

Analyst Briefing Notes

Budget Committee - February 16, 2010

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February 16, 2010

PART I: 2010 OPERATING BUDGET**Executive Summary**

- Exhibition Place is a unique site that is situated along the shores of Lake Ontario immediately west of downtown Toronto, consisting of approximately 192 acres of parkland with 22 historic buildings and structures that are owned by the City of Toronto and managed by the Board of Governors of Exhibition Place. These include the Direct Energy Centre, National Soccer Stadium (BMO Field), and the newly completed Allstream Conference Centre.

Exhibition Place is venue to more than 100 special events, including the Canadian National Exhibition (CNE), the Royal Agricultural Winter Fair, Toronto Caribbean Festival, CHIN Picnic, major trade and consumer shows, conventions, conferences, and sporting and entertainment events, attracting more than 5.3 million annual visitors. Exhibition Place is home to some major entertainment venues: Liberty Grand, Medieval Times, Ricoh Coliseum, Muzik Clubs, Queen Elizabeth Concert Theatre and Gossip Restaurant. Exhibition Place is also a leading promoter of environmental initiatives and energy self-sufficiency, as well as a supporter of community use of the grounds.

- Exhibition Place has established service objectives to reflect its unique service to the City:
 - Maximize the number of events at existing facilities to support operations and maintain profitability;
 - Increase attendance by providing new and relevant programming targeted at CNE patrons;
 - Improve spectator and attendee experience through excellent customer services and marketing;
 - Encourage community use of facilities, such as public skating at Ricoh Coliseum and local soccer leagues at BMO Field;
 - Continue its support of youth employment at over 1,700 employed each year; and
 - Establish the new Allstream Conference Centre as a major venue for local, national and international events.
- Exhibition Place's key accomplishments for 2009 include completion of the new Allstream Conference Centre with Green Building Certification –Leadership in Energy and Environmental Design (LEED) Silver status; securing new consumer and trade shows for 2010 like Canada Blooms; collaborating with Tourism Toronto on major international events including the World Police & Fire Games; securing a Letter of Intent with a developer to add a hotel to the grounds; commissioning a new green energy retrofit boiler project as part of Exhibition Place's 2010 energy self-sufficiency plan; increasing visitor attendance from 5.2 million to 5.3 million in 2009; and securing \$3 million in Federal Marquee Tourism Events Program (MTEP) grants.

- The Exhibition Place Third Quarter Variance report projects that the Program will be on target to spend 100% of its 2009 Approved Operating Budget of \$0.027 million by year-end.

Table 1: 2010 Recommended Budget

(In \$000s)	2009		2010 Recommended Operating Budget			Change - 2010 Recommended Operating Budget v. 2009 Appvd. Budget		FY Incremental Outlook	
	2009 Appvd. Budget	2009 Projected Actual	2010 Rec. Base	2010 Rec. New/Enhanced	2010 Rec. Budget			2011	2012
	\$	\$	\$	\$	\$	\$	%	\$	\$
GROSS EXP.	59,765.3	60,396.3	62,927.8	0.0	62,927.8	3,162.5	5.3	0.0	0.0
REVENUE	59,737.9	60,369.2	62,901.8	0.0	62,901.8	3,163.9	5.3	1.4	0.0
NET EXP.	27.4	27.1	26.0	0.0	26.0	(1.4)	(5.1)	(1.4)	0.0
Approved Positions	529.5	529.5	529.5	0.0	529.5	0.0	0.0	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	26.0	26.0	0.0	24.6
PROGRAM REDUCTION (\$)	(1.4)	(1.4)	0.0	(1.4)
PROGRAM REDUCTION (%)	(5.0)	(5.0)	NA	(5.0)

- The 2010 Recommended Operating Budget for Exhibition Place of \$0.026 million net is \$0.001 million or 5.0% lower than the 2009 Approved Operating Budget, and meets the Program's 5.0% budget target.
- The 2010 Recommended Operating Budget for Exhibition Place is comprised of base funding of \$62.928 million gross and \$0.026 million net with no funding for new / enhanced service priorities. Approval of the 2010 Recommended Operating Budget will maintain the Program's staff complement of 529.5 approved positions.
 - Exhibition Place projects net incremental impacts of \$0.300 million in 2011 and \$0.100 million in 2012 due to lost revenues arising from a Council decision prohibiting guns on City facilities, leading to the loss of a major show in 2010 - the Toronto Sportsmen's Show. Approval of the 2010 Recommended Base Budget will result in a net incremental reduction of \$0.001 million in 2011 and \$0 in 2012 arising from draws from the Conference Centre Reserve Fund to offset the lost revenue from the Toronto Sportsmen's Show.
- The 2010 Recommended Base Budget provides funding for key cost drivers that include increases for COLA, progression pay, step and fringe benefits, and other inflationary and service cost increases; revenue reductions arising from the loss of the Toronto Sportsmen's Show which resulted from a Council directive prohibiting guns in City facilities; and annualized cost of Allstream Conference Centre operations.
- The cost drivers noted above will be off-set by ancillary revenue and cost recovery increases; savings in utility costs; a recommended contribution from the Conference Centre Reserve Fund; and increased revenues from the full year operation of the Allstream Conference Centre.

- Due to a Council decision prohibiting guns in City facilities, the Toronto Sportsmen's Show will no longer be held at Exhibition Place's facility commencing in 2010. This loss of a major show has resulted in net revenue reductions of approximately \$0.873 million, and net budget pressures of \$0.473 million in 2010, \$0.300 million in 2011 and \$0.100 million in 2012. In order to mitigate the projected net losses, it is recommended that Exhibition Place use its Conference Centre Reserve Fund to temporarily support the Program's revenue shortfall over the next three years.
- The 2010 Recommended Operating Budget supports Exhibition Place in delivering its broad range of services that addresses its challenges, opportunities, and service objectives:
 - The Exhibition Place Operations & the Direct Energy Centre will continue to host City celebrations and events that attract international visitors, such as the Toronto Caribbean Festival, CHIN Picnic and the Honda Indy Toronto. The Direct Energy Centre will host national and community events and shows such as the Royal Agricultural Winter Fair, the Boat Show, the National Home Show, the One of a Kind Craft Show and Hostex.
 - The Canadian National Exhibition (CNE) stages the largest annual fair in Canada, which offers a wide variety of programming for all ages and cultural backgrounds. The CNE also employs 1,700 youths and attracts more than \$48.0 million in economic activity to the Toronto area every August.
 - The National Soccer Stadium (BMO Field) is a sport and entertainment facility that provides a venue for major league soccer matches, concerts, community use, corporate functions and private parties.
 - The Allstream Conference Centre will operate the new venue for its first full year. The new facility provides meeting room, exhibit space, and a Class A ballroom to complement the event activity at the Direct Energy Centre. The centre will help in attracting more international conferences, conventions, consumer and trades shows and festivals to the City.

Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2010 Recommended Operating Budget for Exhibition Place of \$62.928 million gross and \$0.026 million net, comprised of the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Exhibition Place & Direct Energy Centre	27,290.6	986.0
Canadian National Exhibition	23,812.2	(800.2)
National Soccer Stadium	9,942.1	(159.9)
Allstream Conference Centre	<u>1,882.9</u>	<u>0.1</u>
 Total Program Budget	 <u>62,927.8</u>	 <u>26.0</u>

2. City Council approve amendments to Municipal Code Chapter 227, Schedule 14 and to the loan agreement dated January 12, 2009 between the Board of Governors of Exhibition Place and the City of Toronto, to revise the purpose of the “Exhibition Place Conference Centre Reserve Fund” to “Provides a source of funding for any shortfalls in loan payments to the City from Exhibition Place for the new conference centre or to support Exhibition Place’s operating shortfalls between 2010 and 2012, to a maximum of \$0.900 million”.

PART II: 2010 SERVICE OVERVIEW AND PLAN

Mission Statement

Exhibition Place's strategic plan sets out its vision to foster Exhibition Place as an inclusive and accessible parkland and business destination for entertainment, recreation and sporting events, and public celebration; and in doing this, operate as a self-sustaining and environmentally responsible entity. The mission of Exhibition Place is to:

- Foster and promote business stimulation, locally, nationally and internationally and to generate positive economic impacts and benefits;
- Support local, national, and international celebrations;
- Invest in, demonstrate and promote innovation in environmental sustainability;
- Preserve, revitalize and enhance its historically significant public assets and parkland; and
- Maintain long-term operational financial stability.

Program Map



2010 Recommended Services: Overview

Exhibition Place delivers services through: the Allstream Conference Centre, the National Soccer Stadium (BMO Field), Exhibition Place & Direct Energy Centre and the Canadian National Exhibition Association (CNEA).

Allstream Conference Centre

The Allstream Conference Centre is a new conference facility. Renovations and upgrades to the historic Automotive Building were completed in October 2009 to provide new meeting rooms, exhibit space, and a Class A ballroom. The new facility complements the event activities at the Direct Energy Centre, by attracting more international conferences, consumer and trade shows, and festivals to the City of Toronto. Allstream Conference Centre delivers the following activities year-round as negotiated and scheduled with the Event Host:

- Conferences
- Conventions
- Meetings
- Exhibits
- Consumer and Trade Shows

National Soccer Stadium

The National Soccer Stadium (BMO Field) is home to the Toronto FC, and the Canadian men's and women's national teams. The facility provides a venue for matches with other soccer leagues, concerts and corporate events. The stadium is also made available for community use. The National Soccer Stadium delivers the following activities, types and service levels:

- Sporting Events
 - Soccer – games are played from Spring to Fall.
- Concerts – As scheduled year-round
- Corporate Functions – As scheduled year-round
- Community Use – for 48 hours each month between April and October each year, the natural grass field is made available for community use at competitive market rates and “no cost” days to the City's 13 priority neighbourhoods.
- Private Parties – As scheduled year-round

Exhibition Place & Direct Energy Centre

Exhibition Place Operations and the Direct Energy Centre. This service provides a focus for public celebrations and events, such as the Honda Indy Toronto, CHIN picnic, and Toronto Caribbean Festival, while preserving the architecturally and historically significant structures on the grounds. The Direct Energy Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space. Management is responsible for maintaining a state-of-the-art facility which has hosted events and shows such as the Royal Agricultural Winter Fair (RAWF), the Boat Show, the National Home Show, the One of a Kind Craft Show and Hostex. It is also a leader and a world class site for advanced “green” energy technology.

The Exhibition Place and Direct Energy Centre service offers the following activities, types, sub-types and service levels:

- Event Management
 - Events – As negotiated and scheduled with the Event Host

- Trade Shows
- Conventions
- Consumer Shows
- Conferences
- Sporting
- Filming/Media
- Guest Services
 - Food & Beverage
 - Facility Support
 - Parking
- Asset Management – As required to preserve and maintain the facilities and parkland.
 - Facilities
 - Buildings and Heritage Structures
 - Infrastructure Maintenance
 - Parking Lots
 - Roads
 - Telephony & Telecom
 - Sewers & Water Distribution
 - Security
 - Environmental Technologies
 - Fleet Maintenance
 - Waste Management

Canadian National Exhibition Association

The Canadian National Exhibition Association (CNEA) manages and operates the Canadian National Exhibition (CNE). The CNE is the largest annual fair in Canada and the fifth largest in North America. It takes place each summer and offers a wide variety of programming designed for all ages and cultural backgrounds. The CNE directly employs 1,700 young people for the duration of the fair and an economic impact study has stated that the CNE attracts more than \$48.0 million to

the Toronto area and more than \$71.0 million to Ontario annually. The following activities and types are offered during the 18 days leading up to and including Labour Day:

- Sports
 - Olympic Zone
 - Amateur Soccer
 - Lions Pee Wee Baseball
 - Ice Skating
- Entertainment
 - Air Show
 - Car Show
 - Garden Show
 - Bandshell
 - Shopping
 - Casino
- Education
 - Farm Pavilion
 - Horse Program
 - Green Zone
 - Archives Display
- Commercial
 - Concession Stands
 - Exhibits
 - Shopping
 - International Countries
- Culinary
 - Food Building

Service Objectives

Exhibition Place has established service objectives to address the challenges and opportunities in maintaining its' facilities as Toronto's key venue for public celebration and events, providing an opportunity for business stimulation and economic development, while preserving the architecturally and historically significant structures on the grounds. The following section provides Exhibition Place's service objective targets for 2010 and beyond.

- Exhibition Place and Direct Energy Centre:
 - Increase marketability of the Exhibition Place by maintaining and developing the facilities on the grounds such as the newly constructed Allstream Conference Centre.
 - Maximize occupancy by increasing community use of the facilities by targeting more public, religious and cultural events, film shoots and private functions.
 - Grow the number of hosted events in the Direct Energy Centre.
 - Promote environmental initiatives and pursue the 2010 energy self-sufficiency plan which includes the addition of new photovoltaic projects; and continue implementation of energy-efficiency upgrades for buildings on the site as directed by its Environment Plan.
- Canadian National Exhibition (CNE):
 - Improve patron experience by maintaining outstanding customer service delivery through initiatives such as improvements to the admission process at the CNE gates including the continued use of cashless transaction options.
 - Increase attendance by providing new and relevant programming targeted at CNE patrons.
 - Continue employing over 1,700 youths each year.
- National Soccer Stadium (BMO Field):
 - Improve spectator experience through excellent customer services, staff training and offering fan fest and interactive displays.
 - Provide a minimum of 48 hours each month between April and October for community use of the natural grass field at competitive market rates and "no cost" days for the Parks, Forestry and Recreation Division to provide programming for the City's 13 priority neighbourhoods.
- Allstream Conference Centre:
 - Establish the facility as a major venue for local, national and international events.
 - Meet the targeted number of hosted events.
 - Meet operating and budget targets with positive financial results.

PART III: 2009 EXPERIENCE

2009 Accomplishments

Exhibition Place achieved the following key accomplishments in 2009:

- Completed construction and opening of the new Allstream Centre in October 2009 while achieving Green Building Certification – Leadership in Energy and Environmental Design (LEED) Silver status.
- Secured new consumer and trade shows for 2010: Canada Blooms, Canadian Funeral Trades Show, Artist Project, Woodstock, and Music Industry Association.
- Collaborated with Tourism Toronto on major international events such as the World Police & Fire Games, Pan Am Games, Volley Ball Canada, Indian Film Festival, and Canadian Wind Association.
- Secured a Letter of Intent with a developer to add a hotel on the grounds.
- Commissioned a new green energy retrofit boiler project as part of Exhibition Place's 2010 energy self-sufficiency plan.
- Increased visitor attendance from 5.2 million to 5.3 million in 2009.
- Secured \$3 million in Federal Marquee Tourism Events Program (MTEP) grants.

Table 2: 2009 Budget Variance Review (\$000s)

(In \$000s)	2008 Actuals	2009 Approved Budget	2009 Projected Actuals*	2009 Appvd. Budget vs Projected Actuals Variance	
	\$	\$	\$	\$	%
GROSS EXP.	54,396.5	59,765.3	60,396.6	631.3	1.1
REVENUES	54,366.5	59,737.9	60,369.2	631.3	1.1
NET EXP.	30.0	27.4	27.4	0.0	0.0
Approved Positions	519.5	529.5	529.5	0.0	0.0

*Projected Actuals Based on the September 30, 2009 Variance Report

2009 Budget Variance Analysis

The Exhibition Place Third Quarter Variance report projects that the Program will be on target to spend 100% of its 2009 Approved Operating Budget of \$0.027 million net by year-end.

PART IV: 2010 RECOMMENDED BASE BUDGET

Table 3: 2010 Recommended Base Budget (\$000s)

	2009 Appvd. Budget	2010 Recommended Base	Change 2010 Recommended Base v. 2009 Appvd. Budget		FY Incremental Outlook	
					2011	2012
(In \$000s)	\$	\$	\$	%	\$	\$
GROSS EXP.	59,765.3	62,927.8	3,162.5	5.3	0.0	0.0
REVENUE	59,737.9	62,901.8	3,163.9	5.3	1.4	0.0
NET EXP.	27.4	26.0	(1.4)	(5.1)	(1.4)	0.0
Approved Positions	529.5	529.5	0.0	0.0	0.0	0.0

TARGET COMPARISON	2010 Target	2010 Rec. Budget	2010 Rec. Budget vs. 2010 Target	2011 Target
NET BUDGET	26.0	26.0	0.0	24.6
PROGRAM REDUCTION (\$)	(1.4)	(1.4)	0.0	(1.4)
PROGRAM REDUCTION (%)	(5.0)	(5.0)	NA	(5.0)

Table 3a: Program Reduction Requirements (\$000s)

(In \$000s)	2010 Required Reductions	2011 Required Reductions
2009 Approved Budget (September 30)	27.4	
Pressures Reported with 2010 Outlook	0.0	0.0
5% Reduction Target	(1.4)	(1.4)
Additional Pressures not in 2010 Reported Outlook	(471.1)	TBD
Program Reduction Target	(472.5)	(1.4)
Net Budget Target	26.0	24.6

2010 Recommended Base Budget

The 2010 Recommended Base Budget of \$0.026 million net represents a \$0.001 million or 5.0% decrease over Exhibition Place's 2009 Approved Operating Budget of \$0.027 million. The 2010 Recommended Base Budget includes \$0.471 million in base budget increases, which have been offset by revenue increases of \$0.473 million.

The 2010 Recommended Base Budget meets the 2010 Operating Budget target of \$0.026 million or 5.0% of the 2009 Approved Operating Budget. The 2010 Operating Budget target is calculated by

adding the Program's 2009 Approved Budget with the 2010 base pressures reported through the 2009 budget process, then subtracting the Program's reduction target.

- Exhibition Place faces new pressures in 2010 of \$0.473 million net because of a \$1.077 million revenue loss related to the Toronto Sportsmen's Show based on a City Council decision to prohibit guns in City facilities. To mitigate the pressures, Exhibition Place has made up approximately half of the lost revenues, but in order to meet the 2010 Operating Budget target, it is recommended that the Program draw \$0.473 million from the Exhibition Place Conference Centre Reserve Fund to fund the revenue shortfall.
- Approval of the 2010 Recommended Base Budget will maintain the Program's total staff complement of 529.5 positions at the 2009 Approved Operating Budget level.

2010 Base Budget Key Cost Drivers

The 2010 Recommended Base Budget provides funding for the following key cost drivers:

- Increases to salaries and benefits for COLA, progression pay, step and fringe benefits of \$0.965 million;
- Non-labour inflationary increases for hydro, water and natural gas costs require an increase of \$0.038 million;
- Lost revenues of \$1.077 million associated with the Toronto Sportsmen's Show resulting from a Council decision prohibiting guns in City facilities; and
- Annualized costs for the Allstream Conference Centre's operation, resulting in a full year cost totalling \$1.505 million.

These pressures have been partially offset by:

- Increases to revenues of \$1.561 million arising from increases to parking rates, rent, food and beverage, ticket sales, telecommunications, advertising of billboard signs on Exhibition Place property, and new and repeat show rental business;
- Increases to cost and labour recoveries from customers of \$0.140 million due to increased service demands and rising labour and benefits costs;
- Savings in utility costs of \$0.164 million resulting from energy savings initiatives;
- A contribution from the Exhibition Place Conference Centre Reserve Fund of \$0.473 million to offset the loss of revenues from the Toronto Sportsmen's Show; and
- Revenues generated from the full year operation of the Allstream Conference Centre of \$1.505 million.

2010 Service Changes

Aside from the offsets to the key cost drivers, there are no recommended service change savings in the Exhibition Place 2010 Recommended Base Budget.

2011 and 2012 Outlook: Net Incremental Impact

Approval of the 2010 Recommended Base Budget for Exhibition Place will result in a net incremental reduction of \$0.001 million in 2011 and \$0 million in 2012 to maintain the 2010 level of service and staff complement. The Program has identified incremental costs of \$0.300 million in 2011 and \$0.100 million in 2012 primarily because of the lost Sportsmen's Show. Exhibition Place anticipates that it will recover all lost revenues by 2013. In order to mitigate the new pressures in 2011 and 2012, it is recommended that the program draw from its Conference Centre Reserve Fund to temporarily support the operating shortfall caused by the loss of the Toronto Sportsmen's Show.

PART VII: ISSUES FOR DISCUSSION**2010 Budget Issues*****Loss of the Toronto Sportsmen's Show***

For the past 53 years, the Toronto Sportsmen's Show has been held at Exhibition Place's facilities, but because of a Council decision prohibiting guns in City facilities, this major show can no longer be at Exhibition Place. The loss of the Toronto Sportsmen's Show has resulted in net revenue reductions of \$0.873 million in 2010. The program will make up approximately half of the lost revenues, resulting in a net budgetary pressure of \$0.473 million in 2010. Exhibition Place also projects net incremental impacts arising from the lost show of \$0.300 million in 2011 and \$0.100 million in 2012, with full recovery by 2013.

In order to mitigate the budgetary pressures, it is recommended that Exhibition Place use its Conference Centre Reserve Fund to temporarily support the Program's operating deficit over the next three years. Currently, the Reserve Fund's purpose is to provide a source of funding for any shortfalls in loan payments to the City from Exhibition Place for the new Allstream Conference Centre. Therefore, it is also recommended that City Council approve amendments to Municipal Code 227, Schedule 14, and to the loan agreement between the Board of Governors of Exhibition Place and the City dated January 12, 2009, to revise the purpose of the Reserve Fund to include "and to support Exhibition Place's operating shortfalls between 2010 and 2012 to a maximum of \$0.900 million".

The current balance in the Reserve Fund is derived from Direct Energy Centre and Allstream Centre naming fees plus the 2007-2009 and any subsequent Operating surplus for Exhibition Place. Loan repayment for the Conference Centre will commence in November 2010 after its first full year of operation. The projected Reserve Fund balance at the end of 2012 is estimated to be \$2.3 million, resulting from future naming fee contributions net of loan payments and the recommended draws for operating shortfalls from 2010 to 2012.

Appendix A

2010 Recommended Base Budget Changes vs. 2009 Approved Budget

(In \$000s)	Summary of 2010 Base Budget Adjustments				Net Incremental Outlook	
	Approved Positions	Gross Expenditures	Revenues	Net	2011	2012
		\$	\$	\$	\$	\$
2009 Council Approved Operating Budget	529.5	59,765.3	59,737.9	27.4	0.0	0.0
Technical Adjustments						
In-Year Budget Adjustments						
2009 Approved Operating Budget	529.5	59,765.3	59,737.9	27.4	0.0	0.0
Prior Year Impacts:						
Annualizations from Prior Year		1,505.1	1,505.1	0.0		
Reversals from Prior Year						
Operating Impacts of Capital		648.0	648.0	0.0		
Zero Base Items						
Economic Increases:						
Salary		965.3		965.3		
Non Salary		38.4		38.4		
Adjusted Base Budget	529.5	62,922.1	61,891.0	1,031.1	0.0	0.0
Base Expenditure Changes		(303.9)		(303.9)		
Base Revenue Changes		309.6	1,010.8	(701.2)	(1.4)	0.0
2010 Base Budget Prior to Service Changes	529.5	62,927.8	62,901.8	26.0	(1.4)	0.0
Recommended Service Changes:						
Service Efficiencies						
Revenue Changes						
Minor Service Level Changes						
Major Service Level Changes						
Total Recommended Base Changes	0.0	0.0	0.0	0.0	0.0	0.0
2010 Recommended Base Budget	529.5	62,927.8	62,901.8	26.0	(1.4)	0.0

Appendix D

Program Summary by Expenditure Category

CLUSTER: AGENCIES, BOARDS AND COMMISSIONS PROGRAM: Exhibition Place							
	2009 Approved Budget	2009 Projected Actuals	2010 Recommended Budget	Change from 2009 Approved Budget		2011 Outlook	2012 Outlook
	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	33,562.2	33,793.6	34,829.9	1,267.7	3.8%	35,874.8	36,951.0
Materials and Supplies	5,314.4	5,118.4	5,188.5	(125.9)	(2.4%)	5,344.2	5,504.5
Equipment	506.6	506.6	506.6	0.0	0.0%	521.8	537.5
Services & Rents	34,838.9	35,532.2	36,523.1	1,684.2	4.8%	37,618.8	38,747.4
Contributions to Capital							
Contributions to Reserve/Res Funds	965.8	954.3	965.8	0.0	0.0%	994.8	1,024.6
Other Expenditures	(15,422.6)	(15,508.9)	(15,086.2)	336.4	(2.2%)	(15,538.9)	(16,006.2)
Interdivisional Charges							
TOTAL GROSS EXPENDITURES	59,765.3	60,396.2	62,927.7	3,162.4	5.3%	64,815.5	66,758.8
Interdivisional Recoveries				0.0	n/a		
Provincial Subsidies				0.0	n/a		
Federal Subsidies				0.0	n/a		
Other Subsidies				0.0	n/a		
User Fees & Donations	59,662.9	60,369.2	62,300.2	2,637.3	4.4%	64,386.5	66,529.8
Transfers from Capital Fund				0.0	n/a		
Contribution from Reserve Funds	75.0		601.5	526.5	702.0%	404.4	204.4
Contribution from Reserve				0.0	n/a		
Sundry Revenues				0.0	n/a		
TOTAL REVENUE	59,737.9	60,369.2	62,901.7	3,163.8	5.3%	64,790.9	66,734.2
TOTAL NET EXPENDITURES	27.4	27.0	26.0	(1.4)	(0.0%)	24.6	24.6
APPROVED POSITIONS	529.5	529.5	529.5	0.0	0.0%	529.5	529.5

Appendix E

Inflows / Outflows to / from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Exhibition Place Conference Centre Reserve Fund	XR3019	Beginning Balance	2,097.5	2,493.6	2,259.0
		Proposed Withdrawals (-) / Contributions (+)	(472.5) 868.6	(300.0) 65.4	(100.0) 150.3
		Total Proposed Contributions (Withdrawals)	396.1	(234.6)	50.3
		(RESERVE NAME / #) BALANCE AT YEAR END	2,493.6	2,259.0	2,309.3

*Balance as of December 2009

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Description	2010*	2011	2012
			\$	\$	\$
Vehicle Reserve - Exhibition Place	XQ1702	Beginning Balance	456.9	406.9	406.9
		Proposed Withdrawals (-) / Contributions (+)	(400.0) 350.0	(350.0) 350.0	(350.0) 350.0
		Total Proposed Contributions (Withdrawals)	(50.0)	0.0	0.0
		(RESERVE NAME / #) BALANCE AT YEAR END	406.9	406.9	406.9

*Balance as of December 2009

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of December 2009	Proposed Withdrawals (-) /		
			2010	2011	2012
		\$	\$	\$	\$
Sick Leave Reserve Fund	XR1007	49,786.3	54.0 (54.0)	54.0 (54.0)	54.0 (54.0)
Insurance Reserve Fund	XR1010	32,534.1	561.8	590.7	620.5
Environment Protection Reserve Fund	XR1718	1,419.1	(75.0)	(75.0)	(75.0)
Total Reserve / Reserve Fund Draws / Contributions			486.8	515.7	545.5