



2017-2019

Ontario Place Corporation
BUSINESS PLAN

Year 2017

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Glossary of Commonly Used Acronyms

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

Executive Summary

In 2017, the Ontario Place Corporation (OPC) is planning for a year of continued growth and expansion that builds on the successes achieved in 2016 and years prior. Ontario Place remains committed to fulfilling the long-term vision to revitalize Ontario Place into a vibrant waterfront destination by building on the site's legacy of innovation, fun, and live music. In 2016, new special events were introduced on the West Island, which resulted in increased site usage and visitation. Site attendance increased 30% year over year and OPC saw an increase in site rentals as well. The expansion of live music experiences remained constant; our partners at Live Nation presented a 10% increase in concerts at the Molson Canadian Amphitheatre. Additionally, OPC introduced new partnerships to deliver programs on the site utilizing existing assets and drawing new audiences (e.g. InFuture).

The 2017-19 Business Plan builds on programs and partnerships that were developed over the past few years and begins to support active and passive use of the site on a year round basis.

OPC will continue expanding its operations to support increased use and align the organization, roles and responsibilities to deliver on business priorities identified in the business plan. The business priorities for 2017 are focused around four specific activities:

- the opening of the Urban Park and William G. Davis Trail in June 2017;
- the hosting of five festivals/programs to celebrate Ontario's 150th anniversary;
- implementation of an activation strategy; and
- ongoing support for the long-term revitalization of Ontario Place.

By setting these business priorities, Ontario Place will be in a position to welcome visitors back to the site year-round with active and passive experiences.

Ontario Place Corporation will be making the necessary changes and investments to implement successfully the new initiatives planned for 2017. This includes:

- the introduction of new project teams for the implementation of an activation strategy and the hosting of festivals for the Ontario150.
- Invest in additional facility improvements to maintain the physical integrity of the buildings and grounds.
- Improve visitor experience through front of house and customer centric amenities that can diversify revenue opportunities.
- Focus on the health, safety, and comfort of visitors.
- Expand parking services to help accommodate the evolving needs of visitors.



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An Agency of the Government of Ontario
Ministry of Tourism, Culture and Sport

Our Mandate

Mandate and 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 O 34* (the Act). Since that time, the legislated mandate of Ontario Place is:

- To operate Ontario Place as a provincial exhibit and recreational center;
- 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;
- 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,
- 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.

Government Priorities & Ministry Objectives

Fulfilling the vision for a revitalized Ontario Place is a key part of the government's mandate for delivering top tourism and recreation experiences to Ontarians and visitors. In the government's September 2016 Mandate Letter to MTCS the specific priorities for fulfilling this vision included:

- Creating economic opportunities for tourism and investment through the revitalization of Ontario Place into a year-round, vibrant, waterfront destination while building on the site's legacy of innovation, fun and live music.
- Completing the construction and opening of the new Urban Park and William G. Davis Waterfront Trail to the public in 2017.
- Continuing to transform Ontario Place through key public and private sector partners and deliver on a plan that integrates the West Island as a cultural hub and transforms the East Island as a celebration common.

Governance & Accountability

Board of Directors

As outlined in the Ontario Place Corporation Act, the Board of Directors is accountable for the governance of OPC, providing strategic direction for the Corporation and, effective oversight for operational management.

Under The Act, the Board must consist of not fewer than seven and not more than 13 members appointed by the Lieutenant Governor in Council of whom one must be a director of the Canadian National Exhibition Association. There are currently seven board members on the Ontario Place Corporation board:

Board of Directors	
Chair	Members
Penny Lipsett	Sonny Cho
	Linda Franklin
	Anne Sado
	Jeffrey Kehoe
	Barry Steinberg
	Winston Young

Board Committees

The Board of Directors is further supported by board committees, which also act as a prime resource for Ontario Place management. The audit committee monitors and oversees the financial reporting, resource management and annual auditing requirements. The strategic planning committee focuses largely on ensuring that the strategic directions set out in the vision, mission, and values statements are maintained in principle and in practice.

Audit Committee	
Chair	Members
Winston Young	Sonny Cho
	Penny Lipsett
	Anne Sado

Strategic Planning Committee	
Chair	Members
Linda Franklin	Penny Lipsett
	Jeffrey Kehoe
	Barry Steinberg
	Anne Sado
	Winston Young

Senior Management Team

The Ontario Place Management Team continues to provide leadership on the day-to-day tasks of the organization.

Senior Management Team	
General Manager, OPC	Nancy Rowland
Director, Special Projects	Eriks Eglite
Senior Manager, Transformation	Glenn Shaver
Senior Manager, Corporate Services	Hunter Saggar
Senior Manager, Operations and Infrastructure	Grant Eberlin
Senior Manager, Business Development	Valerie Holliday



2016 A Year in Review

Looking back on 2016, OPC established a solid foundation for continued growth in 2017. Several new special events were introduced on the West Island, resulting in increased site usage and visitation. Site attendance increased 30% from 2015 to 2016 and OPC saw an increase in site rentals. The expansion of live music experiences continued, as Live Nation presented 10% more concerts at the Molson Canadian Amphitheatre, Echo Beach, and the Flats on East Island than in 2015. Most importantly, OPC maintained the site in a healthy working condition and continued to operate.

Ontario Place hosted 45 client events, including seven multi-day events. Total attendance continues to increase year over year, positively affecting parking and rental revenues. The following is a highlight of the event and rental activity, which took place on site in 2016:

January – March 2016

- Ontario Place continues to provide overflow (rental) parking for visitors to the large consumer events at Exhibition Place, such as the annual Toronto International Boat Show and the National Home Show in March.
- The Strain TV show was the first of a number of film productions on site throughout the year.

April – June 2016

- For the fourth consecutive year, Ontario Place was the site of the start and finish line for the Goodlife Fitness Toronto Marathon held annually in May.
- The United Jewish Appeal of Greater Toronto returned to Ontario Place to host their annual Walk Festival in May.
- The second annual Mac and Cheese Festival was hosted at Ontario Place for the first time bringing in 35,000 visitors over the 3-day event. The festival plans to return to Ontario Place in 2017.

July – September 2016

- With the team's move to BMO Field in 2016, the Toronto Argonauts Football Club piloted six ticket holder tailgate events in the Ontario Place parking lots throughout the Canadian Football League (CFL) season. OPC worked closely with the Argos organization, the Alcohol & Gaming Commission of Ontario (AGCO), Toronto Fire and Police Services to ensure a

safe and successful fan experience.

- The Toronto Triathlon Festival returned to Ontario Place in July 2016, hosting not only the transition zone and swimming at OPC for a second year, but for the first time, the Pre and Post Triathlon Festival.
- The in/future Art and Music Festival was held at Ontario Place from September 15 to 28th. The festival was a significant event for Ontario Place, as the entire West Island and Cinesphere were activated for the first time since 2011. The event also garnered regional, national and international media coverage and reach.
- Ontario Place ended the summer 2016 season by hosting the Toronto Oktoberfest in Parking Lot 1 at the end of September.

October – December 2016

- Ontario Place hosted the Grey Cup tailgate in November 2016, the last event of the season for the Toronto Argonauts.
- From October to December, OPC continues to rent out parking areas to support events such as the annual Royal Agricultural Winter Fair held at Exhibition Place.

Throughout 2016

- Throughout the 2016 operating year, MotorSoul Motorcycle Riding School operated training sessions and testing for motorcycle riders in Ontario Place parking lot 2 for the third consecutive year.

2016 Performance Outcomes

OPC 2016 Measures	OPC 2016 Targets	Outcome
Increase revenue from OPC operations.	Achieve 70% of all revenue to be self-generated revenue.	OPC achieved this target.
Meet 2016 OPC budget targets.	Meet or exceed 2016 OPC budget net income target.	OPC achieved all 2016 budget targets.
Maintain or increase site usage.	Meet or exceed 2015 site visitation rate.	OPC has exceeded site visitation rates from 2015 by approx. 30%.
Review IT network connectivity and recommend modifications to allow corporate emails to function during site power disruptions.	Working with the ministry's Agency Revitalization Branch, staff to initiate a site-wide I&IT plan by end of 2016.	In 2016, OPC intended to establish a Revitalization unit at OPC as part of the OPC Human Resources plan. As the HR plan was not fully implemented, this deliverable was brought forward to 2017.
Implement Capital Program	Complete scheduled carry-forward and new 2016 projects and provide regular Capital report backs to Board on Capital Program progress.	The past carry-forward projects have been completed. The 2016 approved capital projects are in various stages of completion or have been completed.

Environmental Scan

Ontario Place is continuously monitoring information about events, trends, and relationships in the operational tourism environment. This knowledge helps management to adapt to market demands and plan future courses of action. The interpretation of these trends within the MTCS mandate direction informs business operations and the future strategic directions of Ontario Place.

Internal Factors

OPC is operating in an internal business environment that continues to evolve, and in 2017, OPC can anticipate some new key costs and program delivery drivers that will have an impact on the operation of the agency. Increasingly site event activation will be delivered either by third-party event producers or by OPC.

Potential Resource Strengths

- The unique waterfront location, multi-generational nostalgia for the original promise of Ontario Place, and the iconic architecture make the site and its history highly attractive to the public and a range of businesses.
- The heritage values of the site will be protected by the introduction of a Strategic Conservation Plan.

Potential Resource Weaknesses

- Site maintenance and utility costs will continue to increase as Ontario Place activates more areas of the site, such as the Urban Park and William G. Davis Trail.
- The increasing need to manage public and business expectations and improve communications about the current state of Ontario Place, such as keeping Ontario Place will be open to the public during Revitalization; encourage understanding of the complexity of Revitalization.

External Factors

Economic

The future of OPC is directly tied to the economic growth and prosperity of Ontario as a province. According to the Ontario Ministry of Finance, as of July 5th, 2016, real GDP is projected to increase by 2.6% in 2016, up from the 2.3% increase expected at the time of the 2016 Budget. Growth in 2017 is unchanged at 2.5%.

As reported in the 2016-17 First Quarter Finances Report the government is also on track to balancing their budget by 2017/18.

According to the Ministry of Tourism, Culture and Sport, tourism in Ontario is trending upwards. Visits to Ontario are forecasted to grow an average of 1.6% per year from 2014 to 2018 while visitor spending will increase by an average of 6.4% per year.

A trend towards increasing price of travel may present some economic opportunities. Prices of accommodations, food, beverage, recreation, entertainment, and transportation are all trending upward in Ontario. This presents OPC with the opportunity to consider introducing a premium pricing structure balanced by a range of free recreational and entertainment services.

Bank interest rates are dropping and interest income is trending downwards. Inflation rates have been decreasing over the year and are forecasted to continue in this trend for 2017.

Employment

According to the Statistics Canada Labour Force Survey, Ontario's employment rate continues to increase on a month-by-month basis. As of October 2016, the employment rate is 6.05%. In October there were 7.0187 M Ontarians employed compared to the 6.9933M in September. This indicates a 0.2% increase from September to October 2016.

However, the jobs represented in this upward trend were mostly part-time positions.

Demographic

Population trends in Ontario continue to increase, the fastest growing demographic is between 60-65 and 85+.

Technological Trends

The drive for digital transformation across government and modernization of service delivery is rapidly becoming a part of the public service landscape. Agencies such as the Art Gallery of Ontario have developed a free mobile app to help visitors and the public creatively explore various artistic movements and media. As OPC activates more of its site it plans to capitalize on modernization opportunities and work with innovative partners.

Mobile parking solutions are at the forefront of this trend to modernize. Improving parking technology can help avoid long queues and delays experienced by visitors at pay-and display machines. The Toronto Parking Authority (TPA) announced in Oct 2016 that customers can pay for on- street parking in Toronto through the Green P mobile app. Ontario Place has already started to explore mobile parking solutions for Ontario Place, and is evaluating how its current TelePark solution compares to the municipal Green P solution and other market competitors.

2017 Strategic Directions

In order to deliver on the OPC's mandate, as defined by the provincial government, OPC will focus on four business priorities in 2017 that will help to make Ontario Place a year round destination, they are:

1. The Trillium Park and William G. Davis Trail will open to the public in the summer of 2017, marking the completion of the first phase of revitalization;
2. In the fall of 2016, Ontario Place was selected as one of the host sites for the Ontario150 celebrations. In 2017, OPC will host a series of four festivals during summer long-weekends to highlight the diverse communities and culture of Ontario. Additionally, a winter program will be implemented including a lighting display and a synthetic ice skating rink.
3. OPC will undertake capital projects that will support new businesses, events and festivals on West Island, to generate revenue, visitation and interest in the site while longer-term Revitalization plans are developed and phased in. In addition, OPC will seek out strategic partnerships with other organizations (e.g. TIFF, CNE, Waterfront BIA) to deliver unique offerings or marketing opportunities.
4. OPC will continue to work with the ministry on the OPC long-term revitalization. A revitalized Ontario Place will be a year-round, multi-use waterfront destination and park for everyone to enjoy.

Delivering on Business Priorities

Operational Strategies

1. Implement various Capital Projects using available funding including, the opening of the Cinesphere
2. Enhance and sustain site venues by completing capital repairs which, attract event and festivals to the site, increasing visitation and site activation;
3. Work with MTCS towards building a long-term plan for revitalization; and

Customer and Stakeholder

Satisfaction Strategies

1. Host the Ontario150 Festivals and celebrate Ontario;
2. Curate programming that transforms Ontario Place into a cultural hub, promoting diversity, tourism and business sustainability objectives; and
3. Protect visitors and staff by maintaining the health and safety standards of the site and in its operations.



Programs & Activities

General Manager's Office

A key priority for the General Manager (GM) in 2017 will be to develop and lead a range of OPC and ministry-led initiatives that implement an activation strategy and support long-term Revitalization plans.

The General Manager will work closely with the Chair of the Board and the Deputy Minister of MTCS to determine the most effective and appropriate use of government resources needed to support an activation strategy and the longer-term Revitalization plans including supporting the West Island Call for Submissions and the Celebration Commons planning. A key requirement for the successful planning and delivery of these initiatives will be the clarification of roles and responsibilities for OPC, MTCS, and IO.

The GM's Office will continue to support the development of an effective and coordinated communications approach to Ontario150, an activation strategy, and Revitalization.

In addition, the Office of the GM will:

- a. Determine options for Revitalization and subsequently support business planning related to delivering on the selected option towards the announced vision.
- b. Continue working on Heritage Planning for Ontario Place by completing the Strategic Conservation Plan.
- c. Ensure that the documentation of the existing infrastructure systems is completed and identify deficiencies so that OPC can evaluate all new development, event, and program revitalization proposals for mitigation.
- d. Continue to modernize the site, facility, and operational databases through digital mapping, CAD databases, and GIS software so that it can be used as tool for future planning and development of a 'smart site'
- e. Continue to develop an environmental framework for future operations and development to create, an ecologically, fiscally, and socially sustainable approach to future operations.

In 2017 the GM to present to the Board of Directors an activation strategy, to increase Ontario Place site activation in 2017-18, while simultaneously, longer-term OPC revitalization moves forward.

These proposed investments will refresh Ontario Place and re-engage Ontarians. The investments will help to reveal OPC's redevelopment and assist the visualization of OPC's evolution as a renewed and an accessible waterfront location and tourist destination.

A number of studies will be completed to support the revitalization activities, including:

- i. The Strategic Conservation Plan (2017)
- ii. A Marina Study to evaluate the potential of the OPC Marina (2017-18)

The office of the GM will continue to act and deliver on the resolutions, approvals and directions provided by the Board of Directors, in particular continue to ensure the site meets all health and safety standards.

In 2017, Ontario Place will be opening its doors to more public events and site activations. Planning and site preparation for projects such as the five Ontario150 Festivals, activation strategy (including the opening of the Cinesphere), and the opening of the Trillium Park and William G. Davis Trail. Management will continue to monitor plans throughout the year and track costs, through data collection, analysis, and verification of current assumptions. OPC has operational processes in place that require Board review and approval of significant unanticipated expenditures.

A critical success factor for OPC operations continues to be an appropriate investment in OPC people, products and services, and the site itself. These investments will support short and long-term business opportunities and ensure the successful revitalization of Ontario Place. In the short-term, it will be critical for the GM, with support from MTCS and HRO, to ensure that the organizational design is aligned and resourced to deliver the expanded responsibilities ensuring without a negative impact on employee morale and productivity.

Corporate Services

The Corporate Services Unit has a direct role in supporting accountability, managing compliance reporting, and ensuring due diligence with respect to the framework for governance and accountability.

Corporate Services Branch is accountable for the following areas:

1. Finance Unit
2. Human Resources & Accommodation Unit
3. Information & Information Technology Unit
4. Other Functions (Procurement, Surplus Assets, Legal)

Operations & Infrastructure

Operations and Infrastructure Unit is responsible and accountable for the following areas:

1. Site Services
2. Security Services
3. Marina
4. Parking

Site Services

The 155 acres of land and water lots, buildings, green space, roads and infrastructure are managed and maintained.

In 2017, the unit will maintain existing facilities with a focus on visitor safety, support the opening and operation of the new Trillium Park & William G. Davis Trail, support the Ontario150 Festivals and the activation strategy preparing the West Island and Cinesphere.

Loss Prevention Unit

The Loss Prevention Unit is responsible for security services, traffic & event support along with loss prevention/compliance.

In 2017, as OPC will be fully open, a Traffic and Security team is required. In the interim, OPC plans to train and employ students in this role while appropriate approvals are acquired for staff.

Compliance to the various codes, such as the AODA and Fire Code as well as Health and Safety, is a continuous and ongoing process throughout 2017. OPC anticipates that a new full time staff member assigned to Health & Safety and a formal program will be reinstated early in 2017.

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. In 2017, OPC will engage the services of a consultant to review the marina's amenities and make recommendations on how the marina can transition into a modern facility and meet the needs of the future. An outcome of the study will be the quantification of recommended capital improvements.

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

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

Currently, a Harbour Master and several student positions seasonally staff the Marina.

2017 Plans and Operational Impact:

- Seasonal and daily rates will remain unchanged (See Appendix B: Fee Schedule – Marina Dockage Rates).
- Marina staff will continue to seek areas for revenue growth by maximizing existing assets and inventory.

Parking

In 2017, hourly rates are being introduced to accommodate changes in visitation resulting from the opening of the Trillium Park & William G. Davis Trail and the hosting of the Ontario150 Festivals.

The Operations & Infrastructure Branch will continue to support on-site events and programs.

Business Development Unit

The Business Development unit at OPC is responsible for the following areas:

1. Third-Party Event and Site Rentals
2. Programming and Business Development
3. Marketing and Communications and Guest Experience

For 2017, the branch's key priorities are to increase site visitation and revenue. These will be achieved through:

- Curating programming and events that welcome the local community and tourists back to Ontario Place, starting with the Ontario150 Festivals and opening of the Urban Park & William G. Davis Trail; and,
- Working with a range of partners to deliver unique site and innovative year-round activations and programs that provide opportunities for visitors to return to the site on a regular basis as the phased Revitalization is realized.

Venue Management

Business Development staff work closely with the Operations and Infrastructure Branch staff to provide safe, functional programmable space that is cost-effective for both OPC and its clients. In 2016, OPC developed West Island as a festival and event space with distinct flexible, multi-purpose applications and features. Together with the parking lots and the Cinesphere, Ontario place offered cultural and commercial programmers almost 1 million square feet of usable space for events and festivals. The following is a list of venues the Business Development Branch currently manages:

West Island – In 2016, flat usable space and services were improved throughout the island. Additional interim investments planned for 2017 will position this site as one of the unique waterfront venues in the GTA.

Parking Lots – In 2016, Lot 2B was expanded and the surface improved. OPC will continue to shift event

2017 -2018 Initiatives

Building on the success of the 2016 operating year, in 2017 the Business Development Branch aims to continue focus on revenue and attendance. OPC works closely with programmers and partners to develop a range of experiences that meet cultural, tourism and sustainability objectives. In addition, the branch will identify initiatives that diversify revenue opportunities while improving

activations from parking lots to West Island, Park and Trail and East Island and permit events in the parking lots only in the shoulder season (September – April).

Trillium Park & William G. Davis Trail in 2017 Trillium Park will primarily be used for passive uses. Learnings in 2017 will be used to develop an activation plan for 2018 in late 2017/early 2018.

East Island – Inspired by the performance legacy of Ontario Place, the celebration common is envisioned as a flexible, green space for open-air cultural activities, festivals, community events as well as passive recreation.”

Cinesphere– As part of the activation strategy the Cinesphere will be opened in late summer 2017. OPC is targeting the opening to support the 2017 Toronto International Film Festival (TIFF).

Pods 1 & 2 – As part of the activation strategy, transformation of the Pods into usable, programmable space will attract visual and performance art events and unique commercial activations (e.g. product launches). In addition, these venues will provide much needed reception space to complement the Cinesphere.

West Island

In 2016, OPC worked with third party event organizers to host multi-day events such as the Mac and Cheese Festival, Toronto Triathlon Festivals and in/future Arts and Music Festival. These activations were the first public events held on the West Island since the 2012 partial closure and were identified by OPC as pilot projects to assess the operational and financial viability of seasonal programming of events on West Island.

The activations made it possible for OPC to assess and make a number of operational and process improvements to the site that will support the delivery of the Ontario150 Festivals. Additional site improvements have been made that will enhance the client's ability to increase attendance and improve operations. visitor experience.

In 2017, OPC will be opening the Trillium Park and William G. Davis Trail. The Business Development Branch will explore activations for the Park and Trail based on interest expressed in 2017 and usage of the space; this will inform the programming plan that is being developed for Q1 of 2018.

Marketing & Communications and Guest Experiences

A key priority is to improve awareness about the status of Ontario Place and activate a communications strategy that creates awareness about the site, its venues, and events.

Marketing efforts will make use of social media and an improved website to create a digital footprint for the Park and Trail as well as OPC as a whole.

In 2017, OPC will require Marketing and Communications support as it plans to host Ontario150 Festivals, opening of Park and Trail along with the opening of Cinesphere.

Ontario150 Festivals

In August 2016, OPC's proposal for Ontario150 Festivals was approved. The ministry approved the proposal to develop and manage five multi-day festivals.

The Ontario150 Festivals will be managed by a dedicated Ontario150 project team. The team is planning the delivery of the following Festivals in 2017:

1	Ontario Culinary (Food, Wine, Beer) Festival	May 18 –22
2	Heritage Festival	June 30 to July 3
3	Art and Music Festival	August 4 – 7
4	Active Ontario (Sports & Recreational) Festival	September 1 – 4
5	Winter Program	December 2017 To March 2018

Each festival will be free to the public and will highlight Ontario's diversity in art, music, cuisine, innovative technology and sport.

Visitors to the festivals will experience the vast talent Ontario has to offer while exploring Ontario Place. The Ontario150 Festivals will help launch Ontario Place into a destination for future events, public and community enjoyment and will mark an important milestone year towards the path to revitalization.

Risk Assessment

OPC uses a risk-based system to evaluate projected activities and undertakings. Below is a list of major corporate risks with the potential to affect OPC operations in 2017 and beyond. Although the list is not exhaustive, it outlines the key risks that are currently known and will be monitored and reported on throughout the year. (See Appendix: E)

Risk Category: Operational	
Risk: Health & Safety	
Impact and Scope Description	Ontario Place is a 46-year-old site with aging infrastructure that requires repair and rehabilitation. As the site becomes increasingly active and revitalization construction continues, the health and safety of visitors and staff remain a paramount concern. If this risk is realized, there will be negative financial and reputational impact for OPC and the government.
Related Strategic Goal (s)	Reduce costly emergency repairs by developing a plan for ongoing repair and implementing it as appropriate. Continue to work to maintain the health and safety on the site and protect visitors and staff from any harm or potential harm.
Likelihood & Impact	Likelihood: High – very likely given the current state of the infrastructure and the necessary repairs. The impact is that OPC may seek emergency funding and regular capital funding from 2017 onwards. Impact: High - significant impact to strategic priority in relation to cost, quality and time.
Mitigation Strategy	<ul style="list-style-type: none"> Ministry to prioritize OPC's capital infrastructure needs in a multi-year infrastructure plan and will be shared with ministry in Q4. Ensure health and safety awareness and compliance for staff and visitors, as the site becomes increasingly active. OPC anticipates a new full time staff member assigned to Health & Safety matters and compliance early in 2017
Overall Risk Assessment	High. OPC is expected to open in 2017, repairs to the site are necessary and must be completed before there is an emergency issue requiring more funding and cause negative reputational impact.
Risk/Mitigation Funded?	OPC has initiated the hiring of a Safety Advisor for Events and Operations to lead in this area. Also for 2017, OPC has budgeted for more site maintenance and repair in conjunction with this risk.
Risk Owner	OPC
Target	Ongoing

Risk Category: Strategic/Policy/Performance

Risk: Brand Awareness and Communications

Impact and Scope Description	<p>There is a need to re-build a positive impression of Ontario Place to counter the prevailing public and media impression that it is closed.</p> <p>This awareness includes informing the public that Ontario Place is open as revitalization efforts continue, advising clients, to help generate revenue streams, and attract visitors to the site.</p>
	<p>If this risk is realized, there will be negative financial and reputational impacts such as low participation in events, fewer event bookings, and subsequent loss in revenue generation. Also related is the potential for reputational risk for the government.</p>
Related Strategic Goal (s)	<p>Develop an Interim Branding Strategy in early 2017 complete with coordinated messaging with the Province. OPC staff to work within developed strategy to curate programming that transforms Ontario Place into a cultural hub, promoting diversity, tourism and sustainability objectives.</p> <p>Enhance the OPC's facility rental business, integrating Ontario Place into surrounding area events and festivals.</p>
Likelihood & Impact	<p>Likelihood: High – Communications strategy is required to support the Ontario150 Festivals, the launch of the Urban Park & William G. Davis Trail and the range of third-party clients who plan to host events at OPC.</p> <p>Impact: High – significant impact to strategic priority in relation to cost, quality, and time.</p>
Mitigation Strategy	<ul style="list-style-type: none"> • OPC to take ownership of an OPC-based Communication and Marketing Strategy that supports its event and festival business and supports site operations (parking, traffic management, and weather warnings and issues management) through social media platforms such as Twitter, Facebook, and Instagram. • The OPC Communications Strategy to align closely with the Revitalization planning • OPC develop a "OPC branding strategy"
Overall Assessment	High
Risk/Mitigation Funded?	OPC to fund resources to add expertise in Communications and Marketing
Risk Owner	OPC
Target	Ongoing

Risk Category: Information Technology & Infrastructure

Risk: Developing a site-wide I&IT Plan

Impact and Scope Description	As the IT requirements for the site evolve, solutions need to be upgraded in a planned manner. As OPC develops a master site plan, it requires a corresponding "IT overlay". In 2017, amongst other smaller IT projects, OPC will initiate the installation of site-wide fibre optic cable.
Related Strategic Goal (s)	In 2017, as the activation strategy is implemented and the long-term planning for revitalization is developed further, OPC must ensure that IT requirements are considered at all milestones.
Likelihood & Impact	Likelihood: Medium – IT is being considered in OPC site-wide planning Impact: High – significant costs can be incurred depending on the particular I&IT issues that may occur.
Mitigation Strategy	<ul style="list-style-type: none"> Working with long-term vision for Ontario Place, develop an IT overlay on the long-term revitalization Master Plan.
Overall Risk Assessment	Medium
Risk/Mitigation Funded?	Funding of IT projects that have been identified, beginning with the installation of fibre optic cabling.
Risk Owner	OPC
Target	Ongoing

Communication Plan

2017 will mark a significant milestone for Ontario Place with the opening of the Trillium Park and the William G. Davis Trail, delivery of the Ontario 150 festivals and the proposed re-activation of the pods and Cinesphere. Ontario Place plans to establish a dedicated marketing team to position the organization back in the marketplace. Communication and marketing objectives for 2017 include:

- Drive awareness and attendance for the launch of the William G. Davis Park & Trail
- Drive awareness and attendance for the Ontario150 Festivals
- Identify Ontario Place as an open, accessible and year-round destination
- Establish Ontario Place as a premier leisure and family experience on Toronto's waterfront

OPC will continue to work closely with the ministry on communications efforts, which will help to support and implement Ontario Place's overall key priorities as identified within this Plan. Immediate focus is to align key messages about welcoming the public back to Ontario Place and confirm the ministry's level of input required on tactical delivery. All communication and marketing efforts will help to align and position the Agency as supporting the strategic directions identified in the Minister's Mandate Letter.

The following tactics will support OPC's communication and marketing objectives:

- Advertising / Media Buys
- Website Design
- Creative Services
- Public Relations

The priority will be for OPC to build a solid digital marketing infrastructure, following, and engagement that grows exponentially, including:

- Launch and perpetually build the followers for the OPC social media network, using existing and new channels (consider: Facebook, Twitter, Instagram, YouTube, LinkedIn, SnapChat)
- Launch a new Ontario Place website to promote the venue, events, corporation, information, etc.
- Establish an ongoing content strategy (photo, video, images and blog) that is both produced by OPC and leverages content from sister agencies, ON150, vendors and rentals. Aggregate through OPC's website, newsletters and social channels)
- Establish an onsite presence at Ontario Place by using existing and new infrastructure and inventory to ensure a consistent look and feel and brand presence (wayfinding, permanent and temporary signs, etc.)
- Implement an internal communications plan to rally staff to promote OPC, ON150, Park & Trail, etc.
- Leverage sister agencies to cross-promote, advertise and support messaging

Clear, timely communications about Ontario Place events and offerings will contribute to improving the overall financial performance of the organization.

2017 Performance Measures

2017 Measure	2017 OPC Indicators	2017 OPC Baselines
Increase revenue generated from OPC operations.	Targeting 70% of all revenue to be self-generated revenue.	<ul style="list-style-type: none"> In 2016, 78% of revenue was self-generated.
Achieve 2017 OPC budget targets.	Meet or exceed 2017 OPC budget targets by each Branch /Project.	<ul style="list-style-type: none"> In 2016, all areas exceeded their budget targets, 2017 will likely be more challenging. OPC's goal will be to sustain these efforts.
Increase site usage.	Meet or exceed 2016 total attendance.	<ul style="list-style-type: none"> In 2016, OPC exceeded 2015 total attendance. This included: West Island, East Island and Parking Lot Rentals
Initiate an IT review to address connectivity and planning requirements.	Initiate a site-wide I&IT plan by end of 2017.	<ul style="list-style-type: none"> As part of long-term revitalization planning include a site-wide IT plan
Implement Capital Program	Use Capital funding as approved to address risks identified including Health and Safety and aging infrastructure.	<ul style="list-style-type: none"> In 2016, past carry-forward projects and some new Capital projects were completed. Other new Capital projects were initiated and are underway.
Improve awareness about the status of Ontario Place	Improve social media presence and renovate website to create a digital footprint via a comprehensive communications strategy	<ul style="list-style-type: none"> OPC has not been active on social media since closure in 2012

Budget

PROJECTED OPERATION EXPENDITURES			
(in \$000's)	2017 Budget	2018 Outlook	2019 Outlook
Salaries and wages	1,836	3,000	4,100
Employee benefits	282	510	687
Students and 10% benefits	603	500	500
Marketing	750	1,000	1,000
Administration	1,150	820	850
Utilities	1,800	1,300	1,300
Cost of retail sales and catering	155	250	250
Site maintenance	2,000	2,000	2,000
Janitorial	900	1000	1000
Supplies and equipment	300	400	400
Transportation and communication	120	100	100
Cinesphere	-	300	300
Activation	993	1,100	1,195
Property Tax	1,014	1,005	1,005
Urban Park and William G. Davis Trail (6 months in 2017)	100	300	00
	12,003	13,585	14,997

2017-2019 MULTI-YEAR PROPOSED BUDGET			
(in \$000's)	2017 Budget	2018 Budget	2019 Budget
Revenue	5,690	7,270	10,450
Expenditure	(12,003)	(12,784)	(12,525)
Income/(Loss) from one time activities	(2,155)	-	-
Operating surplus/(deficit)	(8,468)	(5,514)	(2,075)
Operating funding	2,070	2,070	2,070
Restricted funding	1,820	192	124
OPC Reserve	855		
Surplus/(Deficit)	(3,723)	(3,252)	(1,577)

Note: Salaries and Wages and the Benefits include SWB for all classified, unclassified, fixed term, Irregular Fixed Term and Seasonal Staff. Students SWB captured in line below and Park and Trail maintenance is included in site maintenance.

Capital Plan

The Ontario Place Corporation's capital plan outlines the management of the corporation's assets and its related expenditures in the long-term. In 2017, OPC is anticipating a busy year of Capital Projects activity. The OPC uncommitted Capital Reserve Fund as of December 31, 2016 is \$259K. In 2017, OPC is submitting a new capital request for funding \$3,254,000.

Along with the addition of the new Trillium Park and William G. Davis Trail, Ontario150 project, regular site maintenance and implementation of an activation strategy there will be new maintenance costs associated with these activities.

Asset Management Planning

The Ontario Place property belongs to OPC and as such, it is OPC's responsibility to maintain the property. In 2017, the Operations and Infrastructure Branch will lead capital projects that will:

1. Uphold health and safety standards and compliance (e.g. parking lot lighting, interlocking leveling, pathway repairs)
2. Repair and rehabilitate (e.g. dock repairs, washrooms, ramp replacement,
3. Revitalization (e.g. Cinesphere, Pods)
4. Other long-term efforts (e.g. integration point, HVAC replacement)

List of Key Capital Projects

In 2016, the following initiatives were completed to help reach capital plan targets:

- Front end loader replacement
- Structural refurbishment (bridge 6, bridge 10)
- Marina general refurbishments (washrooms, admin office)
- Parking Lot system upgrades
- West Island event space prep
- Various paving works

Some carry over projects remain, such as the installation of the fire panel replacement inside the PODS and marina refurbishments.

In 2017 further initiatives will be undertaken to help support the asset management plan such as:

- Interlocking brick repairs for the centre entrance
- Parking lot lighting
- Ramp/Bridge Repairs
- Marina Dock repairs
- East Causeway realignment
- Cinesphere revitalization
- Feature lighting
- Banners and Flags
- Ongoing Digitization of OPC IMAX films
- Activation strategy

Partnership & Relationship Building

The OPC maintains relationships with tenants, municipalities and advocacy groups to help successfully deliver programs and services in the most efficient and effective manner possible. As an agency of the government, Ontario Place ensures that the partners selected are accountable, transparent, and have a reputation for upholding excellent service standards.

Live Nation

Live Nation Entertainment is a global entertainment company that owns, leases, and operates a large number of entertainment venues in North America. Live Nation is a tenant of Ontario Place and is currently renting out the Amphitheatre. Live Nation and OPC maintain an excellent working partnership relationship. In 2017, Live Nation will continue to operate the Amphitheatre and rent parts of East Island and parking lots to host concerts and music festivals. Live Nation's operations continue to align with the OPC festival and events strategy, offering live music eventually all year round.

Infrastructure Ontario

The Land Development Team from Infrastructure Ontario will be working with OPC and MTCS to assist with the implementation of revitalization.

Moving Forward

In 2017 OPC will work towards building greater relationships with vendors, sponsors, and other agencies. One of the aims of the Business Development branch is to increase rental of third party events and festivals on West Island, looking at the five signature Ontario150 Festivals as an opportunity.



APPENDICES

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 on Ontario Place grounds. The following is OPC's rationale for fees applied to parking, site, and marina rentals in the year ahead.

Many of the rates agreed upon in this fee schedule reflect current market value and are comparable to surrounding competitor pricing.

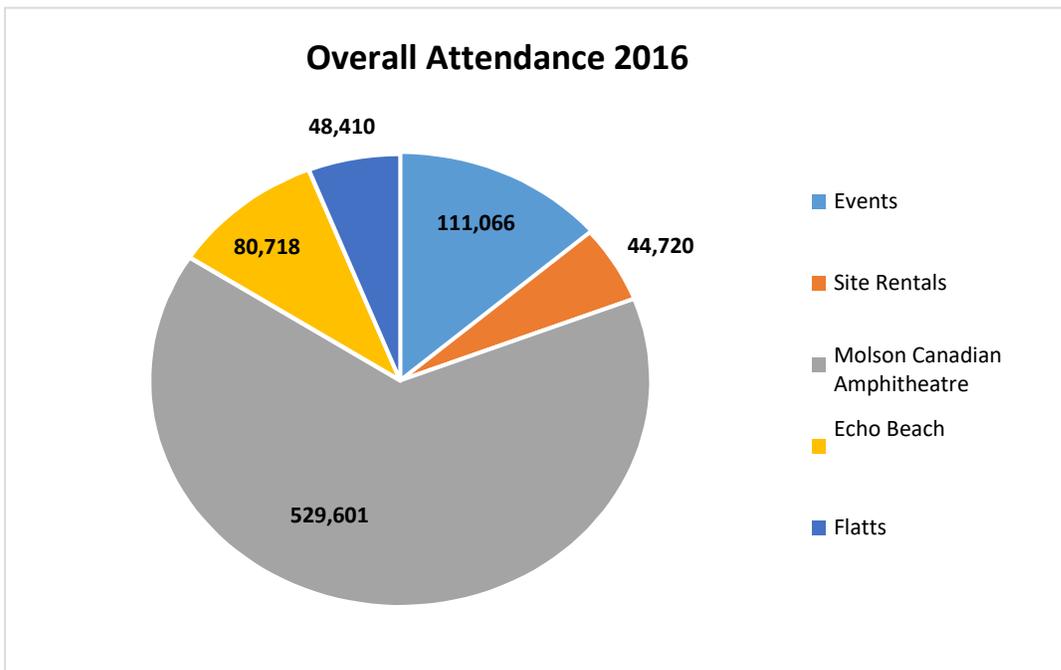
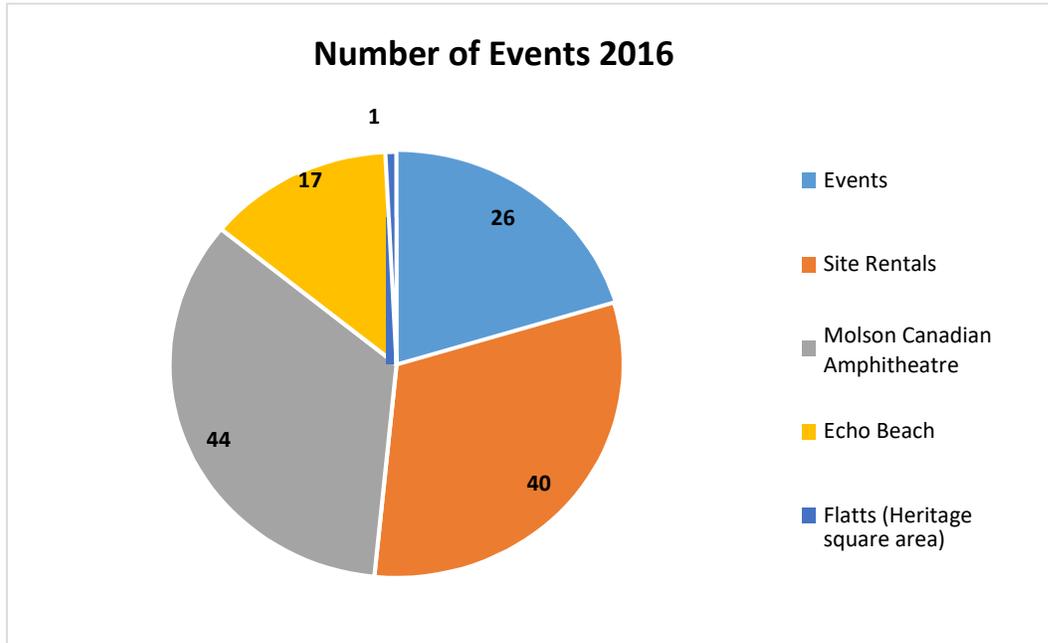
- Exhibition Place surface and underground lots charge \$14.00 per day and \$11.00 after 6:00pm, and charges up to \$30.00 for events.
- The Green P municipal parking charges varying rates and has the right to charge premium rates during special events.
 - Parking at 711 Lakeshore Blvd W and 800 Fleet St. charges \$8.00 daily maximum from 7am to 7am and \$2.25 per hour.
 - Parking at 34 Hanna Avenue in Liberty Village charges \$10.00 until 6:00pm and \$6.00 thereafter, with \$15.00 for event parking and \$3.00 per hour for metered parking.
 - Metered spaces are either \$1.50, \$2.25, \$3.00 or \$4.00 per hour depending on the area of the City.
- Harbourfront Centre lots range from \$13 - \$16 before 6:00pm, \$10.00 to \$12.00 after 6:00pm, and from \$11.00 to \$18.00 on weekends. Event parking at Harbourfront Centre ranges from \$15.00 to \$30.00.

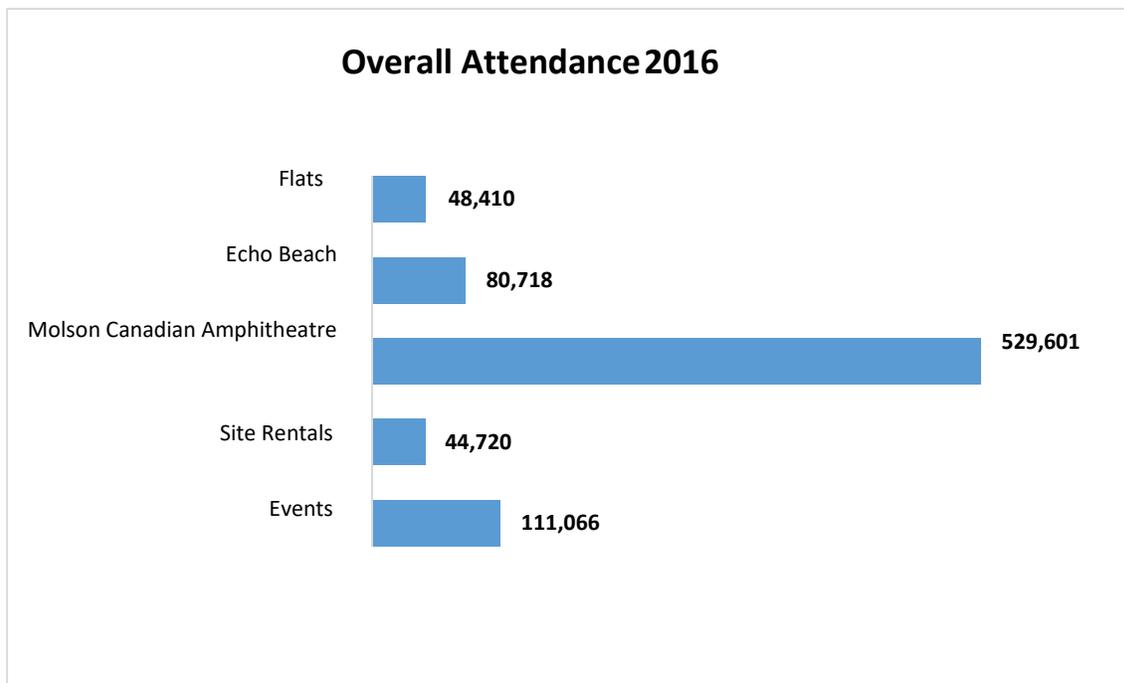
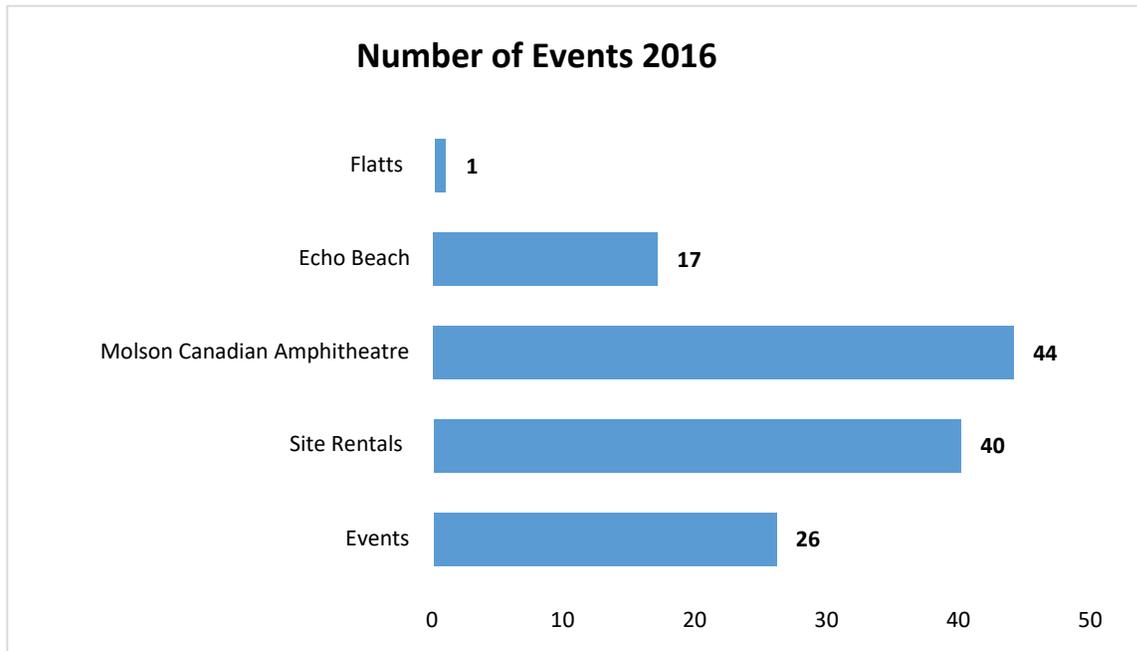
Ontario Place Corporation Site Usage 2016

“Site Rental” is defined as any site rental on the OPC site that is not classified as an event. This includes film and television productions.

“Event” is defined as any site rental on the OPC site, excluding film and television productions that fulfills the following criteria:

- is publicly accessible through invitation or free access; and
- is the main attraction of event is held on OPC site.





Risk Management Legend

Risk Category	<p><u>Strategic/Policy/Performance:</u> The risk category includes strategic, policy and performance risk as well as political commitment risks and stakeholder/public perception risks related to implementing new policies or changes to existing policies (e.g. misalignment of agency policies with those of the OPS); risk that strategies and policies will fail to achieve targeted results and to provide money / cost-effectiveness; risk of not meeting publicly announced government commitments; risk of not meeting public expectations.</p> <p><u>Accountability/Governance:</u> The risk category includes governance, accountability, organization, legal/contract compliance and controllership/accountability. Risks that the organizational structure, accountabilities, or responsibilities are not defined, designed, communicated or implemented to meet the organization’s objectives, and/or that culture and management commitments do not support the formal structures. Risk of conflict of interest for board members. Inadequate ethics / codes of conduct. Inadequate definitions of roles and responsibilities. Risk of failure to comply with administrative requirements, such as directives.</p> <p><u>Operational:</u> This risk category includes program, service, and operational risks. Includes business continuity risks; financial risks; changes in public demand (e.g. demographics shifts that can impact attendance) change in demand of services risks that products or services will not be completed or delivered to quality of standards or in a timely manner; risk associated with program efficiency, effectiveness and customer service</p> <p><u>Workforce:</u> Risks of increased costs from anticipated salary settlements or future contracts.</p> <p><u>Information Technology & Infrastructure:</u> The risks that information produced or used (e.g. performance data) is incomplete, out-of-date, inaccurate, irrelevant or inadequately protected from inappropriate disclosure. Risk that information or other technology does not support business requirements, and/or does not support availability, access, integrity, relevance and security of data. Includes business continuity risk. Risk related to information or technology. Should include privacy and security risks.</p> <p><u>All Other Risks:</u> Risks that does not fit in any of the above categories. Corporate Social Responsibility concerns – Environment, Climate Change, Energy Management, Health Promotion, Waste Reduction, Fair Trade practices. Organizational Assets – Facilities and Equipment, Personal Safety, Physical Security. Issues relating to third parties that are involved with the agency such as service or goods providers and safety.</p>
Risk	A brief description of a potential risk
Impact and Scope Description	Identified impacts if the risk occurs; both financial and non-financial (operational, reputation etc.) Reviewing data, statistics or historical information where possible. Quantifying consequences in relation to cost, quality, and time.
Related Strategic Priority	A list of strategic priorities that the risk would affect.
Likelihood and Impact	Likelihood: Low, Medium, or High. Impact: Low, Medium, or High.
Risk Owner	Position responsible for mitigation strategy and ensuring issue or risk is managed.
Mitigation Strategy	An action plan for addressing the risks should not include provincial funding or resources.
Overall Risk Assessment	The residual risk after mitigation strategies have been enacted Low, Medium, or High
Risk/Mitigation Funded	Is there funded allocated to this risk
Target	A timeline for addressing the risk and dates for achieving mitigation strategies.