

600 NE Grand Ave.
Portland, OR 97232
503-797-1780

www.oregonmetro.gov

 **Metro** | *Exposition Recreation Commission*

MERC Budget Committee Meeting Agenda

Meeting: Metro Exposition Recreation Commission Budget Committee
Date: Wednesday, January 25, 2017
Time: 12:00 p.m. – 3:00 p.m.
Place: Metro Regional Center – Room 301

12:00 1. Introduction and Goals for the day **Cruickshank**

- Review November 2nd Budget Retreat outcomes
- Goals for the day
 - Review context and project status of current FY 2016-17 CIP
 - Provide direction & approval of projects and funding for FY 2017-18
 - Review dynamics of updated CIP and 5-Year Financial Forecasts

12:10 2. FY 2018 – 2022 Capital Plans Review

Expo Center **Rowe/ Rotchford**

- TLT Pooled Capital Distribution Proposal
- 5-Year Capital Plan review
- Capital funding/revenue discussion
- Updated 5-Year Forecast & reserves review (Rowe)

Portland’s Centers for the Arts **Rowe/ Williams**

- 5-Year Capital Plan review
- Capital funding/revenue discussion
- Updated 5-Year Forecast & reserves review (Rowe)

Oregon Convention Center **Rowe/ Pizzuti**

- 5-Year Capital Plan review
- Capital funding/revenue discussion
- Updated 5-Year Forecast & reserves review (Rowe)

2:55 3. Commission budget process FY 2017-18 **Rowe**

ADJOURN

To help facilitate the MERC Capital Budget discussion on Wednesday January 25th, below are high level summaries and narrative of key elements of MERC's 5-Year Capital Plan.

MERC Proposed 5-Year Capital Plan Summary

Below is a summary of the proposed MERC 5-Year Capital Plan representing over \$70 million investment in the local economy. Included in each venue's section of this packet is a detailed list of proposed Capital projects for FY 2018-2022.

**MERC 5-Year Capital Plan Summary
FY 2018 - 2022**

	2017-18	2018-19	2019-20	2020-21	2021-22	Total
OCC	9,555,500	33,735,000	2,115,000	2,580,000	810,000	48,795,500
Portland'5	2,329,120	6,755,000	1,895,000	1,160,000	1,330,000	13,469,120
Expo	3,066,690	2,355,000	1,195,000	1,130,000	1,790,000	9,536,690
MERC Total:	14,951,310	42,845,000	5,205,000	4,870,000	3,930,000	71,801,310

MERC Historical Capital Expenditures to Budget

MERC venues have averaged over a 62% budget expenditure rate over the prior four years, on track to invest over \$16.7 million in the local economy in four years time. Achieving an over 62% Capital Plan budget expenditure ratio is average compared to other government agencies.

**MERC Capital Projects
Budget to Actual Expenditures
FY 2014 - 2017**

	2014		2015		2016		2017		
	Actual	% Budget	Actual	% Budget	Actual	% Budget	Budget	YTD Actual	% YTD Budget
MERC Admin	286,959	98%	54,000	58%	-	0%	250,000	-	0%
OCC	2,712,266	79%	2,322,780	55%	724,109	18%	6,913,959	677,517	10%
Portland 5	643,700	70%	1,498,685	77%	1,056,623	33%	5,229,405	924,088	18%
Expo	962,510	82%	478,441	50%	355,639	26%	2,071,380	278,040	13%
MERC Total:	4,605,435	79%	4,353,906	60%	2,136,371	25%	14,214,744	1,879,645	13%

Project Management Capacity

During Fiscal Year (FY) 2015-16, the venues completed only 25% of their project budgets due to two overarching dynamics: 1) two CPMO project management staff changes and 2) extremely high demands on venue operations staff due to each of the venue's hosting its highest grossing year ever. The management of projects in each of the venue's capital plans is assigned based on various factors to maximize project management capacity. Many of the projects budgeted in FY 2017-18 were originally budgeted in FY 2016 or 2017 and are already underway. Additionally, a portion of each of the venue's plans represents direct purchases of replacement equipment, not requiring construction project management.

The MERC Venues receive 1.00 full-time FTE support from the Construction Project Management Office (CPMO) as well as partial support from other project managers within the CPMO when capacity or project management subject matter expertise needs arise. The CPMO is currently in the process of

hiring a full-time Senior Construction Project Manager dedicated to managing the OCC major remodel project. To facilitate discussion of these dynamics and alleviate any concerns, below is a summary of the number of projects and their project value for FY 2017-18:

**Project Management Summary
Fiscal Year 2017-18**

	CPMO		Venue		Information Services		Equipment Purchase		TOTAL
	#	\$	#	\$	#	\$	#	\$	
OCC	5	1,310,000	10	1,485,000	2	582,500	2	178,000	3,555,500
OCC Major Remodel	1	6,000,000							6,000,000
OCC Subtotal:	6	7,310,000	10	1,485,000	2	582,500	2	178,000	9,555,500
Portland'5	5	975,000	7	820,000	2	344,120	4	190,000	2,329,120
Expo	4	355,000	8	525,000	2	267,940	1	20,000	1,167,940
Expo Hall D&E Roof	1	1,898,750							1,898,750
Expo Subtotal:	5	2,253,750	8	525,000	2	267,940	1	20,000	3,066,690
Grand Total:	16	10,538,750	25	2,830,000	6	1,194,560	7	388,000	14,951,310

MERC Proposed Capital Funding FY 2017-18

The MERC Fund has three major reserve accounts and two major external funding sources from which it funds capital projects. Included in each venue’s section of this packet is a detailed list of FY 2017-18 projects with proposed funding from the following sources:

Renewal & Replacement Reserve

Each venue has a dedicated Renewal and Replacement (R&R) reserve within its individual fund. The R&R reserve is the general funding source for refurbishing buildings and replacing building systems such as roofs & HVAC systems that have fulfilled their useful life and replacing equipment such as vehicles and audio visual equipment. The R&R reserve is funded with 90% of net operating revenues at the end of each fiscal year.

Business Strategy Reserve

Each venue has a dedicated New Capital and Business Strategy reserve within its individual fund. This reserve is for specific new (non replacement) capital items or strategic business opportunities requiring seed funding. The Business Strategy reserve is funded by 10% of net operating revenue at the end of each fiscal year.

Transient Lodging Tax (TLT) Pooled Capital

The TLT Pooled Capital reserve is held collectively in the MERC Fund and allocated to OCC and Expo each year. Through the Budget approval process, the MERC Commission decides how much TLT Pooled Capital is allocated to OCC and Expo annually. TLT Pooled Capital is funded by any excess of TLT receipts over OCC and Portland’5 year over year increase maximums of 7% and CPI(*) respectively. In Fiscal Year (FY) 2012-13 this excess was \$1,066,283, in FY 2013-14 it was \$1,923,697, in FY 2014-15 it was \$5,241,920, and in FY 2015-16 it was \$6,741,441. The TLT Pooled Capital Reserve balance is currently \$12.9 million. MERC is forecasted to receive an additional \$6.0-\$8.0 million in FY 2016-17. If this forecast holds true, the balance will increase to approximately \$20.0 million.

(*Portland-Salem, 2nd half Calendar Year, June – December, Consumer Price Index (CPI), two years prior)

TLT Pooled Capital Allocation Proposal

Because of the recent unexpected Hotel Tax revenue growth, it is proposed that \$5.0 million be kept in the TLT Pooled Capital Reserve and the remaining balance be allocated 85% to OCC and 15% to Expo. Each year, after the maximum allocations to OCC and Portland's are met, it is proposed that OCC and Expo receive 85% and 15% of the excess TLT receipts in the current year they are received. As intended with the TLT receipts, these allocations will be dedicated to only capital projects to maintain, refurbish, and enhance the facilities to industry standards. The 15% annual allocation to Expo is forecasted to be approximately \$1.0 million, sufficient enough to execute its 5-year capital program and maintain its fund balance above \$0 until 2026 when its debt service for Hall D expires.

Aramark Capital Contribution

Part of the negotiated five-year agreement with Aramark is a cash contribution for capital projects. MERC renewed its partnership with Aramark in 2014, negotiating a phased capital contribution as follows: \$1 million – September 2014, \$750,000 – July 2015, \$750,000 – July 2016, and \$250,000 – January 2017 if the OCC Hotel construction has begun. The Aramark contribution budgeted in each venue's Capital plan represents the venue's share of the depreciated amount of the contribution according to the contract schedule above.

Metropolitan Tourism Opportunity and Competitiveness Account (MTOCA)

The MTOCA is an annual transfer from the General Fund to OCC and Expo for specific projects that will yield demonstrable marketing advantages like sustainability, the OCC Hotel Project and facility enhancements. The Metro Council has full discretion to allocate any amount to either or both OCC and Expo each fiscal year. The MTOCA transfer amount has been budgeted at \$600,000 the prior two years and is tentatively planned to be \$600,000 in FY 2017-18 as well. OCC traditionally receives \$420,000 annually and uses this funding for Capital projects. Expo traditionally receives \$180,000 annually and uses it for operational maintenance and marketing programs and for this reason is not included in the Capital Budget discussion.

Impact to the MERC 5-Year Forecast

At the November 2nd 2016 MERC Budget Retreat, staff shared with the Commission the 5-Year Financial Forecast for each venue. Included in each venue's section of this packet is an updated 5-Year forecast summary with revised 5-Year Capital Plan expenditures. Below is a summary of the impact the proposed 5-Year Capital Plan has on each venue's fund balance.

MERC 5-Year Forecast Ending Fund Balance

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
OCC	24,860,448	34,644,105	9,938,846	17,714,968	26,810,997	38,659,003
Portland's	14,002,242	11,986,930	5,805,702	4,615,362	4,262,707	3,827,519
Expo	2,528,993	2,598,210	1,609,496	1,606,344	1,527,003	1,190,505
MERC Total:	41,391,684	49,229,244	17,354,044	23,936,674	32,600,707	43,677,026

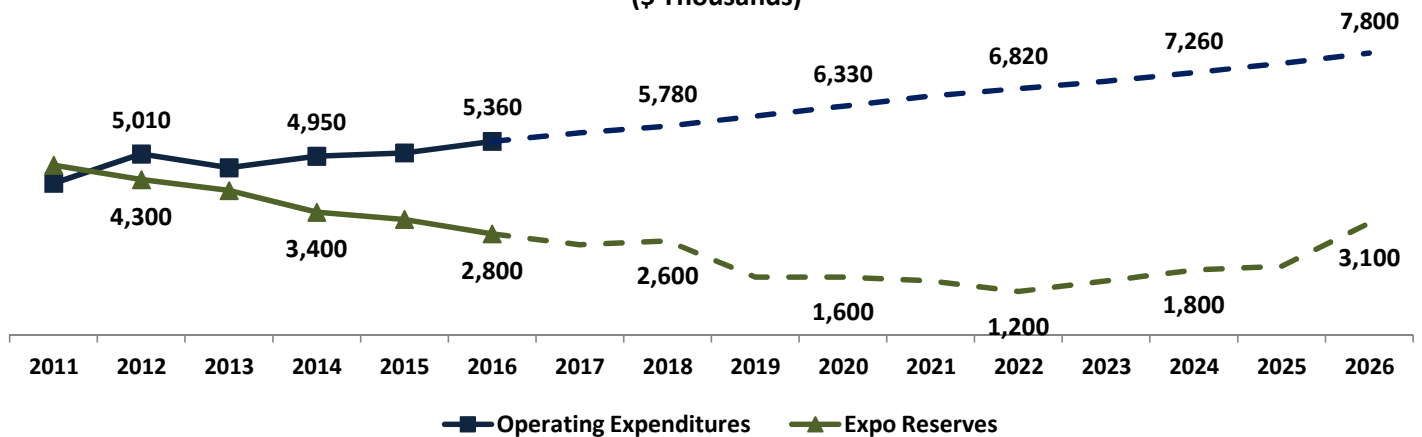
Portland Expo Center
5-Year Capital Plan by Project Type
FY 2018-2022

Project Type / Description	2017-18	2018-19	2019-20	2020-21	2021-22	Total	
Roofing							
Hall D/ Hall E Roof Restoration	1,898,750	975,000	-	-	-	2,873,750	
Roof Repair - Halls ABC Roof Maintenance and Repairs	80,000	135,000	10,000	10,000	10,000	245,000	
Hall C Roof - Recoat	-	125,000	-	-	-	125,000	
Roof Repair - Hall E Loading Dock and Connector(TLT Pooled)	-	-	-	375,000	330,000	705,000	
Roofing Subtotal:	1,978,750	1,235,000	10,000	385,000	340,000	3,948,750	41%
Building Refurbishment							
Parking Lot Asphalt Maintenance / Replacement	135,000	60,000	60,000	60,000	60,000	375,000	
Water Efficiency Upgrades (Phase 2 of 2)	80,000	-	-	-	-	80,000	
Interior Paint Concession Stands / FRP	50,000	-	-	-	-	50,000	
Halls ABC Interior Paint (R&R)	-	120,000	-	-	-	120,000	
Expo Website Update	-	50,000	200,000	-	-	250,000	
Halls ABC Sound System Replacement (R&R)	-	35,000	-	-	-	35,000	
Facility Wide Door review / install / security	-	35,000	250,000	-	-	285,000	
Neon Sign Tower Painting & Maintenance	-	30,000	-	-	-	30,000	
Campus GeoTech Study	-	20,000	25,000	-	-	45,000	
Facility Wide Drinking Fountain replacement	-	-	50,000	-	-	50,000	
Hall C Columns and Floor Study	-	-	30,000	-	-	30,000	
Facility Wide Overhead Door review / install	-	-	-	35,000	250,000	285,000	
Parking Entry System and Loop Replacement	-	-	-	-	700,000	700,000	
Security Cameras / Access Controls	-	-	-	-	50,000	50,000	
Building Refurbishment Subtotal:	265,000	350,000	615,000	95,000	1,060,000	2,385,000	25%
Building Enhancement							
Connector Glass Door/Plaza Expansion	120,000	45,000	-	-	-	165,000	
Sport Court / Futsal	-	175,000	-	-	-	175,000	
UP4 New Storage Building	-	50,000	250,000	-	-	300,000	
Stage Barricade & Bike Rack (New Bus/Capital)	-	10,000	10,000	-	-	20,000	
Hall D Storage Office Conversion	-	-	35,000	300,000	-	335,000	
Hall D Kitchen Office Conversion	-	-	35,000	300,000	-	335,000	
Expo Cell Phone Tower	-	-	35,000	-	-	35,000	
Fencing Marine Drive	-	-	20,000	-	-	20,000	
Hall D/E Compressed Air	-	-	-	-	50,000	50,000	
Expo Road Relocation	-	-	-	-	25,000	25,000	
Building Enhancement Subtotal:	120,000	280,000	385,000	600,000	75,000	1,460,000	15%
HVAC							
Facility Wide HVAC Control replacement (Study and Installation)	60,000	-	-	-	-	60,000	
Hall C HVAC Study and Installation	35,000	250,000	-	-	-	285,000	
Facility Wide HVAC Control Replacement	-	20,000	-	-	-	20,000	
Hall E HVAC	-	-	-	-	290,000	290,000	
HVAC Subtotal:	95,000	270,000	-	-	290,000	655,000	7%
Information Technology							
Food & Beverage Point of Sale System	160,000	-	-	-	-	160,000	
Entry Trenching, Cabling, and Wi-Fi Upgrade	80,000	-	-	50,000	-	130,000	
Voice Over IP (VOIP) System	107,940	-	-	-	-	107,940	
Information Technology Subtotal:	347,940	-	-	50,000	-	397,940	4%
Lighting & Electrical							
Hall A Elec. transformer/LP1 Shore Power /Cirque	150,000	-	-	-	-	150,000	
Parking Lot Lighting Replace/Restrooms	70,000	-	-	-	-	70,000	
Exhibit Hall Control Lighting review and install - Halls ABCDE	20,000	150,000	-	-	-	170,000	
Lighting & Electrical Subtotal:	240,000	150,000	-	-	-	390,000	4%
Equipment Purchase							
Radio Replacements	20,000	20,000	-	-	-	40,000	
Table Replacements (R&R)	-	50,000	-	-	-	50,000	
Electrical Equipment (New Bus/Capital)	-	-	150,000	-	-	150,000	
Tractor	-	-	35,000	-	-	35,000	
Plastic / Flat Stacking Chairs	-	-	-	-	25,000	25,000	
Equipment Purchase Subtotal:	20,000	70,000	185,000	-	25,000	300,000	3%
Grand Total:	3,066,690	2,355,000	1,195,000	1,130,000	1,790,000	9,536,690	100%

**Portland Expo Center
5-Year Forecast Summary
(\$ Thousands)**

	CAGR	Forecast	Budget	Forecast				CAGR
	2011-2016	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2017-2022
Beginning Fund Balance	-10.9%	2,840	2,530	2,600	1,610	1,610	1,530	-11.7%
Operating Revenue								
Event Revenue	3.2%	6,140	6,460	6,650	6,920	7,200	7,410	3.8%
MTOCA		280	280	280	280	280	280	0.0%
Other	-7.2%	50	70	50	50	50	50	0.0%
Operating Revenues	4.2%	6,470	6,810	6,980	7,250	7,530	7,740	3.7%
Operating Expenditures	4.9%	5,600	5,780	6,060	6,330	6,610	6,820	4.0%
Net Operating (A)		870	1,030	920	920	920	920	1.3%
Debt Service (until 2025)		1,180	1,020	1,020	1,020	1,020	1,020	
Operating Net of Debt Service (B)		-310	10	-90	-100	-100	-90	
Capital								
Grants & Other		0	0	0	0	0	0	
TLT Pooled Capital		998	2,850	1,192	1,260	1,330	1,404	
Aramark Capital Contrib.		140	170	70	30	70	140	
Total Capital Revenue		1,140	3,020	1,260	1,290	1,400	1,550	
Total Capital Expenditures		1,140	2,960	2,160	1,200	1,380	1,790	
Net Capital (C)		0	60	-890	90	20	-240	
Fund Balance Inc./(Dec) (A+B+C)		-310	70	-990	0	-80	-340	
Ending Fund Balance		2,530	2,600	1,610	1,610	1,530	1,190	

**Portland Expo Center
Forecast Summary
(\$ Thousands)**



**Portland'5 Centers for the Arts
5-Year Capital Plan by Facility
FY 2018-2022**

Facility / Project Description	2017-18	2018-19	2019-20	2020-21	2021-22	Total	
Keller							-
Backstage Dressing Tower Elevator Overhaul	300,000					300,000	
Exterior Pre-Cast concrete panel repairs		3,000,000				3,000,000	
Building HVAC Controls (Ph III) & Stage HVAC Improvements		500,000				500,000	
Main Switchgear		300,000				300,000	
Electrical Panels (w/ switchgear)		300,000				300,000	
Interior Paneling repairs/reattachment		100,000				100,000	
Entry Doors Replacement		60,000				60,000	
Stage Pit Lifts Overhaul (2)			350,000			350,000	
Carpet--Front of House			150,000			150,000	
Water Well Cap & Decmmission (slurry fill)				60,000		60,000	
FOH Elevators Overhaul (2)					650,000	650,000	
Keller Subtotal:	300,000	4,260,000	500,000	60,000	650,000	5,770,000	43%
Hatfield Hall							
Lighting System Overhaul FOH/Controls/Dimming (3 prc	300,000					300,000	
ArtBar Renovation	200,000					200,000	
Food Service POS system replacement	130,000					130,000	
Main Street Rotunda Storefront Doors Replacement	75,000					75,000	
Brunish Theatre Electrical Improvements	50,000					50,000	
Hatfield Hall Roofing Study and Replacement	50,000	300,000				350,000	
Backstage Elevator Overhaul		270,000				270,000	
Rotunda/Bistro Carpet Replacement		150,000				150,000	
Park Street/Broadway Storefront Doors Replacement		80,000				80,000	
Brunish Dressing Room Build-Out		30,000				30,000	
FOH Elevators Overhaul (2)			575,000			575,000	
Demand Control Ventilation/Variable Air Volume HVAC Units			20,000	125,000		145,000	
EIFS Replacement Phase III (Rooftop parapets & Fly towers) (previous phase)				400,000		400,000	
Freight Elevator Overhaul					100,000	100,000	
Hatfield Hall Subtotal:	805,000	830,000	595,000	525,000	100,000	2,855,000	21%
Schnitzer							
Chiller/Cooling Tower & Associated Piping	350,000	350,000				700,000	
Shell Rigging Overhaul	125,000					125,000	
Audience Chamber Lighting Update to LED	25,000	150,000				175,000	
Broadway Marquee		175,000	200,000			375,000	
Roof Drains		100,000				100,000	
Park Street Marquee			125,000	175,000		300,000	
Seat cushion/fabric replacement (Phase I)			100,000			100,000	
FOH Elevators Overhaul (2)				300,000		300,000	
Seat cushion/fabric replacement (Phase II)				100,000		100,000	
Backstage Dressing Tower Elevator Overhaul					275,000	275,000	
Backstage Elevator Overhaul					210,000	210,000	
Schnitzer Subtotal:	500,000	775,000	425,000	575,000	485,000	2,660,000	20%
Portland'5 All Facilities / Equipment							
IP Phone System & Infrastructure improvements	214,120					214,120	
Access Control/CCTV replacement	200,000					200,000	
Main Curtain/Organ Loft Curtains/Legs & Borders	100,000					100,000	
Assisted Listening System	70,000					70,000	
Balcony level & Front Fill speakers	50,000					50,000	
ADA signage (braille, pictogram, etc.)	50,000					50,000	
Aerial Work Platform	20,000	60,000				80,000	
Banquet Chairs replacement	20,000					20,000	
Piano Replacement		550,000				550,000	
Ticketing/Offices/Backstage/Stage Door/Renovations		200,000				200,000	
Monitors & Associated Equipment		50,000				50,000	
ADA updates, restroom hardware (bars, paper dispensers, etc)		30,000				30,000	
Main Speakers			150,000			150,000	
Storage Racking Systems - Basement & NMK Backstage			100,000			100,000	
Amplifiers			50,000			50,000	
ADA Updates, lighting and access (door hardware, etc.)			50,000			50,000	
Monitors			25,000			25,000	
ADA Updates, non-construction doors, railings, access					95,000	95,000	
All Facilities / Equipment Subtotal:	724,120	890,000	375,000	-	95,000	2,084,120	16%
Grand Total:	2,329,120	6,755,000	1,895,000	1,160,000	1,330,000	13,369,120	100%

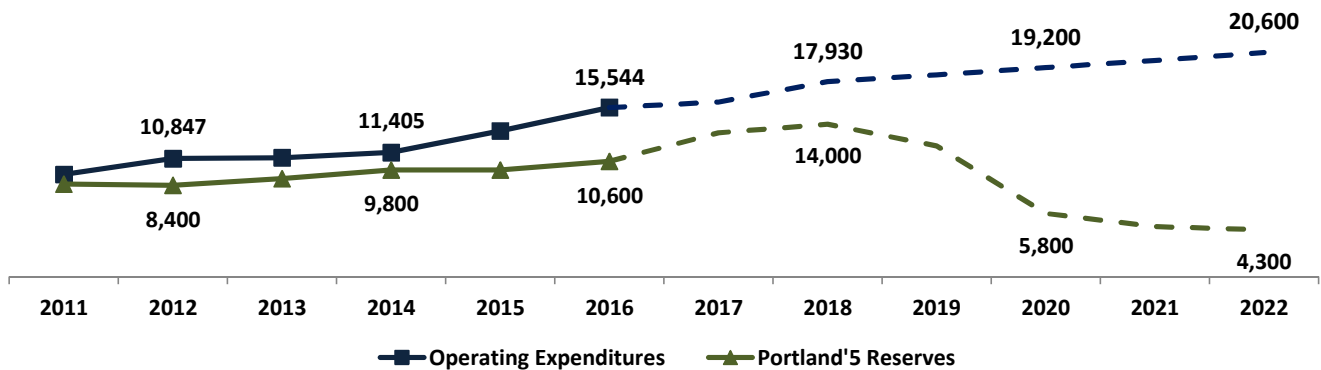
**Portland'5 Centers for the Arts
5-Year Capital Plan by Project Type
FY 2018-2022**

Project Type / Project Description	2017-18	2018-19	2019-20	2020-21	2021-22	Total	
Building Refurbishment						-	
Chiller/Cooling Tower & Associated Piping	350,000	350,000				700,000	
Access Control/CCTV replacement	200,000					200,000	
Shell Rigging Overhaul	125,000					125,000	
Main Street Rotunda Storefront Doors Replacement	75,000					75,000	
Exterior Pre-Cast concrete panel repairs		3,000,000				3,000,000	
Ticketing/Offices/Backstage/Stage Door/Renovations		200,000				200,000	
Broadway Marquee		175,000	200,000			375,000	
Rotunda/Bistro Carpet Replacement		150,000				150,000	
Interior Paneling repairs/reattachment		100,000				100,000	
Park Street/Broadway Storefront Doors Replacement		80,000				80,000	
Entry Doors Replacement		60,000				60,000	
Stage Pit Lifts Overhaul (2)			350,000			350,000	
Carpet--Front of House			150,000			150,000	
Park Street Marquee			125,000	175,000		300,000	
Seat cushion/fabric replacement			100,000	100,000		200,000	
Water Well Cap & Decommission (slurry fill)				60,000		60,000	
	750,000	4,115,000	925,000	335,000	-	6,125,000	45%
Elevators						-	
Backstage Dressing Tower Elevator Overhaul	300,000					300,000	
Backstage Elevator Overhaul		270,000				270,000	
FOH Elevators Overhaul (2)			575,000			575,000	
FOH Elevators Overhaul (2)				300,000		300,000	
FOH Elevators Overhaul (2)					650,000	650,000	
Backstage Dressing Tower Elevator Overhaul					275,000	275,000	
Backstage Elevator Overhaul					210,000	210,000	
Freight Elevator Overhaul					100,000	100,000	
	300,000	270,000	575,000	300,000	1,235,000	2,680,000	20%
Equipment Purchases						-	
Main Curtain/Organ Loft Curtains/Legs & Borders	100,000					100,000	
Balcony level & Front Fill speakers	50,000					50,000	
Aerial Work Platform	20,000	60,000				80,000	
Banquet Chairs replacement	20,000					20,000	
Piano Replacement		550,000				550,000	
Monitors & Associated Equipment		50,000				50,000	
Main Speakers			150,000			150,000	
Storage Racking Systems - Basement & NMK Backstage			100,000			100,000	
Amplifiers			50,000			50,000	
Monitors			25,000			25,000	
	190,000	660,000	325,000	-	-	1,175,000	9%
Electrical & Lighting						-	
Lighting System Overhaul FOH/Controls/Dimming (3 pr	300,000					300,000	
Brunish Theatre Electrical Improvements	50,000					50,000	
Audience Chamber Lighting Update to LED	25,000	150,000				175,000	
Main Switchgear		300,000				300,000	
Electrical Panels (w/ switchgear)		300,000				300,000	
	375,000	750,000	-	-	-	1,125,000	8%
Roofing						-	
Hatfield Hall Roofing Study and Replacement	50,000	300,000				350,000	
Schnitzer Roof Drains		100,000				100,000	
EIFS Replacement Phase III (Rooftop parapets & Fly towers) (previous phase)				400,000		400,000	
	50,000	400,000	-	400,000	-	850,000	6%
HVAC						-	
Building HVAC Controls (Ph III) & Stage HVAC Improvements		500,000				500,000	
Demand Control Ventilation/Variable Air Volume HVAC Units			20,000	125,000		145,000	
	-	500,000	20,000	125,000	-	645,000	5%
Food & Beverage						-	
ArtBar Renovation	200,000					200,000	
Food Service POS system replacement	130,000					130,000	
	330,000	-	-	-	-	330,000	2%
Information Technology						-	
IP Phone System & Infrastructure improvements	214,120					214,120	2%
ADA Improvements						-	
ADA signage (Braille, pictogram, etc.)	50,000					50,000	
ADA updates, restroom hardware (bars, paper dispensers, etc)		30,000				30,000	
ADA Updates, lighting and access (door hardware, etc.)			50,000			50,000	
ADA Updates, non-construction doors, railings, access					95,000	95,000	
	50,000	30,000	50,000	-	95,000	225,000	2%
Building Improvements						-	
Assisted Listening System	70,000					70,000	
Brunish Dressing Room Build-Out		30,000				30,000	
	70,000	30,000	-	-	-	100,000	1%
Grand Total:	2,329,120	6,755,000	1,895,000	1,160,000	1,330,000	13,469,120	100%

**Portland's Centers For The Arts
5-Year Forecast Summary
(\$ Thousands)**

	CAGR 2011-16	Forecast 2016-17	Budget 2017-18	Forecast				CAGR 2017-2022
				2018-19	2019-20	2020-21	2021-22	
Beginning Fund Balance	3.3%	13,180	14,000	11,990	5,810	4,620	4,260	-20.2%
Operating Revenue								
Event Revenue	16.3%	15,680	15,520	16,290	17,110	17,790	18,500	3.4%
TLT	2.2%	1,370	1,390	1,420	1,450	1,490	1,530	2.2%
City of Portland Support	2.1%	870	870	890	910	940	960	2.0%
Other	-13.7%	440	360	370	390	400	420	1.6%
Operating Revenues	3.0%	18,370	18,130	18,970	19,860	20,620	21,410	3.1%
Operating Expenditures	10.6%	16,040	17,930	18,530	19,200	19,870	20,600	5.1%
Net Operating (A)		2,330	200	440	660	750	810	
Capital								
Portland's Foundation/Grants		0	0	0	0	0	0	
Aramark Capital Contribution		100	110	140	50	60	90	
Total Capital Revenue		100	110	140	50	60	90	
Total Capital Expenditures		1,600	2,330	6,760	1,900	1,160	1,330	
Net Capital (B)		-1,500	-2,220	-6,620	-1,850	-1,100	-1,240	
Fund Balance Inc./ (Dec) (A+B)		820	-2,020	-6,180	-1,190	-350	-440	
Ending Fund Balance		14,000	11,990	5,810	4,620	4,260	3,830	

**Portland's Centers For The Arts
5-Year Forecast Summary
(\$ Thousands)**



**Oregon Convention Center
5-Year Capital Plan By Project Type
FY 2018-2022**

Project Type / Project Description	2017-18	2018-2019	2019-2020	2020-2021	2021-2022	Total	
Major Remodel							
Master Plan Renovation Phase I Design	6,000,000					6,000,000	
Master Plan Renovation Phase I Construction		29,000,000				29,000,000	
Major Remodel Subtotal:	6,000,000	29,000,000	-	-	-	35,000,000	72%
HVAC							
Cooling System Design Consulting	80,000					80,000	
Cooling Tower Replacement		1,200,000				1,200,000	
Chiller Replacement		1,100,000				1,100,000	
Boiler Replacement Design & Engineering			75,000			75,000	
Boiler Replacement				1,750,000		1,750,000	
HVAC Subtotal:	80,000	2,300,000	75,000	1,750,000	-	4,205,000	9%
Equipment Purchase							
AV Equipment Purchase	150,000	150,000	150,000	150,000	150,000	750,000	
Tug Tow Tractor	28,000					28,000	
Cardboard Baler & Canopy	-	215,000				215,000	
Chair Replacement - ABC Meeting Rooms & Oregon Ballrooms (5000 chairs) (1 o			600,000		660,000	1,260,000	
Table Replacement (Meeting Room/Ballroom/Ex Hall Full Replacement)			400,000			400,000	
AV Audio System Upgrade			315,000			315,000	
Public Circulation Furniture Replacement			175,000			175,000	
Equipment Purchase Subtotal:	178,000	365,000	1,640,000	150,000	810,000	3,143,000	6%
Food & Beverage							
Orbit Bakery/Front Remodel		700,000				700,000	
Sandwich Company Renovation			250,000			250,000	
Portland Roasting Coffee #1 Renovation			150,000			150,000	
Tortilla Crisp Renovation				400,000		400,000	
Portland Roasting Coffee #2 Renovation				150,000		150,000	
Food & Beverage Subtotal:	-	700,000	400,000	550,000	-	1,650,000	3%
Building Refurbishment							
Employee Break room Renovation	285,000					285,000	
Movable Partition Refurbishment	180,000					180,000	
Building Envelope Assessment/planning	150,000					150,000	
Setup Supervisors Office Renovation	95,000					95,000	
480V Show Equipment	90,000					90,000	
Major Maintenance Exterior Waterproofing/Painting		400,000				400,000	
Tower/South Atrium Glazing Maintenance		300,000				300,000	
Building Refurbishment Subtotal:	800,000	700,000	-	-	-	1,500,000	3%
Lighting & Electrical							
Access Control Additions	300,000					300,000	
Exhibit Hall Controls	200,000					200,000	
Lighting Control System Design	75,000					75,000	
Lighting project (Fluorescent Back of House, Offices)		500,000				500,000	
Lighting & Electrical Subtotal:	575,000	500,000	-	-	-	1,075,000	2%
Information Technology							
OCC VOIP Implementation (Wiring & Hardware)	352,500					352,500	
Point of Sale System (POS) Replacement	230,000					230,000	
WiFi & Show Network II Upgrade		120,000		130,000		250,000	
Information Technology Subtotal:	582,500	120,000	-	130,000	-	832,500	2%
Safety & Security							
CCTV Camera Conversion (Phase II)	450,000					450,000	
EST-3 Fire Alarm Notification Upgrades	375,000					375,000	
Telecom MDF Fire Suppression Upgrade	55,000					55,000	
Fire Sprinkler System Improvement Design	50,000					50,000	
Alerton Software Upgrade Cont (last year of this)		50,000				50,000	
Safety & Security Subtotal:	930,000	50,000	-	-	-	980,000	2%
Building Improvement							
Loading Dock Improvements (Dock Locks, Enclosure	360,000					360,000	
Holladay Suites Improvements	50,000					50,000	
Building Improvement Subtotal:	410,000	-	-	-	-	410,000	1%
Grand Total:	9,555,500	33,735,000	2,115,000	2,580,000	810,000	48,795,500	100%

**Oregon Convention Center
5-Year Forecast Summary
(\$ Thousands)**

	CAGR 2011-16	Forecast 2016-17	Budget 2017-18	Forecast				CAGR 2017-2022
				2018-19	2019-20	2020-21	2021-22	
Beginning Fund Balance	10.2%	21,770	24,860	34,640	9,940	17,710	26,810	4.3%
Operating Revenue								
Event Revenue	8.5%	25,390	24,840	23,600	25,490	27,520	28,900	2.6%
TLT	5.4%	10,900	11,660	12,240	12,860	13,500	14,170	5.4%
Other	11.3%	5,650	1,510	1,540	1,580	1,640	1,700	-0.8%
Operating Revenues	8.7%	41,940	38,010	37,380	39,930	42,660	44,770	1.3%
Operating Expenditures	5.2%	34,910	35,280	36,200	37,620	39,090	40,780	3.2%
Net Operating (A)		7,030	2,730	1,180	2,310	3,570	3,990	
Capital								
Grants & Other		-	-	-	-	-	-	
Aramark Capital Contrib.		400	480	560	130	240	400	
MTOCA		320	320	320	320	320	320	
TLT Pooled Capital		1,380	16,000	6,760	7,140	7,540	7,960	
Total Capital Revenue		2,090	16,800	7,640	7,590	8,100	8,680	
Regular OCC Capital Program		2,032	3,748	4,520	2,115	2,580	810	
Major Remodel			6,000	29,000				
Total Capital Expenditures		2,030	9,748	33,520	2,115	2,580	810	
Net Capital (B)		60	7,052	-25,880	5,475	5,520	7,870	
Hotel Development Exp. (C)		4,000	-	-	-	-	-	
Fund Balance Inc./Dec) (A+B-C)		3,090	25,780	-24,710	7,780	9,100	11,850	
Ending Fund Balance		24,860	34,640	9,940	17,710	26,810	38,660	

**Oregon Convention Center
5-Year Forecast Summary
(\$ Thousands)**

