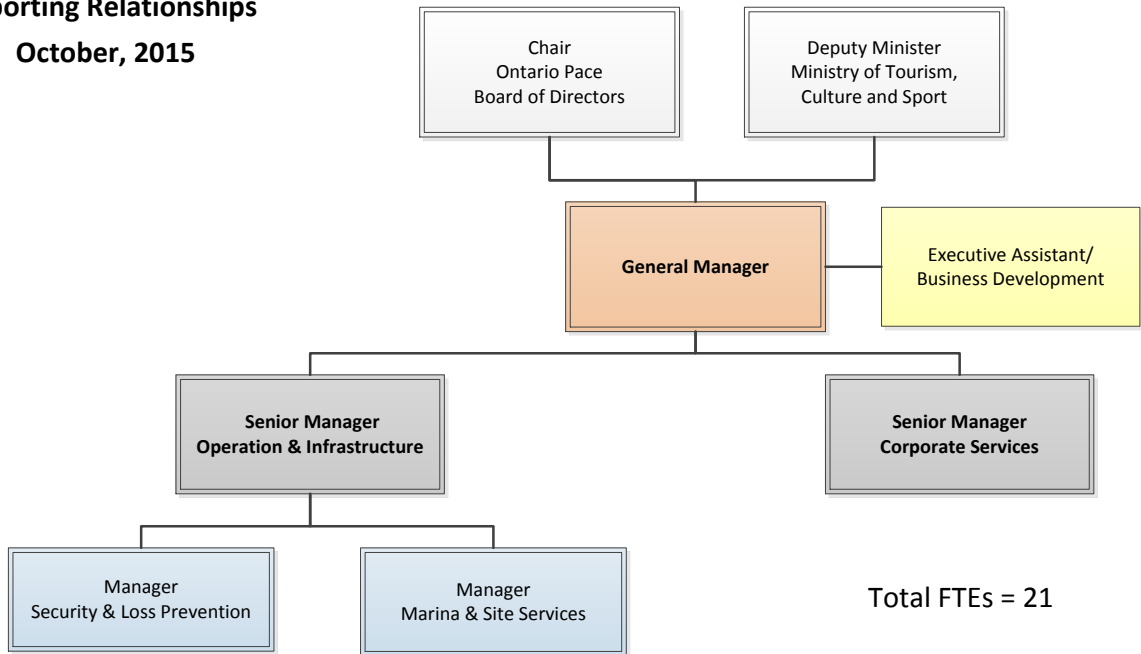
OPC 2016 Initiatives	Measures
Increase revenue from OPC operations.	Achieve 70% of all revenue to be self-generated revenue.
Meet 2016 OPC budget targets.	Meet or exceed 2016 OPC budget net income target.
Maintain or increase site usage.	Meet or exceed 2015 site visitation rate of 613,000.
Complete Board approved demolition of non-heritage structures.	Acquire Minister's clearance for the demolition of approximately 10 non-heritage structures.
Review IT network connectivity and recommend modifications to allow corporate emails to function during site power disruptions.	Working with Revitalization initiate a site-wide I&IT plan by end of 2016.
Complete the disposal of Surplus Assets including sale and/or disposal.	Complete disposal of surplus assets by way of competitive on-line process by end of 2016.
Stabilize the workforce and implement the new organizational structure.	Approve new organization framework and Implement new organizational structure including resources in 2016.
Implement Capital Program	Complete scheduled carry-forward and new 2016 projects and provide regular Capital reportbacks to Board on Capital Program progress.
Site preparedness initiated and advice provided to Board and Ministry	Initiate and complete 2016 studies and advise Board and Ministry on strategic findings and directions.

# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### APPENDIX A: Organizational Chart

#### Ontario Place Corporation Reporting Relationships October, 2015



# ONTARIO PLACE CORPORATION

## 2016 BUSINESS PLAN

### APPENDIX B: 2016 Fee Schedule

Under *The Ontario Place Act*, OPC can establish fees, subject to the approval of the Deputy Minister, for entrance into Ontario Place and in connection with any service or facility provided in Ontario Place.

Ontario Place daily parking rates are comparable to surrounding competitor pricing. The Green P parking lot at the corner of Strachan Avenue and Fleet Street charges \$8 per day and reserves the right to charge a premium on an event by event basis. Ex Place surface and underground lots charge \$14 per day and \$11 after 6:00pm, and charges up to \$30 for events. Green P Parking at the corner of Hanna Avenue and East Liberty Street in Liberty Village charges \$10.00 until 6:00pm and \$6.00 thereafter, with \$15.00 for event parking. Harbourfront Centre lots range from \$13 - \$16 before 6:00pm, \$10 - \$12 after 6:00pm, and from \$11 - \$18 on weekends. Event parking at Harbourfront Centre ranges from \$15 - \$30.

#### 1. Daily Parking

Daily parking rates will be maintained at:

- \$15 maximum in low season (November – April)
- \$25 maximum in peak season (May – October)

#### NEW FOR 2016

- \$45 daily for Limo, Tractor Trailer and RV (Event only) parking excluding hydro
- \$65 daily for RV including hydro
- Parking infrastructure will be updated to provide patrons the option of Hourly Parking Rates in time for the opening of the Urban Park and Waterfront Trail (estimated August 2016). Rates will be prorated to align with seasonal daily rates.

#### 2. Daily Parking Lot Event Rental Rates

	LOT 1 50,000 sq./ft. *	LOT 2 212,138 sq./ft.	LOT 2A 40,762 sq./ft.	Lot 2B **
<b>2014</b>	<b>\$2,000</b>	<b>\$4,000</b>	<b>\$1,000</b>	<b>\$750</b>
<b>2015</b>	<b>\$2,500</b>	<b>\$6,000</b>	<b>\$2,000</b>	<b>\$750</b>
<b>2016 October - April</b>	<b>\$2,500</b>	<b>\$6,000</b>	<b>\$2,000</b>	<b>\$1,500</b>
<b>2016 May - September</b>	<b>\$5,000</b>	<b>\$20,000</b>	<b>\$4,000</b>	<b>\$3,000</b>



## ONTARIO PLACE CORPORATION

### 2016 BUSINESS PLAN

Charity discount is 15%

Multi-day discount is 10%

These two discounts cannot be combined

Load in/out days charged at 50% less than daily event rate

\* Useable area (excludes Atlantis and Marina designated parking)

\*\* Formerly known as Guest Services

#### 3. Daily Site Event Rental Rates

	West Island	Waterfall Stage	Festival Island *	Site-wide Race/Walk Route	Echo Beach
<b>2014</b>	<b>\$10,000</b>	-	<b>\$10,000</b>	<b>\$5,000 - \$10,000</b>	<b>\$2,500</b>
<b>2015</b>	<b>\$10,000</b>	<b>\$2,500</b>	<b>\$7,000</b>	<b>\$10,000 - \$15,000</b>	<b>\$3,500</b>
<b>2016</b>	<b>Up to \$10,000 and/or combination of gross/F&amp;B revenue</b>	<b>\$5,000</b>	<b>Up to \$10,000 and/or combination of gross/F&amp;B revenue</b>	<b>n/a**</b>	<b>Up to \$5,000 and/or combination of gross/F&amp;B revenue</b>

#### NOTES:

- Charity/not-for-profit discount is 15%
- Multi-day discount is 10%
- These two discounts cannot be combined
- Load in/out days: 50% of rental fee

\* Includes Echo Beach

\*\* Race Route temporarily closed during Urban Park and Trail construction

Ontario Place may establish a percentage revenue fee for large scale multi day events on the property, between 5% and 15% of gross event revenues. OPC may also establish a base fee and percentage of event Food and Beverage (F&B) revenue between 5 and 15%.

Pending Deputy Minister's approval, Ontario Place will establish rental rates for the Atlantis Pod spaces and they will range from \$1,000 to \$10,000 per day.

#### 4. Marina Seasonal Dockage Rates

Marina Seasonal Dockage	2012	2013	2014	2015	2016
30 amp rate per foot	\$82.85	\$82.85	\$87.00	\$87.00	\$87.00
50 amp rate per foot	\$87.60	\$87.60	\$92.00	\$92.00	\$92.00

**ONTARIO PLACE CORPORATION**

**2016 BUSINESS PLAN**

**2016 Rates**

	<b>30 amp</b>	<b>2x30 amp</b>	<b>50 amp</b>	<b>PWCs and Tenders</b>
Seasonal	\$87/foot	\$92/foot	\$92/foot	\$300 for one
Monthly	\$32/foot	\$32/foot		\$100 for one
Weekly	\$8.50/foot	\$8.50/foot		add to length
Weekly Event	\$10/foot	\$10/foot		add to length
Nightly	\$2/foot	\$2/foot		add to length
Nightly Event	\$3/foot	\$3/foot		add to length