



January 5, 2005

To: The Board of Governors of Exhibition Place

From: Joe Pantalone, Chair

Subject: Update on the Exhibition Place/Ontario Place Integration Discussions

Purpose:

This report is submitted for the information of the Board.

Financial Implications & Impact Statement:

There are no financial implications at this time.

Recommendation:

It is recommended that the Board:

- 1) Receive this report for its information;**
- 2) Request the Chair to report further as more information on this matter is received or developed; and,**
- 3) Reiterate to the Steering Committee the Board's opposition to any housing on the Exhibition Place lands and the Board's commitment to the success of the CNE and to providing the necessary site and other requirements to produce the CNE.**

Background:

At its meeting of December 10, 2004, a motion was made by me to bring forward a report to update the Board on the ongoing discussions between the City and the Province of Ontario regarding a possible integration of Ontario Place and Exhibition Place.

Comments:

With the election of a new Provincial government in 2003 and the appointment of Mr. David Crombie as the new chair of the Board of Directors of Ontario Place in the summer, 2004, Premier

McGuinty approached Mayor Miller about opening discussions between the Province and the City on a possible integration of their respectively-owned sites: Ontario Place and Exhibition Place. The Mayor in turn asked that I, in my role as Deputy Mayor of the City, lead these discussions with Mr. Crombie. A Steering Committee was established, co-chaired by myself and Mr. Crombie and composed of (i) the City CAO; (ii) the Commissioner of Economic Development, Culture and Tourism; and (iii) the Deputy and Assistant Deputy Minister for the Ontario Ministry of Tourism and Recreation and the Deputy Minister for the Ontario Ministry of Public Infrastructure Renewal.

The idea of integrating the two sites is not new and in 1996/97, I in my capacity of Chair of the Board, led discussions with the then Chair of Ontario Place which resulted in the approval by Ontario Place, the Board of Governors and the Metropolitan Toronto Council of a merger plan. The plan did not proceed as the agreed conditions were not in the end met by the Province (see the report to Metro Council attached as Appendix "A" to this report).

However, the Province now appears to have a new resolve to move forward with this initiative and the Steering Committee has been meeting since July 2004 with an aggressive schedule to examine the options and make a decision on whether or not to proceed and at what level of integration. The scope of integration discussed ranged from operational cooperation through to complete consolidation. However, early in the discussions it was determined to narrow the scope to considering the feasibility of two options. The two options are as follows:

- (a) Single Operating Entity – the two entities would be consolidated into one with a single Board of Directors and one management team. Ownership of the two properties would remain separate; and,
- (b) Complete Consolidation – the two entities and boards would be consolidated into one corporation under one owner. All assets of Ontario Place and Exhibition Place would become the property of the newly formed corporation.

Outside the general gathering and review of internal information, the Steering Committee has undertaken three major initiatives:

- (c) Full Day Workshop – held on Friday, October 15, 2004, this workshop hosted a discussion dedicated to exploring opportunities of an integrated site with over 70 representatives of different organizations, professions, sectors and interests from a wide range of fields and areas of expertise. Attached as Appendix "B" is a summary of the comments and general directions expressed at this Workshop;
- (d) Public Website – On November 25, 2004, a website was launched inviting Ontario citizens to share their ideas and suggestions for the future of Ontario Place and Exhibition Place. Attached as Appendix "C" is the Web Questionnaire. While a tabulation of the responses is not yet completed, 1,434 citizens visited the web site and 375 responded (partially or completely) to the questionnaire; and
- (e) Financial Analysis – The firm of Malone Given Parsons Ltd. has been engaged to undertake a financial analysis of the Options (a) and (b) above which analysis is to estimate the financial

implications including savings, transition costs, risks and opportunities. The report is expected sometime in February 2005.

To date, all the information received from the workshop or the public input indicates support for the integration direction being pursued by the Province and the City. Accordingly, the Steering Committee is continuing to move forward to examine other issues related to options (a) and (b) listed above.

Certainly, integration of the two sites will allow this important waterfront precinct to provide for a much more integrated and effective strategy for long-term planning for the success of the area. The direction of integration is, as noted above, not new and has been proposed and supported not only by the Board in the past and in the 2004 Development Concept Plan, but by the Toronto Waterfront Revitalization Corporation, Ontario Place, and the City. However, the Steering Committee is very clear that it will be held to the task of reviewing and assessing all issues related to integration before reporting out with any recommendations to City Council and the Province.

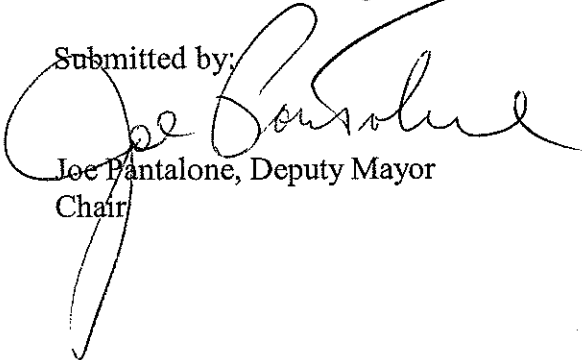
Certainly, at the first meeting of the Steering Committee, I presented to the Committee the 2004 Development Concept Plan for Exhibition Place which sets out the development parameters of the Board. This document also clearly articulates the importance to the Board and the City of the two heritage events held on the grounds – the annual CNE and the Royal Agricultural Winter Fair – and the requirement to provide the necessary buildings and grounds to support these two events as set out in that Plan. I have also indicated to the Committee, the Board's opposition to housing on the Exhibition Place site and the Committee has accepted this principle.

At its meeting of November 25, 2004, the CNEA Board of Directors approved of a recommendation to include the CNEA President as a member of the Steering Committee (see attached Appendix "D"). However, as this process and the Steering Committee were initiated by the Province and has been in proceedings now for over five months, it would not be appropriate to change the membership. However, I can commit to provide updates to the Board on a timely basis and input from the Board will be sought before any of the recommendations from the Steering Committee are sent to Toronto City Council.

Conclusion:

This report provides information to the Board about the ongoing discussions between the City and the Province on the integration of Exhibition Place and Ontario Place.

Submitted by:



Joe Pantalone, Deputy Mayor
Chair



METRO CLERK

Clause embodied in Report No. 17 of The Financial Priorities Committee, as adopted by the Council of The Municipality of Metropolitan Toronto at its meeting held on December 10 and 18, 1997.

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ONTARIO PLACE AND EXHIBITION PLACE INTEGRATION.

(The Metropolitan Council on December 10 and 18, 1997, adopted this Clause, without amendment.)

The Financial Priorities Committee reports having received the following report (undated) from the Acting Chief Administrative Officer, and having directed that such report be submitted to Council for information:

Purpose:

This report provides an update on the integration of Ontario Place and Exhibition Place, specifically with respect to the requests of the Acting Chief Administrative Officer (CAO) emanating from the October 8 and 9, 1997, meeting of Council.

Recommendation:

It is recommended that this report be received for information.

Council Reference:

At its meeting of October 8 and 9, 1997, Metropolitan Council endorsed the integration of Ontario Place and Exhibition Place subject to the following conditions:

- "(i) the Minister of Economic Development, Trade and Tourism confirm in writing to Metropolitan Council the commitment of the Ontario Government to fund the transition costs of the integration currently estimated at \$14.8 million;
- (ii) the Minister of Municipal Affairs and Housing advise the Financial Advisory Board of the Ontario Government's endorsement of this Strategy and its intent to fund the transition costs;
- (iii) the financial impact on the 1998 Budget is reported to Council by the Commissioner of Finance; and
- (iv) the development of a human resources transition plan acceptable to the Commissioner of Corporate and Human Resources."

Council also requested the Acting CAO to:

- (a) along with the Metropolitan Solicitor, comment on the draft legislation prepared by the Government of Ontario;
- (b) outline further recommendations, if any, to enhance public input;
- (c) undertake due diligence with respect to financial projections;
- (d) comment on the feasibility of a provision in the agreement that the Canadian National Exhibition Association (CNEA) has, as part of its rights and obligations, management control of the entire grounds during the 18-day fair; and
- (e) assist the Board of Governors in preparing for integration.

Comments:

The previous Minister of Economic Development, Trade and Tourism wrote to the Metropolitan Chairman on October 3, 1997, indicating that the Province would pursue the issue of funding the transition, subject to a thorough review of the financial and business plans. The Ministry has engaged Price Waterhouse to perform due diligence on the financial projections and test the reasonableness of the provincial funding being requested. Price Waterhouse has been in contact with staff of Exhibition Place, Ontario Place, and the Metro Chief Administrator's Office who have all cooperated in this study.

Once the provincial review is completed, it is expected that the provincial government will determine the extent of its financial commitment and will forward a communication either agreeing to the funding arrangements outlined in the Integration Strategy or outlining an alternative proposal. Ministry staff have indicated that every effort is being made to expedite this review.

At its meeting of October 8 and 9, 1997, Council had before it a report from Price Waterhouse containing a financial projection of the integrated Ontario Exhibition Place and a comparison of the historical costs to the future costs after integration to the respective governments. The CAO was requested to conduct due diligence on these projections.

For this purpose, the due diligence exercise was understood to include:

- (1) an explanation of how the financial projections were developed;
- (2) a test for reasonableness of the financial projections for the integrated site; and
- (3) an assessment of the future impact of integration on the City budget.

In order to complete this exercise, a clearer picture of the current performance of Exhibition Place and Ontario Place and an appreciation of the likelihood of progressing with the future projects is required. The projections are highly dependent on projects such as the Maple Leaf Gardens development now before Council and several other developments, negotiations for which are still in progress. The reliability of a due diligence exercise will be greatly improved by the time the provincial government has clarified its position and the matter is once again before Council. The CAO will report these findings along with comments on the draft legislation when it is received.

All other actions requested by Council, except for (d) above with respect to the CNEA's use of the combined site, hinge on the Province's response to the Integration Strategy. Therefore, no further reporting is possible at this time.

CNEA Use of Combined Grounds:

The CAO was also requested to comment on the feasibility of a provision in the agreement that the Canadian National Exhibition Association has, as part of its rights and obligations, management control of the entire grounds during the 18-day fair.

The Board of Governors (or possibly the Ontario Exhibition Place Corporation in future) is charged with the responsibility of managing the grounds at all times even when fully occupied by another entity.

Both Exhibition Place and Ontario Place have contracts with other concessionaires and tenants who occupy portions of the grounds and will continue to do so during any future CNE. Part of the attraction to the CNE is that Ontario Place is open at a reduced entrance fee during the fair and all of the usual attractions can be enjoyed in addition to the CNE attractions for one price. Ontario Place continues to offer such attractions during the fair period and these will not be displaced or replaced by CNE activities. However, there may be some locations on the Ontario Place site which may be suitable for some CNE attractions. Conversely, there may be some sites on Exhibition Place grounds which are suitable for year round concessions and attractions currently offered or proposed for the Ontario Place site. The CNEA and the Board of the Ontario Exhibition Place Corporation should determine on an annual basis the precise areas of the combined grounds which the CNEA will program. This has already been incorporated into the Memorandum of Understanding with the CNEA to the satisfaction of its Board and the Board of Governors.

The Chief Administrator's Office has been assisting the Board of Governors in developing the Memorandum of Understanding with the CNEA and studying the financial projections included in the Integration Strategy along with Ontario Place staff. The CAO will continue to assist the Board of Governors in preparing for integration prior to and following Council's approval of the integration.

Contact Name and Telephone Number:

Nancy Autton - 397-0306.

(The Metropolitan Council on December 10 and 18, 1997, had before it, during consideration of the foregoing Clause, the following report (December 9, 1997) from the Acting Chief Administrative Officer:

Purpose:

This report updates Clause No. 20 of Report No. 17 of The Financial Priorities Committee report before Council for consideration on December 10, 1997.

Recommendation:

It is recommended that this report be received for information.

Council Reference:

At its meeting of October 8 and 9, 1997, Metropolitan Council endorsed the integration of Ontario Place and Exhibition Place subject to the following conditions:

- "(i) the Minister of Economic Development, Trade and Tourism confirm in writing to Metropolitan Council the commitment of the Ontario Government to fund the transition costs of the integration currently estimated at \$14.8 million;
- (ii) the Minister of Municipal Affairs and Housing advise the Financial Advisory Board of the Ontario Government's endorsement of this Strategy and its intent to fund the transition costs;
- (iii) the financial impact on the 1998 Budget is reported to Council by the Commissioner of Finance; and
- (iv) the development of a human resources transition plan acceptable to the Commissioner of Corporate and Human Resources."

Council also requested the Acting Chief Administrative Officer to:

- (a) along with the Metropolitan Solicitor, comment on the draft legislation prepared by the Government of Ontario;
- (b) outline further recommendations, if any, to enhance public input;
- (c) undertake due diligence with respect to financial projections;
- (d) comment on the feasibility of a provision in the agreement that the Canadian National Exhibition have, as part of its rights and obligations, management control of the entire grounds during the 18-day fair; and
- (e) assist the Board of Governors in preparing for integration.

Comments:

On December 9, 1997, we received the attached correspondence from The Honourable Al Palladini, Minister of Economic Development, Trade and Tourism, dated December 8, 1997, to Chairman Tonks and Members of Council. The correspondence and the attached draft Memorandum of Understanding outline a process which "will provide the time needed to assess reasonably the integration strategy prepared by the Ontario Place and Exhibition Place Boards."

The Government of Ontario believes that a number of issues, raised by both the Metro Toronto and Ontario Governments, require further review in order to move towards a final integration proposal and a target date of January 1, 1999, to have a new corporation in place.

The proposal commits the Province to funding the costs of the work required to undertake all the preparatory work for integration, establishes an interim Joint Integration Board to focus on the integration preparations, and to receive for consideration all proposals which may have an impact on the future integrated site. The Minister's letter also indicates a willingness to fund costs associated with the transitional period after completion of a business plan which demonstrates operational self-sufficiency within a reasonable period of time.

The Government of Ontario has made a concerted effort to meet the timelines and conditions recommended by Metropolitan Council at its October 8 and 9, 1997 meeting and is supportive of the integration of the two sites. However, they have proposed a process which does not meet the conditions specified by Council as the basis for its approval of the integration proposal submitted by the Ontario Place and Exhibition Place Boards.

The Ministry proposal requires further studies and reviews and proposes a March 31, 1998 target date for a report back to the Province and the new City. Legislation will be developed after the approval of the final plan by the respective governments.

The Ontario Place and Exhibition Place Boards will continue their discussions and further reports on their progress will be made to the New City of Toronto Council.

*(Communication dated December 8, 1997, addressed to
Metropolitan Chairman Alan Tonks from
the Minister of Economic Development, Trade and Tourism.)*

In response to your letter of October 10, 1997, I am pleased to advise you, and Metropolitan Council, that the Government of Ontario is supportive of integrating the operations of Ontario Place and Exhibition Place. In order to achieve our mutual objective, the Province has given some time and thought to a process that we will believe will provide the time needed to assess reasonably the integration strategy proposed by the Ontario Place and Exhibition Place boards. I have outlined the process the Province is suggesting in the attached draft Memorandum of Understanding.

As a first step, the Province is recommending the creation of an interim Joint Integration Board with equal representation from the Province and the new City. Among its duties, the Joint Integration Board would receive for consideration all matters of substance, such as proposals for new business opportunities, financial plans or redevelopment plans affecting either site that could have an impact on the future integrated site. The Joint Integration Board would also work towards full integration of the operations, administration, marketing and assets during 1998.

The Province is prepared to establish the Joint Integration Board as quickly as possible in the new year and to request the Integration Board to conduct its studies and reviews and report back to the Province and the new City on all aspects of integration (see below) by March 31, 1998. This target date is proposed with the intent, subject to approval of the final plan by the respective governments, of introducing legislation as soon as possible to have the new corporation in place by January 1, 1999.

There are a number of issues which require further review should we wish to move towards a final integration proposal. Some of these issues have been raised by the Province and some by Metro Toronto:

- full due diligence on current and future financial requirements;*
- development of a human resources transition plan;*
- agreement on assets, capital requirements and liabilities;*
- a single corporate vision for the integrated site; and*
- business and operating plans.*

The Province is willing to fund the costs to support the work of the Joint Integration Board. The Province will also engage expert advisors, in consultation with the new City, to work directly with the new Board to develop an overall vision for the combined site and conduct the financial and other related reviews, as needed.

During the interim period, the Province will continue to provide financial support to Ontario Place, with the new City doing the same for Exhibition Place, pending agreement on formal integration. Subject to a business plan demonstrating operational self-sufficiency within a reasonable period of time, and completion of the due diligence review, the Province is receptive to funding costs associated with the transitional period.

If Metropolitan Council reviews and accepts the process I have outlined at its December 10, 1997, meeting, I assume the Council will inform the new City of Toronto Council of its actions since the new Council will have to endorse the final integration agreement.

We are very excited about the possibilities raised by an integrated Ontario Place and Exhibition Place to create a premier waterfront tourism destination in North America. I look forward to your support and to hearing from you and the new Mayor and City of Toronto Council to make integration a reality.

(Memorandum of Understanding
Between
The Government of the Province of Ontario as
Represented by the Minister of Economic
Development, Trade and Tourism
and
Council of the Municipality of Metropolitan Toronto,
December 9, 1997)

1.0 INTRODUCTION

1.0 Preamble

- 1.1 *The Government of Ontario and the Council have agreed that it is desirable to evaluate the potential of integrating Ontario Place and Exhibition Place into one entity with a long-term vision, development strategy and integrated operations. The integration will reposition the parks as a sustainable year-round entertainment park within which a variety of complementary facilities are located and will maximize the economic benefits for the Province of Ontario and the Municipality of Metropolitan Toronto.*
- 1.2 *The Minister and the Council have agreed that this Memorandum of Understanding is intended to set out a framework for cooperation between the Government, the Municipality, the Board of Directors of Ontario Place Corporation and the Board of Governors of Exhibition Place as the parties work towards an integration strategy.*
- 1.3 *Ontario Place Corporation is continued under the Ontario Place Corporation Act, to among other things, operate Ontario Place as a provincial exhibit and recreational centre in accordance with the provisions of the Act.*
- 1.4 *Exhibition Place Board is continued under the City of Toronto Act, 1997 (No. 2) to operate, manage and maintain Exhibition Place.*

2.0 GENERAL

2.1 Definitions

- (a) "Act" means the Ontario Place Corporation Act, R.S.O. 1990, Chapter 0.34;
- (b) "By-Laws" means any by-laws in effect for either the Ontario Place Corporation or Exhibition Place Board, and, where the context requires, means the respective by-laws of each;
- (c) "Combined Lands" means the E.P. lands and the OPC lands;

- (d) "Council" means the Council of the Municipality of Metropolitan Toronto;
- (e) "Deputy Minister" means the Deputy Minister of the Ministry of Economic Development, Trade and Tourism;
- (f) "E.P." means Exhibition Place;
- (g) "Exhibition Place Act" means the City of Toronto Act, 1997 (No. 2);
- (h) "Exhibition Place Board" means the Board of Governors of Exhibition Place;
- (i) "Interim Joint Integration Board" shall have the meaning ascribed to it in section 3;
- (j) "Memorandum" means this Memorandum of Understanding;
- (k) "Minister" means the Minister of Economic Development, Trade and Tourism;
- (l) "Ministry" means the Ministry of Economic Development, Trade and Tourism;
- (m) "OPC" means the Ontario Place Corporation; and
- (n) "OPC Board" means the Board of Directors of the Ontario Place Corporation.

2.2 Legislative Authority

This Memorandum supplements, but does not supersede, the provisions of the Act, the Exhibition Place Act and related regulations ("applicable legislation"). In the event of any conflict between the provisions of this Memorandum and the applicable legislation, the applicable legislation will prevail.

Subject to the terms of this Memorandum, the affairs of OPC and E.P. shall remain under the management and control of the OPC Board and the Exhibition Place Board, respectively. For greater certainty, during the term of this Memorandum, current authority over the use of and the approvals for matters relating to OPC and E.P. continue to be subject to the Act and Exhibition Place Act, respectively.

2.3 Amendments and Renewals

This Memorandum and any renewal or amendment is subject to all necessary approvals of the Government of Ontario and the Council.

2.4 Term

This Memorandum terminates on December 31, 1998.

2.5 Review

This Memorandum shall be subject to review upon the request of either party.

3.0 INTERIM JOINT INTEGRATION BOARD

3.1 *The Minister and the Council agree to create an Interim Joint Integration Board to coordinate the activities of OPC and E.P., namely to:*

- (a) *receive for consideration and review all proposals and matters of substance approved by the OPC Board and the Exhibition Place Board relating to proposals for new business, investment and development opportunities; and*
- (b) *work towards the full integration of the operations, administration marketing and assets of OPC and E.P.*

All matters reviewed by the Interim Joint Integration Board under this section will proceed on for final approval to the Government of Ontario in the case of OPC matters and the Council in respect of E.P. matters.

3.2 *The Interim Joint Integration Board shall consist of the following members:*

- (a) *three Members selected by the Minister from the Members of the OPC Board;*
- (b) *three Members selected by the Council from the Members of the Exhibition Place Board, who may but need not be Council Members;*
- (c) *the Deputy Minister or his or her designate; and*
- (d) *the Chief Administrative Officer of the Municipality or his or her designate.*

3.3 *An appointed member may be removed from office before the expiration of the term of this agreement by the authority that appointed the member.*

3.4 *Four directors, consisting of at least two members appointed by the Minister and at least two members appointed by the Council shall constitute a quorum of the Interim Joint Integration Board.*

3.5 *A Co-chair of the Interim Joint Integration Board shall be selected by the Minister out of the Members appointed by the Minister. The other Co-chair of the Interim Joint Integration Board shall be selected by the Mayor out of the Members appointed by the Council.*

4.0 DUTIES OF THE INTERIM JOINT INTEGRATION BOARD, THE MUNICIPAL OFFICIALS AND THE MINISTRY

4.1 *The Council and the Minister agree to work in cooperation with the Interim Joint Integration Board to undertake the review, analysis and the due diligence required to prepare an implementation plan that may, if acceptable to all the parties, lead to the integration of the OPC and the Exhibition Place Board. Such activities shall include the following:*

- (a) *The Interim Joint Integration Board shall develop a new corporate vision and strategic plan for the integrated entity for approval by the Government of Ontario and the Council. The Interim Joint Integration Board shall deliver a report to the Minister and the Council on or before March 31, 1998.*

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- (b) *The Interim Joint Integration Board shall conduct full due diligence on all financial and fiscal aspects of an integrated entity including a review of all assets and liabilities and a full financial review of the operations of OPC and E.P. Draft terms of reference of the review shall be submitted to the Ministry and Municipal officials before January 31, 1998, and shall be subject to the approval of the Government of Ontario. The Interim Joint Integration Board shall report its findings to the Council and the Minister on or before March 31, 1998.*
 - (c) *The Interim Joint Integration Board shall undertake a marketing study to review the synergies between the trade show and convention centre businesses of OPC and E.P. and the Metro Toronto Convention Centre. The study shall be delivered to the Council and the Minister on or before March 31, 1998.*
 - (d) *The Interim Joint Integration Board shall prepare business and operating plans, for review by the Ministry and Municipal officials, for calendar years 1999 and 2000 for an integrated entity on or before March 31, 1998.*
 - (e) *The Interim Joint Integration Board shall prepare a human resources plan and review and make recommendations to Municipal officials and the Ministry on or before March 31, 1998, on all aspects of labour relations and human resource issues arising out of an integrated entity.*
 - (f) *The Interim Joint Integration Board shall prepare an integration plan and make recommendations to the Council and the Minister dealing with all aspects of a potential integration including finances, management structure, assets and liabilities, and other related integration issues.*
 - (g) *The Interim Joint Integration Board shall make recommendations to the Municipal officials and the Ministry as to any other studies that would assist the Interim Joint Integration Board in the completion of the tasks set out in this Memorandum.*
 - (h) *The Ministry agrees that, subject to section 5 of this Memorandum, it shall, on terms satisfactory to it, retain and pay such experts as are necessary for the tasks set out in this section to be completed. Without limiting the generality of the foregoing, the Ministry agrees to retain: (i) such experts and consultants as are necessary to complete the due diligence described in (b) above and the marketing study described in (c) above; and (ii) the integration plan described in (f) above.*
 - (i) *The Ministry and Municipal officials agree to provide staff that they deem are required to assist the Interim Joint Integration Board carry out the duties set out in this Memorandum. In particular, a Joint Staff Working Group comprised of staff from the Ministry and Municipality will be established to support and assist the work of the Interim Joint Integration Board.*
 - (j) *The Ministry and Municipal officials agree to review and discuss all other issues arising from an integrated entity.*
 - (k) *All necessary legal advice, including retainers of external legal services, shall be provided by legal advisors to the Ministry and the Municipality.*

5.0 CONSULTANTS

- 5.1 *The Ministry and Municipal officials agree to meet to discuss appropriate tasks and the terms of reference of the various consultant referred to in s. 4 in order to ensure that requirements of each of Municipal officials and the Ministry are satisfied.*
- 5.2 *There shall be a competitive procurement process and all terms of the consultant contracts including the terms of reference shall be subject to necessary government approvals and in accordance with all applicable government policies and procedures.*

6.0 NEXT STEPS

- 6.1 *If an agreement is reached between the Government of Ontario and the Council with respect to the integration of OPC and E.P., legislation necessary to give effect to such integration will be drafted and put forward on or before September 30, 1998. It is the intention that if an agreement is reached the new entity would commence operations on January 1, 1999.)*

(Councillor Cavalier, at the meeting of the Metropolitan Council on December 10 and 18, 1997, declared his interest in the foregoing Clause in that he had worked on a short-term contract with the firm that is now involved in legal proceedings with Exhibition Place.)

Integrating Ontario Place and Exhibition Place

DRAFT PROPOSED CONCEPT
Based on Results of Consultation to Date

Tuesday, November 5, 2004

THE INITIATIVE

The Province of Ontario and the City of Toronto are exploring opportunities to integrate Exhibition Place and Ontario Place. An important part of this examination involves public input on what these sites could or should offer in the future.

THE PROCESS

In the fall of 2004, this input started with a meeting of about 70 experts and advisors who represented a range of sectors and disciplines. They included experts in architecture, planning, urban design, and conservation, as well as heritage, sports and recreation, tourism, culture, accessibility, and commercial development.

The feedback and advice received by the Province and the City is beginning to form a solid foundation on which future discussions can build. The text below describes the concept that is beginning to emerge for the future of Exhibition Place and Ontario Place.

THE CONCEPT

An integrated site with a new name, new branding, and new approach to governance that ensures that this site will be preserved as a public asset.

The experts suggest that the integrated site should... evolve into a campus-like destination that includes a broad range of compatible uses. The site will be first and foremost an everyday kind of place where people can shop, eat good food, play sports, wander and relax. There will be small and large events as well as cultural and recreational attractions that provide entertainment for neighbours as well as tourists.

The experts suggest that the integrated site should... serve as a grand gathering place with enough space to accommodate large crowds, but designed in a way that the space also feels comfortable with only a few visitors. It will be attractive, demonstrating design excellence. It will have much stronger physical connections between Ontario Place and Exhibition Place, between the integrated site and the lake, and to its natural and man-made heritage. It will include iconic landmarks suitable for showcasing the site as one of Toronto's jewels. The site will be animated year round with easy access by transit.

The experts suggest that the integrated site should... draw and build on the strong emotional attachment that many people have to the Canadian National Exhibition and Ontario Place. It will adapt to the evolving lifestyles of the people of Toronto. It will be in touch with what Torontonians want in their lives, and how they want to spend their time. It will respect and celebrate the people of Toronto, their heritage, and the heritage of the site and the City. While designed for local citizens, the venues will also be attractive to tourists.

The experts suggest that the integrated site should... have a strong commercial component, with care taken to ensure a good fit with public uses. Public use will be affordable and accessible. Existing and future activities that are consistent with this fit will be embraced. Such new uses could include environmentally themed ecological park, winter garden, aquarium, aquatic centre, children's museum, theatre, etc.

The experts suggest that the integrated site should... have a strong plan for fully integrated governance and a range of mechanisms will finance the site. It will be shaped by the Province, the City, existing and future organizations working to revitalize the waterfront.

Integrating Ontario Place and Exhibition Place
Stakeholder Workshop
Friday, October 15, 2004

SUMMARY REPORT

Tuesday, November 8, 2004

1. INTRODUCTION

On Friday, October 15, 2004 the Province of Ontario and City of Toronto hosted a discussion dedicated to exploring opportunities for an integrated Ontario Place and Exhibition Place. Over seventy people participated, including over fifty representatives of different organizations, professions, sectors, and interests who brought a range of experience and expertise to the discussion (participant list is attached as Appendix A). The following three questions were posed to participants:

1. What could an integrated Ontario Place/Exhibition Place look like 20 years from now? Describe your vision.
2. What are the key challenges to successfully achieving this vision?
3. What advice do you have regarding strategies to address those challenges

Background material provided to inform the discussions included:

- Draft Principles and Objectives for an integrated Ontario Place/Exhibition Place (as developed by the Provincial/City Steering Committee for the project);
- A map showing both sites, including a legend of existing physical infrastructure;
- A summary of the legislation/governance for Exhibition Place and Ontario Place;
- Exhibition Place Annual Report, 2003;
- Exhibition Place Development Concept Plan, June 2004; and
- Ontario Place Annual Report, 2002.

Working in seven small groups (with seven to twelve participants in each group), participants spent two hours preparing their feedback and advice. Then each group presented the results of their discussions. This report summarizes those results. It also includes more detailed notes reflecting discussions at each of the seven working tables (attached as Appendix B).

2. A VISION FOR THE FUTURE

Reports from the seven working tables demonstrated that there is **excitement and support** for moving forward with the development of an integrated model for Ontario Place and Exhibition Place.

Different discussions generated similar lists of opportunities and options for the future.

Common elements of a future vision that emerged from discussion at many of the tables included:

- A re-branded, integrated site with a new name.
- A grand gathering place.
- A much stronger physical connection between the two sites.
- A critical mass of a broad range of compatible uses that have the richness and texture that can be created through layering of different activities and uses. This includes a mixture of both big and small events and attractions, interesting to both local neighbours as well as international tourists. People should be able to journey through the site.
- An open, everyday, family kind of place – where people can shop, eat good food, and play sports. The kind of place that does not have gates.
- A place that is affordable and accessible – with a number of activities that are free (e.g. use of Martin Goodman Trail), and others that charge admission.
- A place that improves access to the lake, and also contributes to creating a healthier ecosystem (e.g. through ecological and habitat improvements).
- A place that is animated year round.
- A place with iconic landmarks suitable for showcasing the site as one of Toronto's jewels.
- A place that recognizes one of its strongest assets as the very strong emotional attachment that many have to Exhibition Place and Ontario Place – and builds on this asset when planning its future. For many, this bond was created as a result of their experiences at the Canadian National Exhibition (CNE), and their experiences at Ontario Place in the early years.
- A place that respects and celebrates the people of Toronto, their heritage, and the heritage of the site and City.
- A strong commercial component, with care to ensure a good fit with other public uses.

Some tables also provided advice on how to “package” these vision elements around a theme(s) or organizing principle(s) that could tie the opportunities and options together. This feedback is captured below through a series of quotes from participants. They can be considered individually, or taken together as a series of compatible perspectives that shape how visitors would experience and use an integrated Exhibition Place and Ontario Place.

“A grand gathering place for the City of Toronto.”

“The iconic waterfront precinct of national and international importance, by responding to the new reality of Toronto's people.”

“The *Central Park* of Toronto.”

“Move away from an American-style Disneyland premise towards more of an urban, largely European model like Tivoli, Gardini, Harbourfront.”

“A campus concept. One destination/place with multiple precincts.”

“An everyday place – not just an event place. Our Central Park – for the everyday Toronto visitor as much as for the tourist. Millennium Park in Chicago, Granville Island in Vancouver, City Walk in Los Angeles, Kew Gardens...”

3. CHALLENGES AND ADVICE TO ADDRESS THEM

Participants identified a number of challenges to achieving the integrated vision, and put forward a number of suggestions on how to address those challenges. In order to be successful, the integrated Ontario Place/Exhibition Place site needs:

- **A strong champion** – many felt this needs to be one person who provides the overall leadership and profile to the project, someone who can provide very strong management
- **Financing** – there were different opinions on where funds should come from to make site more sustainable, with options including public support (e.g. from province), private sector incentives, and public private partnerships.
- **To be attractive** – the importance of design excellence was raised by a number of participants
- **To address transportation issues** – this includes minimizing parking (at least above-ground parking), strengthening transit, and ensuring it is easy and natural to move between the two sites.
- **To work with existing and future organizations** to revitalize the waterfront.
- **To connect with the evolving lifestyles of the people of Toronto** – the design, activities, and functioning of the integrated site needs to be in touch with what Torontonians want in their lives (young and old), and how they want to spend their time.
- **A strong plan for governance**, with political clout involving a broad range of citizens.

APPENDIX A. Participant List

Art Gallery of Ontario, Beverley Carret
C20 & Co. Strategy & Communications, Pauline Couture
Canadian Tire Foundation for Families, Sharon Tovey
Canadian Urban Institute, Jeff Evenson
Canadian Urban Institute, Robin Mednick
Casa Loma, Virginia Cooper
City of Toronto, Urban Development Services, Elaine Baxter-Trahair
City of Toronto, Urban Development Services, Eric Pedersen
City of Toronto, Urban Development Services, Lynda Macdonald
CNEA, Bob MacWilliam
CNEA, David Bednar
Design Exchange, Samantha Sanella
Disabilities Issue Committee, Bill Alexander
EnvisionHough, David Leinster
EnvisionHough, Michael Hough
ERA Architects, Michael McClelland
Evergreen Foundation, David Stonehouse
Forrec Limited, Jeff McNair
Gallery of Human Migration, Rocco Maragna
GHK International, John Gladki
Harbourfront Centre, William J.S. Boyle
Harbourfront Reading Series, Greg Gatenby
Hariri Pontarini Architects, Siamak Hariri
IBI Group, Trevor MacIntyre
Janet Rosenberg & Associates Landscape Architects Inc, Janet Rosenberg
Lord Cultural Resources, Gail Lord
Maple Leafs Sports and Entertainment, Ian Clark
Maple Leafs Sports and Entertainment, Richard Peddie
McLuhan International Festival of the Future, Bill Marshall
Molson Amphitheatre, Paul Corcoran
Multi Cultural Historic Society, Carl Thorpe
Neptis Foundation, Tony Coombes
Ontario Heritage Foundation, Richard Moorhouse
Parks & Recreation Ontario, Larry Ketcheson
Provincial Sport Organization Council, Margaret Emin
Ryerson School of Urban & Regional Planning, Mitchell Kosny
Todmorden Mills Museum & Arts Centre, Karen Carter
Toronto Community Foundation, May Wong
Toronto Region Conservation Auth., Larry Field
Toronto Sports Council, Karen Pitre
Toronto Waterfront Revitalization Corporation, John Campbell
Toronto Zoo, Cal White
Urban Strategies, George Dark
Urban Strategies, Joe Berridge
Waterfront Regeneration Trust, Keith Laushway
Waterfront Regeneration Trust, Nikki Rendle
Wittington Properties, Bronwyn Krog
Zeidler Roberts Partnership Architects, Eb Zeidler

Steering Committee

Chair, Exhibition Place, Joe Pantalone
Chair, Ontario Place, David Crombie
City of Toronto, Joe Halstead
Ministry of Tourism and Recreation, Bill Allen
Ministry of Tourism and Recreation, Jean Lam

Working Committee

Ontario Place, Glenn Dobbin
Exhibition Place, Dianne Young
City of Toronto, Rita Davies
City of Toronto, Monica Kucharski
City of Toronto, Karina Patterson
City of Toronto, Carleton Grant
City of Toronto, Karen Thorne-Stone
Ministry of Tourism and Recreation, Shirley Phillips
Ministry of Tourism and Recreation, Kevin McKaye
Ministry of Tourism and Recreation, Rick Wallis
Ministry of Tourism and Recreation, Douglass Legg
Ministry of Public Infrastructure Renewal, Tom Broen

Facilitators

Lura Consulting, Nicole Swerhun
Lura Consulting, Dave Dilks

APPENDIX B. Notes from Table Discussions

Note abbreviations:

<i>Ontario Place</i>	=	<i>OPC</i>
<i>Exhibition Place</i>	=	<i>ExP</i>
<i>Canadian National Exhibition</i>	=	<i>CNE</i>

Table 1

VISION

Overall

- Provides a sense of neighbourhood that is representative of Toronto (there will be many more people living in, and about, this area that will want neighbourhood amenities in 20 years)
- Our Central Park – park with lots of activities, including indoor component like at Kew Gardens (to make more inviting for winter)
- Everyday place – not just an event place
- Critical mass of amenities and activities to attract and maintain commercial activities
- Access is critical – need major transit to, and around, site. Need stronger linkage between ExP and OPC – foresee much larger paths, big enough for shops and animation. Counteracts separation caused by Lakeshore.
- Need a central commercial district (culinary/artist/shops, etc.) that will be active year-round – like City Walk in LA and Orlando)
- Open access to OPC as parkland with groups of attractions that are commercial enterprises (eg. waterpark)

Other

- CNE will be integral part but doesn't mean it can't be operated to use site differently
- Integrated transit that must quickly get visitor to centre of site (not just NE corner and not just streetcars)
- Need government to invest in site (bricks and mortar) to form basis that will attract commercial development, including some big attractor
- Potential for mini-Toronto (e.g. Caribana)

Table 2

GENERAL COMMENTS

- Bringing the two sites together would maximize opportunities and synergies.
- Making this a commercial enterprise is the wrong approach.
- Activities must be respectful of the heritage and history of the sites but also find ways to reinvent them in order to link to the new city.
- Transit accessibility is a vital component to the success of this initiative.
- Housing can be considered but only in ways that are compatible with the height and massing of the sites (avoid the Harbourfront trap).

VISION

- Build on the iconic architecture of Ontario Place and the heritage architecture of Exhibition Place
- Cover over the Lakeshore (a la Barcelona) to link the waterfront with the site.
- A place for people from all over the city to gather in an urban but open setting.
- Build on the tradition of the arts and crafts of the exhibition to have artists galleries, studios, arts fairs.
- Provide a governance model that has independence from government but is not wholly reliant on private or commercial funding.
- A Tivoli Gardens made in the Toronto model of urbanity and accessibility and showcasing Toronto artists.

CHALLENGES

- Outdoor appeal of the sites is a 6-month only opportunity because of weather; need to animate indoor activities to make the site a 12-month magnet.
- Branding within overall waterfront development strategies could be confusing.
- Potential for over development of the precinct as with the Harbourfront experience, because of government's wanting to back away from subsidy.
- Lack of easy connectivity or access to the waterfront.
- Uneven resources of the two enterprises – Exhibition Place finances vs. those of Ontario Place
- A champion(s) to lead the merger is essential. Other such attempts have failed because of lack of political will to follow through.

Table 3

GENERAL COMMENTS

- ExP and OPC are completely different sites that will be very difficult to integrate
- OPC is very disconnected; located in the middle of nowhere
- OPC used to be a place on wonder that has become a cheap amusement park
- OPC should be a recreation destination that is free and accessible to the public
- People need a reason to visit; ask yourself: "Why would I come here?"
- Sites could work well with substantial physical changes; any development will likely occur at ExP, but it's OPC that needs to start fresh with a new direction
- Any redevelopment that occurs, it's essential that the CNE is central to the redevelopment; CNE has significant social and economic impacts on Toronto
- Canadians lust for new and forget what we have; we need to build on what we have and go beyond it
- We take for granted what we have, ignoring what's there and what works

VISION

- Create a destination that is 'time away from time'
- Make the site into a campus; redevelop the site to make it like a village
- Worst way to redevelop the site would be to rely on commercial attractions – Toronto has many resources that need a new home
- It's imperative that the attractions are authentic
- Suggest series of precincts – recreation/nature; culture; heritage – that enjoy a physical connection
- Development of site should not undermine or duplicate other areas in the city
- OPC can be the 'green arm' of the site where people can rest and enjoy the green space and recreational activities; ExP can offer more of the programming. Not only attraction and events, but also a promenade, cafés, and interesting boutiques etc.
- Combine environmental preservation with commercial development; doesn't have to be one or the other

CHALLENGES AND ADVICE

- OPC doesn't complement natural pedestrian flow; there's an east /west bias with concessions in the middle; there needs to be a better north/south connection.
- The elevation at the west end of the area begs for a land bridge in order to make a connection between the two sites.
- OPC will always be isolated as long as there are only small bridges connecting the sites
- In Central Park, New York, there are tunnels underneath the park that you don't see and doesn't interfere with the experience
- Can't integrate well without re-aligning Lake Shore
- People are obsessed with the idea that the site needs to be/should be a year-round destination. It doesn't have to always be programmed.

- OPC started as a magical place that wasn't meant to be a year-round location; suggest the sites are programmed 6-9 months of the year
- To stage events, there needs to be large open public spaces that's made to feel like a gathering place
- People lose interest in things quickly and the site will need to evolve
- Sites need to bring people back for different reasons; one off events or blockbuster attractions won't work. For example, OPC has fixed attractions that are no longer interesting; attractions are enjoyed for 2-3 years before they become stale.
- Sites have always been conceptualized for mainstream generic activities — middle of the road, appeal to the least common denominator; events / attractions don't have to have universal appeal
- A themed site and inflexibility in attractions will kill site
- Toronto has sophisticated interests and ExP/OPC should cater to these interests
- Niche markets— a range of activities/ interests attract different audiences; these are smaller audiences but put together draws more people overall – parts make up the sum
- An aquarium, rowing facility etc. could 'bugger up' the sites if we haven't identified concept of ExP / OPC and what we want to accomplish.
- A yearly pass could also be introduced that gets people into all the attractions/venues
- OPC can get people in touch with lake and water; land and water interface draws people
- Few places on Toronto's waterfront that people, families can enjoy recreational activities, i.e. boating. Majority of people don't have cottages and need a place to go.
- OPC marina doesn't allow public access to water
- People won't enjoy the water if they don't have a good experience
- A recreation strategy is needed that would promote least costly participatory sports – BMX, walking club, ultimate Frisbee
- Trails spur development, lifestyle improvements; consider extending the Martin Goodman trail through the perimeter of OPC
- Once people are at the site, they don't want to walk far
- For example, in Hershey, Pennsylvania, there's a trolley that takes people around and explains the history/events of the area.
- Suggest locating like activities/attractions in the same area. If people are there for a specific reason (i.e. kids activities) should be able to access in one area.

Table 4

Notes below reflect the discussion around the table as it emerged; comments are those of individual participants and did not necessarily reflect a consensus among the group

GENERAL COMMENTS

- Will be important to distinguish between what we ideally want there vs. what we can afford there
- Don't need another busy downtown recreational area that is busy all the time
- Area is not animated now; it is dead most of the time and needs animation
- Will be important to bring the urban fabric into the park – don't make it a sterile park
- Will need some residential component to animate it and make it vibrant
- Extra bonusing for density would help
- Will be a design challenge to make it somewhere that people want to be, not somewhere they want to go
- Residential element might help, but will not be a solution in and of itself
- Caution re: competing and conflicting uses = significant design challenge
- Would need to tone down the entertainment component
- Need transit
- Hierarchy of three ideas to be considered: "to be", "to do", "to have"
- Want this to be a key to Toronto – the reason why people must come here
- Entertainment complex destroyed the initial Ontario Place plan
- Current limitation on the seasonal nature of programming – six months of the year
- Currently hard to get to
- "Chicken and Egg" with transit – need it before they will come; no reason to invest in it until there is something to come to
- Vision problem – wanted transit through Exhibition Place when building the National Trade Centre, but CNE said "no" as it was a gated event
- Think Tivoli Gardens
- Ontario Place currently has a stronger sense of who it is
- Gated (therefore revenue) or open (requiring sponsorships)
- Need to determine how to accommodate major events like Caribana, Indy etc. without having a huge wasteland around it when not in use
- Concern re: residential element will make it unwelcoming to the public at large
- Must be a way to combine uses and create a vibrant urban environment
- Maybe start with what needs to happen there (eg: Indy) and what requirements/considerations they have and design around that
- Parking lots and buildings are stranded – missing the layering of parks, urban forest, and road systems that are imperative as building blocks
- There is nothing organic left
- Do you design around events that may or may not be there in the future?
- Worry re: the planned hotel and aquarium – that they are isolated attractions that don't add up to anything.
- Public realm parks are missing; need a pedestrian system first, other things will come
- Don't knock everything down; we have a bad habit of knocking down and starting over
- Don't want either extreme of a big park or a big entertainment complex
- Want a middle-ground balance of green and business

- Currently too much surface parking; it is a lazy land use
- Should dream of good public transit and limited amount of parking
- Could turn current surface parking into real green space/parks
- Will only work if you bring the city down into the park – otherwise there is no purpose for going there
- Need residential and/or commercial component
- But also need to recognize that people come from the GTA for Trade Shows and therefore require parking; public transit cannot address this
- Unlike conferences, trade show traffic/attendance is regional/local, not national or international (does not generally involve planes and hotels)
- Want it to feel good
- Consider potential to build further out into the water
- Not practical or necessary as there is already miles of underutilized land existing there
- Put the parking underground
- Montreal now has a by-law prohibiting surface parking
- Currently no sidewalks; not a safe pedestrian environment
- Should be the jewel of Toronto; not a stand-alone location, but it should enhance Toronto
- Need a balance of uses that are compatible
- If put in residential will face the endless battle of residential vs. entertainment needs
- Just putting residential in will not create the “special place” you want
- Could animate with other things like businesses and hotels without adding residential
- Should not be gated
- Need activities, beauty, and animation between events
- Historically this is a festival site which creates issues of noise and traffic which compete and conflict with residential uses
- How to make it constantly animated vs. periodic (as it is now)
- The Lakeshore is not beautiful
- City has its back turned on the lakefront; don't get the real sense and opportunity of the water from the core of the City
- Need to open-up the visual enjoyment of the lake
- Need to change the vision and turn-around to use and appreciate the lake environment rather than having our backs to it
- Site has the largest collection of heritage buildings on any one site in Ontario
- Could consider bridging/series of bridges to make it beautiful and overcome the lakeshore and railway tracks below without having to move or bury them
- Nice pedestrian connections to the lake (eg: bridges) should not empty into parking lots
- Problem is that bridges fundamentally connect two distinct places and we want one place
- Keys are no surface parking, transit and trees
- Some simple, inexpensive solutions would make the place more beautiful
- But still need to get people here outside of the events; might make it pretty, but will still be a beautiful wasteland if no one is there
- Compare to the distillery district – eg: artists and coffee shops bring people in

VISION

- Big and bold combination of festival, entertainment, heritage, cultural, parks and conventions
- Should build on present activities/uses
- Respect heritage elements
- Improve transportation system and make it easy to get to
- Get rid of surface parking
- Transform the open land into parks with open access to the lake
- Key is people
- Do the basics first and the remaining vision will emerge over time
- Toronto has a relatively short history; must make this change in phases
- Tourism is not a primary objective; make it a place for Torontonians, and tourism will naturally emerge as a by-product

CHALLENGES

- Governance – both sites must be operated by the same people
- No one (other than the existing Boards) really has a stake in the sites
- Money – should consider it as an investment, not a straight expenditure
- Parking strategy
- Address strategy and business plan together
- Too much land for a single vision; large area for pedestrians
- How to bring people in and animate it
- Transit/access
- Competing visions/objectives; there is no one single compelling vision
- Financing required for maintenance of parkland
- Need new and visionary governance with political clout; currently boards are stale

STRATEGIES

- Can have multiple visions; can accommodate different visions in segmented areas of the site
- Multiple and diverse uses
- Casino should be considered; it would bring people; should be explored as an anchor to the entertainment complex
- Inventory and implement simple inexpensive solutions
- Consider bike paths
- Develop transit strategy and implement first
- Create a visual and physical appearance of a single site
- Focus on programming; a community gathering place
- Re-brand as a single site – need a new name to overcome the physical and psychological disjunction between the two sites
- Organic, iterative growth; don't try to complete all at once
- Build on what is already there
- Make the background canvass a park; but caution that once a park is established, it cannot be removed
- Consider artists studios and restaurants; involve Artscape

Table 5

VISION

- A single, fully integrated site (precinct)
- Managed by one authority empowered to make all business decisions, including debt financing
- Built on the traditional value set of a city park while employing additional tools to accommodate the city's increased population and year-around use
- A balance of public and commercial interests has been achieved
- Heralded for its "grand public space" the site is the province's "fairground for the 21st century"
- The Promenade (Princes' Boulevard) is the heart of the site, providing free public access to venues that promote the province's arts and ethnic cultures
- Visitors have free access to the waterfront and the site's network of walking and bicycle trails
- The necessary public investment has been made to attract, transport, host and educate visitors
- Strategic commercial development, (e.g., a sport and entertainment complex, hotel, aquarium), has attracted other economic enterprises that benefit local and regional residents and create high quality, well paying employment opportunities
- Programming provides the catalyst for people to invite themselves and facilitates the connectivity to surrounding neighbourhoods
- Infrastructure development has recognized, preserved and compliments the cultural heritage aspects of the two original sites
- Use of leading-edge technology has maintained the environmental health of the site and showcases approaches to ecological sustainable development
- Lands once used for parking have been reclaimed and the extensive use of bridges have transformed Lakeshore Boulevard from a "seam to a zipper"

CHALLENGES AND ADVICE

What are the key challenges to successfully achieving this vision?

- Finding a champion
- Governance
- Funding
- Public benefit and commercial interest
- Connectivity

What advice do you have regarding strategies to address those challenges?

- All successful initiatives require strategic leadership
- Chairs of OPC and ExP are instrumental in the future success of Ontario Place and Exhibition Place but cannot do it alone
- A true champion must be found, e.g., the Mayor of Toronto
- A consolidated Ontario Place / Exhibition Place requires one governing authority (owner) empowered to make all business decision without having to seek city or provincial approvals
- Governments must be prepared to fund the necessary public infrastructure elements of the site, e.g., transportation (reference the Intrawest model)
- Alternative financing must be considered to attract anchor attractions, e.g., tax holidays,
- The sale / lease of land could be used to "bank roll" development
- A balance must be found between free public access and pay-for-use venues – versatility is key
- Sense of "one place" must be achieved
- Use infrastructure to unlock separation, e.g., bridges will change the Lakeshore from a "seam to a zipper" (Chicago model)

Table 6

VISION

Environmental/Ecological/Agricultural Theme

- Need to respect the agricultural roots of the ExP site (Royal Agricultural Fair, CNE, etc)
- Many assets relate to nature, agriculture – could pursue that environment/ecology/agricultural theme
- Huge problem re: brand recognition/brand confusion which reduces market penetration
- Need to recognize branding of other pieces of waterfront, and work around that (eg. Harbourfront is the cultural mecca, etc).
- Joint site could be “nature” themed eg, green hotel, aquarium, agricultural fair, environmentally friendly, ecological, organic foods, etc.
- Could capitalize on this and return to initial mandate of being futuristic showcases for Ontario/Toronto talent and culture
- Environmental theme resonates well with “boomers”, children, youth
- Can fundraise very successfully on this theme; untapped philanthropic giving potential here
- Must look at this as a type of “programmed park; not theme park; not a Canadian Disney (this doesn’t appeal to the essence of Toronto, the interests of its local communities, etc)
- Could develop winter elements around this theme (skating, canal, ice festivals and ice sculpting, etc)
- Transportation could be part of theme (LRT is too costly to implement, but could have series of green shuttles)
- Position as Toronto’s “green” gathering space

OTHER

- Must not omit element of “fun” and recreation; these sites are a draw for families that want to relax, enjoy Toronto and find a welcoming set of options before them to help divert them for the day, and to interest them in returning.
- Could create a family friendly site, with Children’s Museum, Nature Conservancy, Aquarium, huge pool (Lido), etc (learning environment)
- Combination of quiet/bustling parks that are largely free, “big event” opportunities and other profit centres or commercial enterprises that are ticketed
- Series of restaurants from around world could be featured

CHALLENGES

- Sites are boring, dull, cold, unwelcoming, confusing, unmanageable, unconnected to rest of city and to each other
- Not meeting original mandates, eg, OPC was established to be futuristic, but now dated and lacklustre – need to focus on year-round, continuous development
- Toronto not “kid-friendly” – site of this size should appeal to young and old, but not structured to do so
- Accessibility is an after-thought – 15-17% of population has some special accessibility need and extended family / friends stay away from sites that don’t meet those needs

- Transportation infrastructure must be addressed – create inviting and accessible bridges, boulevards, pedestrian paths, etc, to break down the scale to smaller component parts that can be taken in chunks
- OPC in particular has seen significant losses over the years and has cost the province considerably – must recognize the capital and operating pressures that building this new vision will put on the taxpayer
- Need to figure out how to pay for this – could let public sector pay, could have public sector pay for infrastructure while commercial partners/profit centres invest and pay for ongoing maintenance
- Must find a way to engage governments (in international (especially European) centres, governments support and fund sites of this significance and make major capital investment in order to enable the commercial activity to pay off in the longer term)

ADVICE

- Could retire OPC as a park and focus solely on ExP – however this may not be viable as an option (agreement that the site is too valuable, too beautiful, too strategic a piece of property; also, parks still cost money; what would one do with beautiful, iconic buildings on OPC site?) – could link to environmental theme and add to it instead of retiring it. Could develop emphasis at OPC on trails, iconic art, fountains, waterfront/aquarium/major pool theme, etc.
- Maximize trade show market, find ways to create a “resort” destination so those participating in trade shows will be able to bring their families to enjoy the sites while on location
- Must tap into garden/horticulture markets and related blockbuster trade shows (eg. huge draws at international gardens festival)
- Could develop site based on water-based activities (marina, aquarium, dragon boat racing, etc).
- Must protect big event space and continue to include major events and celebrations, Molson Indy, CNE, Caribana, etc
- Parking must be moved underground wherever possible (unsightly – gives impression it’s a wasteland)
- Need a few big hotels (could be green hotels –very appealing to many) with fantastic pools, but limit residential
- Should look at all the current residential in surrounding condos and communities and work on getting resident into these sites
- Current heritage elements must be preserved
- Must include indoor venues for year-round visitation

Table 7

Notes below reflect the discussion around the table as it emerged; comments are those of individual participants and did not necessarily reflect a consensus among the group

GENERAL/INTRODUCTORY DISCUSSION

- Consensus that two sites should be merged and operate as single entity
- Need to determine what makes the combined site unique and capitalize on this uniqueness
- Current sites haven't "grown" with the city
- Currently only reason to visit sites is for programming – you need to plan to be there
- Area is not animated now; it is dead most of the time and needs animation
- Combined sites are too big for events only
- Sites give impression that they restrict entry – have no "heart"
 - No man's land in the midst of great neighbourhoods
 - Need to open site to broader community
- Admission fees to Ontario Place are expensive
 - Ontario Place doesn't offer much that is new
 - Ontario Place play area dated now and difficult to access
 - Ontario Place restaurants are expensive and not unique
- Will need some residential component to animate it and make it vibrant
- Residential element might help, but will not be a solution in and of itself – can't be wall of condos that restricts access to the lake
- Need transit: current access is car-oriented – not pedestrian-friendly
- Access is a problem: no visibility; car-dominated; no spontaneity; no link back to the city
- Current limitation on the seasonal nature of programming – six months of the year
- Parking lots and buildings are stranded – missing the layering of parks, urban forest, and road systems that are imperative as building blocks
- There is nothing organic left
- Public realm parks are missing; need a pedestrian system first, other things will come
- Not practical or necessary as there is already miles of underutilized land existing there
- Historically this is a festival site which creates issues of noise and traffic which compete and conflict with residential uses
- City has its back turned on the lakefront; don't get the real sense and opportunity of the water from the core of the City
- Current plan for aquarium built on pylons in the water is very expensive; proposed location of aquarium not easily accessible – people have to go through entire site to reach aquarium

VISION

- Big and bold combination of festival, entertainment, heritage, cultural, parks and conventions
- Should build on present activities/uses
- Respect heritage elements – make better use of existing buildings (e.g. renovation to Liberty Grand)
- Create place where people can go without spending a lot of money
- Create themed areas such as a Santa's Village where there is programming that is complemented by commercial ventures such as shops and restaurants

- Need to change the vision and turn-around to use and appreciate the lake environment rather than having our backs to it
- Improve transportation system and make it easy to get to
- Underground parking
- Nice pedestrian connections to the lake (eg: bridges) should not empty into parking lots
- Could consider bridging/series of bridges to make it beautiful and overcome the lakeshore and railway tracks below without having to move or bury them
- Transform the open land into parks with open access to the lake
- Tourism is not a primary objective; make it a place for Torontonians, and tourism will naturally emerge as a by-product
- Capitalize on waterfront trail – connect to it and use it to connect sites
- Expand width of waterfront trail so that it's 3 metres wide (like in Hamilton)
- Connect with site with other transportation arteries
- Needs to function as a city park – best world parks have people living around them
- Be respectful of what's already there – i.e. don't bury the Gardner
- Use fill from waterfront condos to create a spit that will allow enhanced access to the water
- Have canal going through sites that would become a skating area in the winter
- Incorporate outdoor education area with transient residential for ecologists in residence program
- Don't pay to get onto the grounds – but have commercial opportunities when you're there
- Consider building a casino to generate revenue

CHALLENGES

- Financial: Ontario Place losing money; province needs to put money into project to kick start it; create 20 year business plan
- Identity/Image: needs to be a site that Torontonians can claim as uniquely ours
- Parking strategy
- How to bring people in and animate it
- Transit/access/linkages
- Affordability for people/patrons
- Good mix of commercial and open space
- Compatibility of activities – “elite” Liberty Grand venue at cross purposes with extreme sports site in the neighbourhood

STRATEGIES

- Obtain commitment from Province to contribute money
- Create viable 5-year business plan
- Encourage private/public partnering
- Encourage governments / people to be bold, innovative and open-minded
- Can have multiple visions; can accommodate different visions in segmented areas of the site
- Re-brand as a single site – need a new name to overcome the physical and psychological disjunction between the two sites



News Release

November 25, 2004

Have your say Ontario: What is your vision for Ontario Place and Exhibition Place?

The Province of Ontario and the City of Toronto today launched a web site inviting Ontario citizens to share their ideas and suggestions for the future of Ontario Place and Exhibition Place. Public input will assist the Exhibition Place / Ontario Place Steering Committee in developing a long-term strategy for the two venues.

"It is important for us to hear from the people of Ontario," says David Crombie, Chair of the Ontario Place Corporation and Co-chair, with Toronto Deputy Mayor Joe Pantalone, of the Exhibition Place / Ontario Place Steering Committee. "We need to create an informed voice and a bold vision that recognizes the public's interest and financial investment in these properties."

The joint Exhibition Place / Ontario Place Steering Committee is exploring options to maximize the potential of the waterfront assets. One option that is currently being considered is the merger of these two venues for a combined area of 270 acres. Greater co-operation between the two venues will help to create a world-class destination that will contribute to a vibrant waterfront.

A stakeholder meeting in October assembled experts in arts, culture, design, heritage, recreation, entertainment, planning and business as a first step to solicit feedback and to lead the public engagement. The ideas generated at the meeting form the basis of the draft concept plan. The stakeholder meeting summary report and draft concept plan are available at www.op-ep.ca.

"Generations of residents and visitors have walked through the gates of Ontario Place and Exhibition Place," adds Crombie. "These are significant historic landmarks that the public feels a strong attachment to. In order to maintain these valued sites that are an integral part of the fabric of this city and province, we're asking people across Ontario to answer the question, 'What do you want to see on these sites in 20 years from now?'"

Members of the public can log on to www.op-ep.ca to share their ideas. All submissions must be received by December 24, 2004. Comments can also be sent by e-mail, fax or regular mail to:

Ontario Ministry of Tourism and Recreation
 Tourism Agencies Unit
 15th Floor, 700 Bay Street
 Toronto, ON, M7A 2E1
 Email: haveyoursay@mtr.gov.on.ca
 Fax: 416-314-7003

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Media contacts: David Crombie, Co-chair, Exhibition Place / Ontario Place Steering Committee, 416-365-0816 ext 233
 Karen Thorne-Stone, Acting Executive Director, Toronto Economic Development, 416-395-6152

Have your say Ontario!

Two of Ontario's most popular and respected venues, **Ontario Place** and **Exhibition Place**, are teaming up to create a bold new vision for the future. And we're asking you to participate!

Our goal is to develop a long-term vision that recognizes the public's interest and financial investment in these properties. As a result, we are inviting your ideas and suggestions on how we can combine **Ontario Place** and **Exhibition Place** with the goal of creating a world-class destination.

Providing your opinion is easy. Simply log on to www.op-ep.ca and follow the step-by-step instructions. No Internet access? No problem! Visit your closest library branch and log on for free. You can also send your comments by e-mail, fax or regular mail to:

Ontario Ministry of Tourism and Recreation
Tourism Agencies Unit
15th Floor, 700 Bay Street
Toronto, Ontario, M7A 2E1
E-mail: haveyoursay@mtr.gov.on.ca
Fax: 416-314-7003

But don't delay; all submissions must be received by midnight
December 24, 2004.

Joe Pantalone
 Chairman of the Board
 The Board of Governors of Exhibition Place

David Crombie
 Chairman of the Board
 Ontario Place Corporation



waiting for final logos
 4.09

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*Proposed Integration of Ontario Place and Exhibition Place
Web Questionnaire*

1. The Province of Ontario and City of Toronto met in October 2004 with experts in architecture, planning, urban design, heritage and tourism and other areas. The following are suggestions taken directly from the consultation report (please see the concept report found on the "consultation study" page of this website) from these experts on what should be included in an integrated site of Ontario Place and Exhibition Place.

Please score each of the following statements using a five point scale where 1 means definitely disagree and 5, definitely agree.

The combined Exhibition Place and Ontario Place should:

- a. Have a new name, new branding and a new approach to governance.
 - b. Have small and large events as well as cultural and recreational attractions that provide entertainment to neighbours as well as tourists.
 - c. Be first and foremost an everyday kind of place where people can shop, eat good food, play sports, wander and relax.
 - d. Serve as a grand gathering place with enough space to accommodate large crowds, but designed in a way that the space feels comfortable with only a few visitors.
 - e. Be preserved as a public asset.
 - f. Ensure public use will be affordable and accessible.
 - g. Be a place that is animated year round with easy access by transit.
 - h. Include iconic landmarks suitable for showcasing the site as one of Toronto's jewels.
 - i. Respect and celebrate the people of Toronto, their heritage, and the heritage of the site and City.
 - j. Have a strong commercial component, with care taken to ensure a good fit with public uses.
 - k. Have much stronger physical connections between Ontario Place and Exhibition Place, between the integrated site and the lake, and to its natural and man-made heritage.
 - l. Have a strong plan for fully integrated governance and a range of mechanisms will finance the site.
2. To what extent do the above statements reflect your vision for the future of Ontario Place and Exhibition Place? Please use a 5-point scale where 1 means definitely does not reflect and 5 means definitely reflects.
3. Kindly indicate any other thoughts you have about the twelve statements?
MAXIMUM 250 CHARACTERS
-

*Proposed Integration of Ontario Place and Exhibition Place
Web Questionnaire*

4. In your opinion, should Ontario Place – Exhibition Place be developed into a world class destination intended to attract international visitors?
 - a. Yes No
 - b. Please explain [MAXIMUM 250 CHARACTERS]
 5. In terms of how the new Ontario Place-Exhibition Place would be financed, which of the following opinions is closest to your own
 - a. The new site should be entirely self-sustaining and receive no Government assistance.
 - b. The new site should be largely self sustaining and receive some Government assistance
 - c. The new site should receive as much Government assistance as it needs
 - d. I need the details of the new site before I can comment on how it should be funded
 6. Are there any other thoughts you would like to share on the future of Ontario Place and Exhibition Place? [MAXIMUM 250 CHARACTERS]
 7. How many years has it been since your last visit to:
 - I. Ontario Place? (If you have visited within the past year, please enter 0.)
 - II. Exhibition Place? (If you have visited within the past year, please enter 0.)
 8. In the past 2 years how many times have you visited:
 - I. Ontario Place?
 - II. Exhibition Place?
 9. [IF NOT VISITED IN THE PAST TWO YEARS] If you have not visited Ontario Place in the past 2 years, which of the following best describes why you have not visited? (Please skip to the next question if you have visited Ontario Place in the past 2 years.)
 - a. Cost
 - b. Lack of public transportation
 - c. No longer have children living in the household
 - d. Lack of interest
 - e. Personal/health reasons
 - f. Nothing new to experience
 - g. Other PLEASE SPECIFY
 10. [IF NOT VISITED IN THE PAST TWO YEARS] If you have not visited Exhibition Place in the past 2 years, which of the following best describes why you have not visited? (Please skip to the next question if you have visited Exhibition Place in the past 2 years.)
 - a. Cost
 - b. Lack of public transportation
-

*Proposed Integration of Ontario Place and Exhibition Place
Web Questionnaire*

- c. No longer have children living in the household
- d. Lack of interest
- e. Personal/health reasons
- f. Nothing new to experience
- g. Other PLEASE SPECIFY

Before we conclude...

D1. Please record the first three digits of your home postal code

D2. Please indicate the year in which you were born

D3. Please indicate your gender



November 25, 2004

THE CANADIAN NATIONAL EXHIBITION

To: Board of Directors
Canadian National Exhibition Association

From: Executive Committee

Subject: **Future of the CNEA – Recommendations**

Recommendations:

It is recommended that the Board of Directors approve that:

- (1) the new CNEA Agreement with the Board of Governors of Exhibition Place include the specific lands and buildings required for use by the CNEA;
- (2) stakeholders be reminded that the name "Canadian National Exhibition" is retained for the exclusive use of the CNEA;
- (3) the CNEA Board's recommendations (outlined on page 2 item 4) with respect to the Concept Development Plan for Exhibition Place be confirmed;
- (4) in the event a Corporation is formed between Exhibition Place and Ontario Place, the CNEA offer to coordinate and run any and all activities consistent with powers vested in the CNEA by the *CNEA Act*;
- (5) staff update both the CNE Needs/Uses & Planning Report and CNE Business Plan for presentation to the CNEA Board and referred to the Board of Governors;
- (6) the President/CNEA (Bob MacWilliam), be appointed to the "Steering Committee" and the General Manager/CNEA (David Bednar) be appointed to the Working Committee, both of which relate to the merger between Exhibition Place and Ontario Place;
- (7) the CNEA website www.theex.com be linked to the Provincial "public consultation" website being launched in November;
- (8) the foregoing recommendations be submitted to the Board of Governors of Exhibition Place for consideration.

Background:

At its meeting August 4, 2004, the Board adopted the following motion with respect to the Future of the CNE:

“On motion duly made by John Downing, seconded by Dick O’Brien, and CARRIED, it was RESOLVED that the President schedule a meeting with the current Past President (1988 to present) and Councillors Hall, Holyday and Mammoliti, either the morning of or the afternoon of September 23, 2004 to discuss the Communication dated June 24, 2004 from Honourary Life Director, Fred Eisen, with respect to the “Future of the CNE”; and FURTHER that, the Corporate Secretary circulate a copy of the previous Exhibition Place/Ontario Place Integration report to this ad hoc committee for information.”

The Ad Hoc Past Presidents’ Committee have met over the period of September to November with the objective of making recommendations to the Executive Committee and Board of Directors by December 2004. The recommendations are as follows:

1. NOW THEREFORE BE IT RESOLVED THAT the Board of Directors of the Canadian National Exhibition (“CNEA”) request that the Board of Governors of Exhibition Place negotiate with the CNEA specific lands and buildings of which they have control and ownership for use of the CNEA;
2. AND FURTHER BE IT RESOLVED THAT in the event that there is a Corporation formed between Exhibition Place and Ontario Place that the Board of Directors of the CNEA offers to coordinate and run any and all activities consistent with powers vested in the CNEA by the *CNEA Act*;
3. AND FURTHER BE IT RESOLVED THAT the Board of Directors of the CNEA remind all stakeholders that the name Canadian National Exhibition is retained for the exclusive use of the CNEA;
4. AND FURTHER BE IT RESOLVED THAT the Board of Directors of the CNEA remind the Board of Governors of Exhibition Place, that it adopted the following recommendations, submitted by the Board of Directors, with respect to the Concept Development Plan for Exhibition Place, at its meeting of April 30, 2004:
 - (a) Oppose any residential housing on Exhibition Place lands or lands contiguous to Exhibition Place south of the Gardiner Transportation corridor; and
 - (b) Oppose any year-round commercial retail at Exhibition Place; and
 - (c) Further that the CNEA wishes to reiterate its position that removal of the Food Building without provision for a suitable facility would be detrimental to the Fair given that this building is an integral part of the annual Canadian National Exhibition;
5. AND FURTHER BE IT RESOLVED THAT the Board of Directors of the CNEA recommend to the Board of Governors of Exhibition Place that:

- (a) the President of the CNEA (Bob MacWilliam), the Chair/Past Presidents' Committee (Fred Eisen), and the General Manager of the CNEA (David Bednar) be invited to participate on the City of Toronto Working Committee related to Ontario Place & Exhibition Place; and
- (b) the CNEA website www.theex.com be linked to the Provincial "public consultation" website being launched in November.

6. AND FURTHER BE IT RESOLVED THAT a special meeting of the CNEA Membership be called by the Executive Committee of the Association, if it deems it appropriate to do so, at such time as the positions of the Province of Ontario and City of Toronto are made known to the Executive Committee of the Association.

Discussion:

At its meeting of November 18, 2004, the Executive Committee reviewed, considered, amended and adopted the recommendations of the Ad Hoc Past Presidents' Committee related to the Future of the CNE. There was considerable discussion as to how it would be best for the CNEA to proceed and the Executive Committee finally approved the action items which are outlined (number 1 to 7) under the "Recommendations" portion of this report.

At the same meeting the Executive Committee applauded the Ad Hoc Past Presidents' Committee for their efforts and contributions in meeting their objective and requested that the President, Bob MacWilliam, send a "thank you" note to each member acknowledging the Executive Committee and Board's appreciation for their work.

Conclusion:

This report requests approval of the recommendations proposed by the Executive Committee related to the Future of the CNE.



On Behalf of the Executive Committee

