

Ontario Place Corporation Business Plan 2019



Final Revision – November 2019

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1.0 Executive Summary

Ontario Place's 2019 Business Plan is guided by the government's commitment to develop the site to become a world-class year-round destination for the people of Ontario and visitors that could include exciting sport and entertainment landmarks, as well as retail. Recreational facilities, public spaces and parks, and the existing amphitheatre could complement these landmarks. The business priorities in the 2019 Business Plan addresses how the site will operate on an interim basis while planning is underway for the development of the site. The plan also addresses how the Corporation will support the wind up of Ontario Place operations as announced in the 2018 Fall Economic Statement.

In 2019, Ontario Place will continue to operate year round through a combination of staff developed programming and partnerships with organizations and individuals from across the province. The entire site will be open to support recreational uses including cycling, walking and running with programming of the site focused on the summer and winter months. The activation of the site will balance development requirements, fiscal responsibility and engaging visitor experiences.

The duration of interim operation is directly related to the outcomes of the Call for Development process that was launched in May 2019. At this time, Ontario Place operations are planned to continue to the end of October 2020. The operational planning that supports this business plan has been structured to allow maximum flexibility to accommodate both early site preparation for redevelopment and the outcomes of the call for submissions process.

Business Priority 1 – Interim Operations

The organization is focused on the development of product, experience and service plans for the activation of the site all year round. The level of activity will vary through out the year and will be contingent on available resources, both financial and human. Revenue generation and partnerships will be an important element and plans will focus on revenue growth from multiple sources in order to deliver a balanced budget.

1.1 OPC PROGRAMMING	1.1.1 Trillium Park programming
	1.1.2 Cinesphere programming
	1.1.3 Recreational activities
	1.1.4 Food services
1.2 PARTNERED PROGRAMMING & RENTALS	1.2.1 West & East Island festivals and events delivered by third parties
	1.2.2 Corporate site rentals
1.3 FISCAL MANAGEMENT	1.3.1 Increase revenues
	1.3.2 Manage expenditures

Business Priority 2 – Development Planning

In January 2019, the government announced their vision for Ontario Place and their commitment to the development of the waterfront site. In order to support development they also announced the wind up of current operations and the Corporation.

The second business priority for Ontario Place in 2019 is to support the development of the site through the development of the wind up plan for the current operations and support the Ministry of Heritage, Sport, Tourism and Culture Industries on activities related to transfer of assets and wind up of the Corporation. The following activities will be undertaken in 2019 to support site development.

2.1 Develop Wind Up Plan	2.1.1 Support MHSTCI in transfer of land and assets
	2.1.2 Negotiate User Agreement with Infrastructure Ontario
	2.1.3 Develop Wind up Plan

In 2019, the plan focuses on achieving a balanced operating budget. The interim operating plan continues to incorporate accessible programming balanced against managing expenditures and increasing earned revenues. In 2019, OPC is projecting that for every dollar received through its operating grant, it will generate \$5.26 in earned revenues.

2.0 Ontario Place Corporation Overview

On November 15, 2018 as part of the *Fall Economic Statement*, the Ontario government announced the following changes to the *Ontario Place Corporation Act*.

- Prior to November 15, 2018, the Act required that the Corporation's Board consist of at least seven and not more than 13 members appointed by the Lieutenant Governor in Council. The minimum number was changed to one and the requirement that one of the members must be a director of the Canadian National Exhibition Association was removed.
- A new section 9.1 of the Act was introduced requiring the board of directors to prepare a proposed plan to wind up the Corporation and transfer its assets, liabilities, rights and obligations to the Crown in right of Ontario or to an agency of the Crown. Subject to the approval of the plan by the Lieutenant Governor in Council, the Board must wind up the Corporation's affairs and transfer its assets, liabilities, rights and obligations in accordance with the plan. Various rules regarding these transfers were set out.
- The Board is required to notify the Minister of Heritage, Sport, Tourism and Culture Industries in writing as soon as possible after it has finished implementing the plan.
- Also noted was an Immunity from litigation arising from anything done or not done under this new section.

Further, as part of the *Fall Economic Statement*, Schedule 31 noted that on the proclamation of the Lieutenant Governor the Ontario Place Corporation Repeal Act, 2018 would come into force. The Act would:

1. Repeal the Ontario Place Corporation Act;
2. Dissolve Ontario Place Corporation;
3. Transfer the dissolved Corporation's assets, liabilities, rights and obligations to the Crown in right of Ontario;
4. Offer Immunity from litigation arising from anything done or not done under section 9.1 of the *Ontario Place Corporation Act*;
5. Makes consequential amendments to the *Canadian National Exhibition Association Act, 1983*.

In the January 2019, the government announced a new vision for the Ontario Place site, the vision is for Ontario Place to become a world-class year-round destination for the people of Ontario and visitors that could include exciting sport and entertainment landmarks, as well as retail. Recreational facilities, public spaces and parks, and the existing amphitheatre could complement these landmarks.

Governance

On December 13, 2018, James Ginou, was named as the Chair of the Board for Ontario Place Corporation. Mr. Ginou was previously Chair of Ontario Place from April 1997 to June 2004.

Leadership

The General Manager is directly accountable to the Ontario Place Chair for ensuring the implementation of the business plan and for directing and managing the execution of the organization's business priorities. The General Manager also reports to the Deputy Minister of Heritage, Sport, Tourism and Culture Industries to ensure that the organization operates within the provincial government's approved framework for operational enterprise agencies including adherence to directives identified in the Memorandum of Understanding between Ontario Place Corporation and the Ministry of Heritage, Sport, Tourism and Culture Industries.

Ontario Place is organized into four areas: General Manger’s Office, Corporate Services and Planning, Operations and Infrastructure and Product & Experience Development. The organization currently has 31 FTEs that are augmented with seasonal positions and temporary support in order to execute OPC’s mandate. The Organizational Chart is found in **Appendix A – Ontario Place Organizational Chart**

3.0 Ontario Place Corporation - 2018 Report Back

In 2018, Ontario Place Corporation continued to build on the lessons learned in 2017. A change in the site activation strategy and increased programming throughout the year helped to bring more visitors to the site and increase revenues.

Total site attendance in 2018 was 1.4 million not including Budweiser Stage and Echo Beach concerts.

Priority 1: Audience Development

OPC Delivered Activations Performance Results

Performance Measure	2018 Target	2018 Result (baseline)
Site Programs	4	5
Number of programs developed for Trillium Park	2 programs 10 days of programming	3 programs 56 days
Cinesphere attendance	40,000	43,012
Site Attendance	n/a	1,402,006 (excluding LN concerts)

Third Party Delivered Activations Performance Results

Performance Measure	2018 Target	2018 Result (baseline)
West Island Rentals #days	n/a	21
East Island Rentals # days	n/a	52
Cinesphere Rentals #days	n/a	12
New Partnerships	n/a	6
Partners Retained	n/a	4

Priority 2: Organizational Transformation

Organizational Structure Implementation Plan Performance Results

Performance Measure	2018 Target	2018 Result
Organizational structure approved	March 2018	Board approved organizational structure in spring 2018

Number of Partnerships Performance Results

Performance Measure	2018 Target	2018 Result (baseline)
Number of partnerships	6	6

Governance & Business Processes Performance Results

Performance Measure	2018 Target	2018 Result (base line)
Governance relations plan developed	March 2018	Completed and shared with Board in summer 2018
Number of business process mapped	12	4 Review put on hold pending changes announced in November 2018

Priority 3: Sustainability

Revenue Sources Performance Results

Performance Measure	2017 Results	2018 Results (baseline)
Cinesphere Revenues	\$96,587	\$728,042
Parking Revenues	\$1,715,024	\$2,431,186
Site Rental Revenues	\$733,172	\$1,227,809
Programming Revenues	\$0	\$60,455
Food Revenues	\$64,349	\$327,351
Marina Revenues	\$615,071	\$912,922

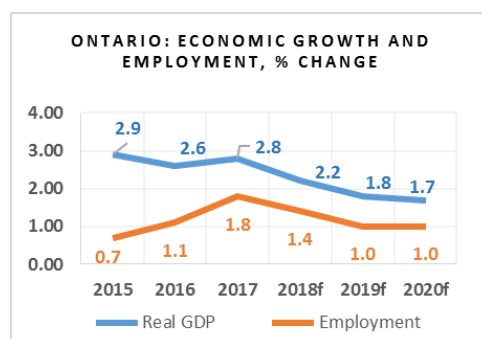
Capital Projects Performance Results

Performance Measure	2018 Target	2018 Result (baseline)
Capital project completed	6	9

4.0 Environmental Scan

Economic Drivers

Ontario's economy is facing a slowdown, according to *Central 1 Credit Union*; the Regional GDP is expected to expand under 2.0% in 2019 and 2020, while employment growth slows to around 1% annually over the same period. These trends may affect OP performance and business decisions, not only because OP is undergoing a development process that requires longstanding financial support during the incoming years, but also because most of OPC business lines offer discretionary services. Often, these kinds of services are the most exposed during a deceleration phase and its performance may compromise OPC revenue generation targets.

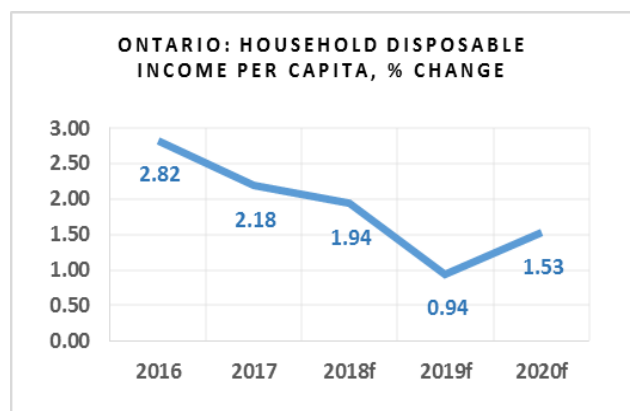


Source: Statistics Canada. Forecast: Central 1 Credit Union

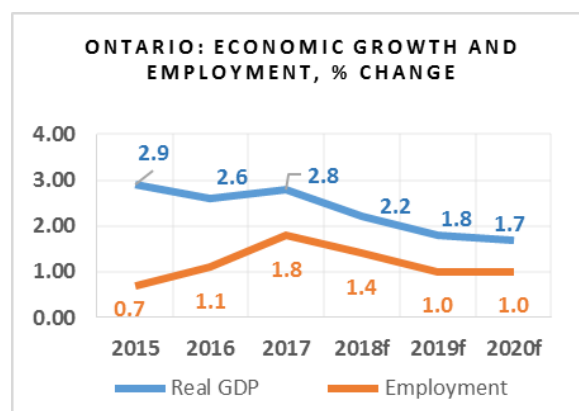
Disposable Income

In Ontario, the household disposable income per capita growth is slowing down. According to *Central 1 Credit Union*, household disposable income is forecasted to expand at 0.94% in 2019, down from 1.9% in 2018 and 2.2% in 2017. This slowing economic growth may have a negative impact on OPC core business activities.

Cinesphere, facility rentals, food, marina and parking line items are directly influenced by households' ability to spend on these of discretionary services. Therefore, as household disposable income decrease consumers become less likely to spend money on those services.



Source: Statistics Canada. Forecast: Central 1 Credit Union



Source: Statistics Canada. Forecast: Central 1 Credit Union

Leisure Time and Unemployment

Total leisure time is understood as the amount of time people can allocate toward resting, socializing, engaging with sports and other recreational activities. Therefore, more leisure time may mean more time to spend on entertainment and recreational options. Although leisure time is expected to increase slightly in 2018 (*IBISWorld*), some consumers frequently find it challenging to add recreational activities into their routines, which may be even

more challenging under a slowdown scenario. Nevertheless, attitudes that value spending limited leisure time with family and/or value a healthy lifestyle are probably some of the key factors to boost OPC business and programs attendance.

Leisure time can be affected by unemployment trends; however, its impact on OPC business can be mitigated by a balance between paid and not paid programs and activities.

Consumer Spending

Leisure spending is especially sensitive to changes in consumer spending and consumer confidence. When personal consumption expenditure decreases or perceived uncertainty increases, consumers will spend less money on activities including eating out, movie going, concerts; all of which could have impacts on OPC attendance and revenues.

The *Central 1 Credit union* forecast predicts Ontario household consumption to reach 1.5% in 2020, down from an expected 2.6% in 2018 and 3.2% in 2017, while expects that residential investment decreases 0.5% by 2020.

Even though Ontario is facing a downshift in consumer spending that may affect the OPC business lines, open access to the site will help to mitigate the impact.

Tourism

Tourism activity has the potential to impact OPC performance given the probable impact of inbound international travel on concerts and events that have appeal to consumers. However, the 2018 downshift in growth is also affecting tourism activity in the province. By region origin, the United States is still the most significant origin of tourists to Ontario, followed by Europe and Asia.

Ontario's new tourism strategy could counteract the current trend and ensure the continued growth of the sector. Consultations will be launched in late fall 2018 and will emphasize the most relevant issues affecting the sector to figure out new strategies to support the industry.



Source: Statistics Canada

Demographic changes and Urban Changes

Children, teenagers and their families together represent an important revenue source for movie theaters, family entertainment centres and the amusement park industries in Canada.

Based on *Statistics Canada projections*, between 2016 and 2021 children aged 5-14 years will grow by 6.3%, while adolescents aged 15-24 will rise by 2.6%. This trend may be favorable for OPC operations in 2020 given that Cinesphere and some recreational programs have the potential to attract this demographic. However, beyond 2021 growth the under 19 sector is set to slow. This coupled with the projected growth of the working age population will have an impact on how the site is activated in order to maximize attendance. This trend will not affect interim operations but should be considered as part of the long term development planning.

5.0 Business Priorities

Ontario Place's business priorities are guided by the government's commitment to develop the site. The business priorities in the 2019 plan address:

- how the site will operate on an interim basis while planning is underway for the long-term development, and;
- how the Corporation will support the wind up of Ontario Place operations as announced in the 2018 Fall Economic Statement.

In 2019, Ontario Place will continue to operate year round through a combination of staff developed programming and partnerships with organizations and individuals from across the province. The entire site will be open to support recreational uses including cycling, walking and running with programming of the site focused during the summer and winter months. The activation of the site will balance development requirements, fiscal responsibility and engaging visitor experiences.

The duration of interim operation is directly related to the outcomes of the Call for Development process that launched in May 2019. At this time, Ontario Place operations are planned to continue to the end of October 2020. The operational planning that supports the business plan is structured to allow maximum flexibility to accommodate early site preparation for development, the outcomes of the transfer of land and assets, and the outcomes of the call for submissions process. OPC will work with MHSTCI and Infrastructure Ontario to ensure that business processes (e.g. site user agreements) are implemented to support interim operations.

Business Priority 1 – Interim Operations

Engaging audiences during interim operations is one of the areas of focus for the organization. In 2018, based on visitor input following the 2017 season, Ontario Place made a significant shift in how the site was activated to encourage increased visitation and engagement by visitors. A number of different experiences were piloted and evaluated. As a result, some of the programming will continue to be offered in 2019 while others have been stopped. Additionally, a limited number of pilot initiatives will be introduced in 2019 in response to learnings over the last two years.

1.1 OPC PROGRAMMING	1.1.1 Trillium Park programming
	1.1.2 Cinesphere programming
	1.1.3 Recreational programming
	1.1.4 Food services
1.2 PARTNERED PROGRAMMING & RENTALS	1.2.1 West & East Island festivals and events delivered by third parties
	1.2.2 Corporate site rentals
1.3 FISCAL MANAGEMENT	1.3.1 Increase revenues
	1.3.2 Manage expenditures

Business Priority 1.1: OPC Programming – Implementation Plan

Assumptions

- There will be limited construction on site and Ontario Place will be able to maintain access to the entire site.
- Year round operation of the site with site activations across all seasons.
- Activation will focus primarily on Trillium Park and William G Davis Trail, East Island, the shoreline pathway, Echo Beach, Cinesphere and West Island.
- Net revenue generation is a key component of the consumer activities over the duration of the plan.

Targeted Activation Areas

- Cinesphere
- Trillium Park
- East Island
- West Island

Site Activations

The following table provides an overview of planned activation locations and periods annually.

Activation Schedule	Spring (April– July)	Summer (July – Sept)	Fall (Sept – Nov)	Winter (Nov – April)
West Island	X	X	n/a	X
East Island	X	X		
Cinesphere	X	X	X	X
Trillium Park		X	X	

Outcomes/Performance Measures

Performance Measure	2018 Target	2018 Result	2019 Target
Site Programs	4	5	3
Number of programs developed for Trillium Park	2 programs 10 days of programming	3 programs 56 days	1 36 days
Cinesphere attendance	40,000	43,012	100,000
Site Attendance	n/a	1,402,006 (excluding LN concerts)	1,500,000

Business Priority 1.2: Partnered Programming & Rentals – Implementation Plan

Attracting third party event organizers and corporate use of the site is an important strategy to increase net revenue growth for the agency.

Assumptions

- Ontario Place will continue to support West Island Commons rentals
- The Cinesphere will support corporate rentals and partnerships to October 31, 2020
- East Island will come on line to support increased revenue generating opportunities
- The Trillium Park and William G Davis Trail will be available for limited exclusive use facility rentals

Targeted Activation Areas

- Cinesphere
- West Island
- East Island
- Trillium Park and William G Davis Trail

Site Activations

Rental Schedule	Spring (April– July)	Summer (July – Sept)	Fall (Sept – Nov)	Winter (Nov – April)
West Island	X	X		X
East Island		X	X	X
Cinesphere	X	X	X	X
Trillium Park	X	X	X	

Outcomes/Performance Measures

Performance Measure	2018 Target	2018 Result	2019 Target
West Island Rentals #days	n/a	21	26
East Island Rentals # days	n/a	52	150
Cinesphere Rentals #days	n/a	12	20
New Partnerships	n/a	6	10
Partners Retained	n/a	4	5

Business Priority 1.3: Fiscal Management – Implementation Plan

Focus on the development of new revenue sources and in kind support to offset operating expenses and achieve a balanced budget.

- Increase revenue and/or in-kind support for site activations through partnerships

Assumptions

- Strategies and activities to generate revenue are supported
- The recommended fees will be approved

Outcomes/Performance Measures

Performance Measure	2017 Results	2018 Results	2019 Target
Sponsorship/Marketing revenues	0	0	\$10,000
Cinesphere Revenues	\$96,587	\$728,042	\$1,000,000
Parking Revenues	\$1,715,024	\$2,431,186	\$2,700,000
Site Rental Revenues	\$733,172	\$1,227,809	\$1,800,000
Programming Revenues	\$0	\$60,455	\$55,000
Food Revenues	\$64,349	\$327,351	\$250,000
Marina Revenues	\$615,071	\$912,922	\$920,000

Business Priority 2 – Development Planning

In January 2019, the government announced their vision for Ontario Place as a world-class year round destination that will attract local, provincial and international visitors – with potential landmarks such as sports and entertainment attractions and retail. Ontario Place will work with the Ministry and government to support achieving the vision.

In order to support the execution of the new vision, Ontario Place will develop a plan for the wind up of current operations and the Corporation. As part of that process, the agency will support the Ministry in the transfer the administration and control of land and asset from the Corporation to the Crown.

The interim operations will be aligned with the development planning and the call for development submissions. Interim operations will developed in a manner that allows maximum flexibility to support implementation of development plans.

2.1 Develop Wind Up Plan	2.1.1 Support MHSTCI in transfer of land and assets
	2.1.2 Negotiate User Agreement with Infrastructure Ontario
	2.1.3 Develop Wind up Plan

Outcomes/Performance Measures

Performance Measure	2018 Target	2018 Result	2019 Target
Support Land and Asset Transfer	n/a	n/a	August 2019
User Agreement Negotiated	n/a	n/a	August 2019
Wind Up Plan Developed	n/a	n/a	December 2019

6.0 Risk Assessment

The risks are grouped into three categories; financial, operating and capital/structural. Each of the categories reflects the risks in the coming year, the likelihood and impact of the risks and mitigation strategies to manage the risks. In developing the plan, emphasis has been placed on developing an interim operating plan that is fiscally responsible. Ensuring that expenditures are managed and revenues maximized is a cornerstone of the 2019 plan.

Risk Category: Operational	
Risk: FINANCIAL	
Impact & Scope Description	Revenue growth is limited to the interim operating model and operating timeframes. The ongoing financial risks related vulnerability of revenues as a result of changes in the marketplace, weather and competition continue. There is limited ability to manage significant revenue losses or expenditure increases.
Related Strategic Goal(s)	Interim Operations
Likelihood & Impact	Likelihood – Medium Impact – High
Mitigation Strategy	OPC to develop partnerships to offset programming costs and only delivery programs that support direct and incremental increases to revenues. OPC maintains a conservative approach to setting revenue targets but an aggressive approach for increasing earned revenues.
Overall Risk Assessment	Risk can be managed with the controls put in place including regular monitoring of budget and alterations to operating plans.
Risk / Mitigation Funded	Partially
Risk Owner	OPC, Ministry, Government
Target	Balanced operating budget by December 31, 2019

Risk Category: Operational	
Risk: HUMAN RESOURCES	
Impact & Scope Description	There is a risk that OPC will begin to lose staff. Concerns regarding how long interim operations will continue will have a destabilizing affect on the organization.
Related Strategic Goal(s)	Interim Operations
Likelihood & Impact	Likelihood – High Impact – High
Mitigation Strategy	Proactive communications and ongoing dialogue as well as development of the wind up plan and direction will help to mitigate the risk.
Overall Risk Assessment	Loss of some key positions could impact interim operations.
Risk / Mitigation Funded.	Yes
Risk Owner	OPC, Ministry, Government
Target	Ongoing

Risk Category: Strategic	
Risk: INFRASTRUCTURE & CAPITAL	
Impact & Scope Description	Aging infrastructure including bridges, building, roads and sewers.
Related Strategic Goal(s)	Interim Operations and Development Planning
Likelihood & Impact	Likelihood: Med-High Impact: High.
Mitigation Strategy	The Capital Plan has detailed all the various projects that require attention. OPC will continue to implement inspection of assets and share information with MHSTCI and IO to inform development planning.
Overall Risk Assessment	The deterioration to infrastructure will continue until development plans are finalized.
Risk / Mitigation Funded.	No
Risk Owner	OPC, Ministry, Government
Target	Winter 2020

7.0 Resources

1] Human Resources

Ontario Place has 31 approved full-time equivalents (FTEs), in four key departments: General Manager's Office, Operations and Infrastructure, Product and Experience Development and Corporate Services. Of these FTEs, approximately one-third are filled by classified employees and the remaining almost two-thirds are filled by secondments and unclassified contracts. OPC employees are hired under the *Public Service Act of Ontario* and are paid in accordance with Ontario government compensation directives.

OPC also employs students, hired through the government's Student Employment Opportunities program to complement its workforce and ensure maintenance of the site and delivery of its key business priorities. These students make up a significant component of OPC's workforce, especially during the summer months. OPC has continued to update and revise job descriptions in an attempt to stabilize the organizational structure and provide clarity for staff to carry out their responsibilities.

See **Appendix B** for full HR Plan

2] Financial Resources

When Ontario Place opened for increased and year round site use in 2017, it did so with limited revenue sources and with the existing operating grant. The direction given to OPC in 2017 was to increase attendance, with emphasis on free access to the site and accessible programming. In 2017, OPC ended the year with a \$4.2M deficit. Increased operating costs to support year round operations, limited revenue sources and no increase to operating grant all contributed to the deficit.

In 2018, a business plan was developed to increase activation of the site that continue to provide accessible programming while at the same time increasing existing revenues and developing new sources of revenue. The goal identified in 2018 was to reduce the deficit by half in 2018 and eliminate the deficit in 2019. At the end of 2018, the operating loss was \$2.3 M, 45% less than in 2017. For every dollar received through its operating grant, OPC was able to generate \$4.65 in earned revenues. OPC did not undertake any analysis of economic impact of the site activities but there was anecdotal information that suggests that the concerts, third party events and Cinesphere all had broader economic benefits.

In 2019, the plan focuses on achieving a balanced operating budget. The interim operating plan continues to incorporate accessible programming balanced against managing expenditures and increasing earned revenues. In 2019, OPC is projecting that for every dollar received through its operating grant, it will generate \$5.26 in earned revenues.

ONTARIO PLACE CORPORATION		2018 Actual	2019 Budget
Statement of Operations			
Grants			
Operating Grant		2,070,000	2,070,000
Other Grant Restricted		275,200	146,728
Grants Total		2,345,200	2,216,728
Operating Revenue			
Amphitheatre		3,803,316	3,796,689
Parking		2,431,186	2,689,989
Facility and site Rental		1,178,778	1,813,418
Cinesphere		728,042	1,125,962
Activities		57,469	14,840
Food Service		327,351	253,875
Marina		677,580	691,960
Sponsorship		-	3,500
Partnership		2,986	55,650
Advertising		-	6,472
Other revenue		159,754	153,948
Marina Retail sales		234,342	236,086
Interest Income		37,169	53,590
Operating Revenue Total		9,637,973	10,895,979
Administrative and Operating Expenses			
Salaries and wages		3,828,193	3,913,243
Student Salaries		576,343	597,356
Employee benefits		461,969	550,314
Marketing		1,288,053	725,755
Programming		164,454	78,640
Administration		240,935	130,265
Utilities		1,439,644	1,591,438
Cost of sales		705,263	979,238
Site operations		1,000,951	720,102
Loss prevention		761,235	620,621
Equipment		803,006	557,757
Janitorial		310,102	321,749
Supplies		205,123	308,212
Telecommunication		49,824	51,280
Professional services		733,114	44,983
Property Tax		810,173	800,478
Administrative and Operating Expenses Total		13,378,382	11,991,431
Net Income before Grants, Ammortization and undernoted items		-3,740,409	-1,095,452
Operating surplus/ deficit before amortization		-1,395,209	1,121,276
Amortization of deferred capital contributions		2,868,814	1,300,367
Amortization of capital assets		- 2,177,033	-2,417,147
Capital Impaired		- 1,750,296	
Amortization of capital assets under lease		- 2,784	-4,176
Net Amortization expense		- 1,061,299	- 1,120,956
Gain on sale of surplus capital assets		5,369	-
Net Income/ (Loss) for the Year		- 2,451,139	320

8.0 Capital Plan

The 2019 Capital Program focuses on critical repairs to support interim operations and projects that support long-term development of the site. The Capital Outlook for the planned capital work is provided below.

No.	Item	2019-20
1	East Island Improvements	\$2,500,000.00
2	East Island Soil Remediation	\$1,500,000.00
3	East Island Pre-Construction	\$570,000.00
4	Structure Inspections & Repairs	\$650,000.00

Capital: Operations Support

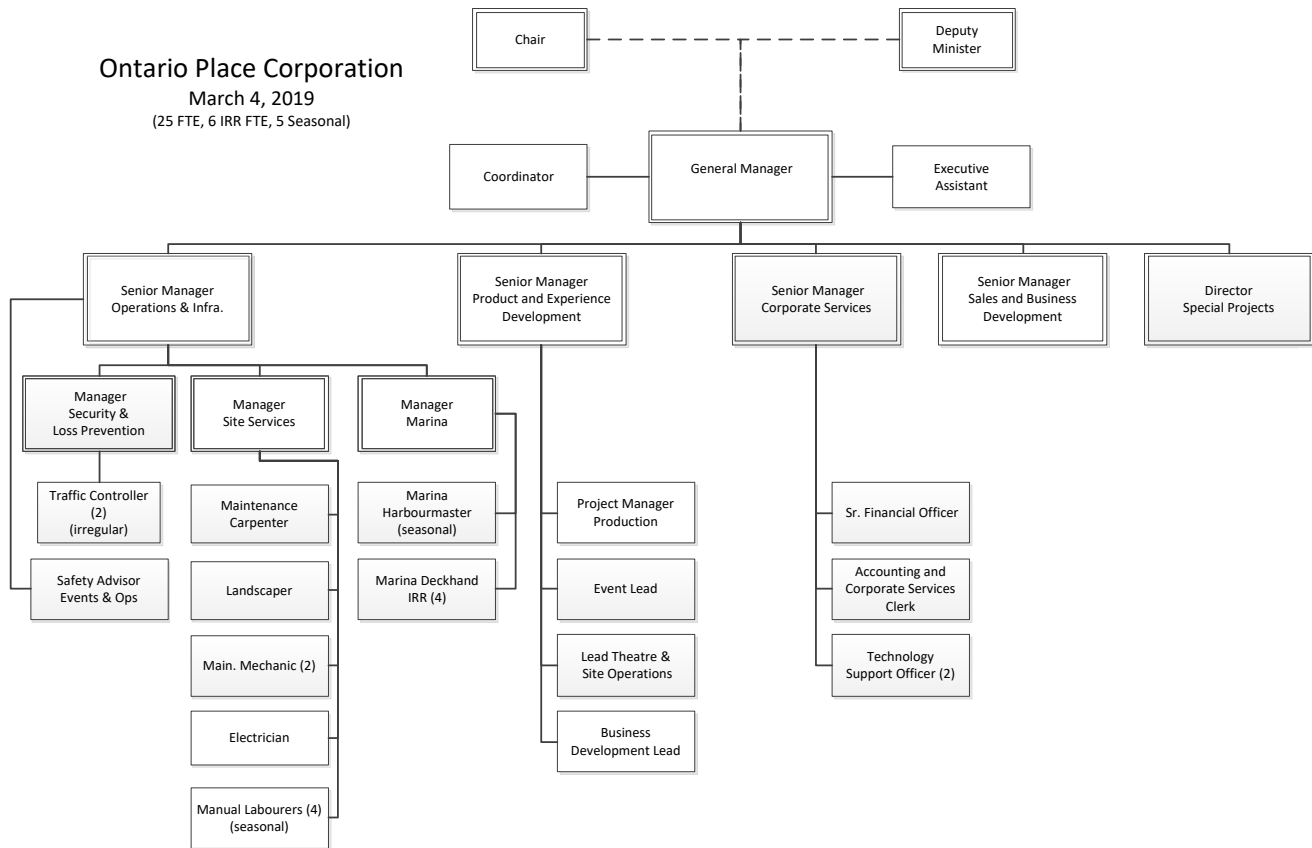
1. East Island improvements will be the focus of the capital investment in 2019 that support interim operations. The investment addresses health and safety issues on the East Island, allows for programming of the space and supports revenue generation and a balanced operating budget.

Capital: Long-term Development Support

2. East Island Soil Remediation – removal of contaminated soil from site that supports interim operations and development. Work is captured within the \$50.0M identified to manage contaminated soil on site.
3. East Island Pre-Construction – Work undertaken in 2019 to support development of the site. Work includes demolition, engineering studies and as build drawings.
4. Bridge Inspections and Repairs – Bridges 1, 5, 6, 7, 8, and 13 are subject to regular structural inspections. Based on a 2019 inspection, Bridge 5 was identified as needing immediate repairs to maintain its ability to carry vehicles over 20 tonnes (there is currently a 20 tonne maximum load restriction in place). Bridge 5 allows for pedestrian access between East Island and West Island and is the only vehicle access to West Island. The bridge supports interim operations and but is also important for any development plans. OPC will work with MHSTCI and Infrastructure Ontario to determine next steps.

APPENDICES

Appendix A – Ontario Place Organizational Structure



Appendix B – Human Resources Plan

OPC 2019 HR Plan

In 2018, the focus of OPC's HR Plan was to ensure organizational stability and align resources to support its key business priorities of an expanded site with increased programs and activations and year round access.

While the government continues to finalize its long-term development for the site, OPC has continued to operate the site on an interim basis with OPC and partner develop programs.

OPC has 31 approved full-time equivalents (FTEs), in four key departments: General Manager's Office, Operations and Infrastructure, Product and Experience Development and Corporate Services. Of these FTEs, approximately one-third are filled by classified employees and the remaining almost two-thirds are filled by secondments and unclassified contracts. OPC employees are hired under the *Public Service Act of Ontario* and are paid in accordance with Ontario government compensation directives.

OPC also employs students, hired through the government's Student Employment Opportunities program to complement its workforce and ensure maintenance of the site and delivery of its key business priorities. These students make up a significant component of OPC's workforce, especially during the summer months. OPC has continued to update and revise job descriptions to provide clarity for staff to carry out their responsibilities.

Uncertainty regarding OPC's future combined with the OPS-wide hiring freeze has affected OPC's ability to stabilize the organizational structure and attract staff with longer-term assignments. In 2019, OPC will continue to review human resource needs on a case-by-case basis and will fill positions as required through secondments, unclassified, seasonal and student contracts and, where required, through third-party employment agencies to ensure capacity to operate and maintain the site, deliver programs and activations, manage third party agreements and comply with all corporate directives and requirements.

OPC has initiated strategies to ensure ongoing human resource capacity to deliver its 2019 business priorities:

- Liaised with Colleges and Universities to enhance recruitment outreach, especially where student programs align with OPC's summer positions, such as food handling, policy, tourism and hospitality and marketing.
 - The Colleges and Universities have been very amenable to this approach and are working with OPC to engage students.
- OPC also engaged Colleges and Universities to seek both Co-op and Apprentices for possible placement/employment at OPC.

Appendix C: Programming Plan

Summer 2019: Activities, Food and Beverage Program

The focus for 2019 is interim operations that are engaging - providing activities and experiences to both attract visitors and increase revenues.

The following four activities will be available in the space:

i) Recreational Activities:

- a. Basketball: Three full courts and two half courts will be available to visitors to use.
- b. Table Tennis: Three outdoor tables are available for use at no charge. Paddles are available for rent at a modest charge.
- c. Chess tables: Three outdoor tables are available for use. Chess pieces are available for rent at a modest charge.
- d. Imagination Playground: Large, rigid foam geometric pieces available to build whatever you can imagine. Fun for everyone but especially for families with children.
- e. Large Chess Set: (set up on the ground) participants walk on the chessboard to move throughout the game.
- f. Fire Pit (Trillium Park): This is a popular activity in this location. The online permit process for booking this space will continue to be offered this year.

ii) Cinesphere:

The theatre will operate on Fridays, Saturdays and Sundays primarily in the late afternoon/early evening. The programming will be a mix of “classic” and “nostalgic” Hollywood features as well as feature films that were produced outside of North America. Wherever possible, IMAX branded content will be selected. We are looking at featuring an IMAX documentary, targeted to a family audience, at selected, limited dates and times through the summer period (i.e. Sunday matinee)

iii) Partnered Site Activities:

- a. Lakeshore Boat Rentals: This third party partnership began on weekends in late June working from the old gift shop building on the south side of Bridge 1. Working with Live Nation to allow access to the area for all visitors on Budweiser Stage concert nights as well as Echo Beach concert days and nights was a challenge for all three parties. Visibility and access resulted in poor sales so OPC found a new location and working with the vendor moved them swiftly to the area near the base of Cinesphere adjacent to the old marina office (which became the new operations office). Visibility and walk up business increased significantly.
- b. Segway Tours/Rentals: Set-up near the south access to Trillium Park this activity will continue to be offered with the same partner who is looking at increasing the hours of operation and adding an online booking feature.
- c. Echo Beach Concerts: Rental of Echo Beach and surrounding area to support approximately 20 concerts.

- d. **Cirque du Soleil:** will be making East Island its home from September – December. Enjoy their highly anticipated show Alegria, ensuring that Ontario Place will always be the perfect destination for culture seekers and film lovers alike.
- e. **Aurora Winter Festival:** will be back for its second year. Located on the West Island this year the festival will run from November 22, 2019 to January 5, 2020.
- f. **Food Festivals and Events:** All summer long, the West Island will be home to a variety of festivals and events providing food and entertainment.
- g. **Other new experiences:** New partnership opportunities will continue to be identified throughout 2019 in order to provide new visitor experiences on the site.

iv) **Food Concessions:**

Taking into consideration what we learned from the 2018 summer season, this year we will operate two food concessions: Vista Eatery on the East Island and Fork in the Road on the West Island. We are currently researching additional food offerings for both locations some of which require additional equipment, which has a budget implication. We are also exploring the possibility of a small “pop up cart” concession that could move around the site depending on activities.

The concession within Cinesphere will also be open during Cinesphere operating hours. This will include the sale of beer, wine and cider since our permanent AGCO licence is imminent.

Music on the patio: A new offering on the patio at the Vista Eatery. Sunday afternoons from mid June to end of August, Jazz trios and quartets will perform on the licensed patio. Student musicians from prominent University and College programs will be featured.

Appendix D: Marketing & Communications Plan

The 2019 OPC Marketing & Communications Plan will be focused on four areas of activated space at Ontario Place and they are;

1. Trillium Park
2. Cinesphere
3. East Island
4. West Island

The objective for the Plan is to generate visitor engagement by driving awareness, traffic and sales. OPC will be using the following metrics to measure performance:

- Revenue:
- Paid Media:
 - Clicks
 - Impressions
- Social media platforms:
 - Channel growth
 - Hashtag uses
 - Engagement growth
- Earned media:
 - Impressions
 - Volume of coverage
 - Tone
- Website:
 - Home page traffic
 - Event page traffic

The Marketing and Communications Plan recognizes that Ontario Place is open to all but based on data the primary focus of Marketing & Communications efforts will be targeting the following demographics.

- Adults (20 – 40)
 - That live in the vicinity of Ontario Place
 - Seeking unique experiences on evening/weekends
 - People that are primarily looking for activities in the downtown area
- Families (25 – 45)
 - Seeking out both new and fun activities to do together
 - Parents with younger children who are looking for a family-oriented entertainment experience

The Plan will focus on targeting the local vicinity and reaching consumers in our “back yard”. The secondary focus will grow “outwards” and reach beyond the local area. The Geographic Focus will be as follows:

- Primary: Vicinity Marketing: Liberty Village, Fort York, Queen St. West, Parkdale, Roncesvalles, King St. West, CityPlace, Harbourfront
- Secondary: Toronto, Greater Toronto Area
- Tertiary: Ontario and International