

**PLANNING WORKSHOP**  
**BOARD OF GOVERNORS OF EXHIBITION PLACE**  
**LIBERTY GRAND - JUNE 13, 2003 - 9:30 a.m.**

**PRESENT:**

Councillor Mario Silva opened the session with the following remarks:

"I want to thank you all for attending this very key session and want to briefly explain the principles and objectives of today's Workshop

As you know, the Exhibition Place Program and Development Concept was approved by the Board of Governors in 1998. The 1998 Plan was based on a number of studies about Exhibition Place conducted between 1980 and 1990 and it also took into consideration the developments that had taken place at Exhibition Place, namely the opening of the National Trade Centre in 1997 and potential developments which at that time included the 2008 Olympics. The 1998 Plan set a "conceptual roadmap" that the Board could use to consider future developments on the site.

As everyone knows, there have been significant changes over the last 5 years – not only with new developments at Exhibition Place but with the waterfront initiatives being undertaken by Federal/Provincial/City, the Toronto Waterfront Revitalization Corporation and the recent approval of the new City Official Waterfront Plan. Because of these developments, we all agreed that a review of the 1998 Concept Plan was necessary.

The principles and objectives of today's Workshop are:

- Provide information to the Board on the planning exercises being undertaken by the City/TWRC with respect to the Waterfront and Exhibition Place
- Give an overview to the Board on directions taken over the last 5 years pursuant to the 1998 Plan
- Receive input from major tenants on the grounds; and
- Have a discussion on specific issues and general directions for Exhibition Place in the context of the next 3 –5 years

This Workshop is intended to be a very open forum to share ideas on all aspects of development of Exhibition Place. We have a very full agenda following the brief presentations. We will have to be diligent in moving through each of the questions posed for the second half of the workshop.

The intent is to use the principles generated during today's session for staff to prepare a report for consideration at the July Board meeting. Then based on feedback by the Board to that report, a team composed of staff from Exhibition Place, City Planning and City Waterfront Secretariat will revise the 1998 Exhibition Place Program and Development Concept for presentation to the Board at its September meeting.

Before we start general introduction around the room, I would like to introduce our facilitator for this Workshop, Donna Hinde. Donna is a partner at The Planning Partnership – a firm specializing in community planning, urban design and communications. She is a landscape architect and urban designer by training, who has practiced for 25 years. She is regularly asked to facilitate workshops for strategic planning, urban design, community planning and park design projects. She is currently acting as the Professional Advisor for the City of Toronto's Harbourfront Park Design Competition."

The Chair requested that everyone introduce himself or herself.

Waterfront Secretariat - Elaine Baxter-Trahair provided a power-point presentation with respect to the proposed Waterfront Revitalization Plan.

Front Street Extension - Lynda MacDonald provided a power-point presentation with respect to the project.

Dianne Young gave a power-point presentation

### **Deputations**

**Carol Bell of DMG World** expressed concerns in that the more development that continues on the grounds, inadequate parking will be provided for DMG events - the NTC is a premier venue and more parking is desperately needed. Ms. Bell is very pleased with the proposed hotel development.

Gloria Lindsay Luby asked Mr. Bell if an analysis has ever been prepared with respect to people driving to the site as apposed to public transit. Carol Bell responded that 10% of the visitors to DMG events take public transit and 90% drive.

**Linda Weddell of the Boat Show** reiterated Carol Bell's remarks related to additional parking on the grounds.

**Bob Elliott of the Hardware Show** - Exhibition Place should encourage more visitors to its site and requested that cost factors related to rent, food and parking be re-examined by the Board. He applauded the hotel proposal which will provide rooms and additional meeting space. Mr. Elliott indicated that the Trade Mart proposal could pose some issues.

**Nick DiDinato of Liberty Grand Entertainment Group** thanked the Board for holding its workshop in his facility and gave a brief presentation on the "Venus Mural" added to the facility.

The Board adjourned for a short break and reconvened at 10:25 a.m. with Donna Hinde facilitating the session.

### **Does a Casino Fit?**

Gloria Lindsay Luby and Sherene Shaw not in favour.

Sean Webster in favour - it brings in revenue and creates jobs.

Debbie Woodman not in favour - it does not fit on the grounds, however, she offered to extend the CNE Casino.

John Downing is in favour; the revenue can be shared with the City to enhance transit.

Andre Tellier not in favour - it does not fit into a festival site family. It would not provide entertainment or education. The grounds are not the right venue for a casino; a casino would fit outside the park.

Mario Silva would like to see a casino on the grounds when both Ontario Place and Exhibition Place merge.

### **Integration with Ontario Place**

Mario Silva provided a brief history on the proposed integration with Ontario Place when Councillor Joe Pantalone was Chair of the Board. When Mario became Chair of the Board he and Dianne Young met with Jim Ginou to commence integration discussion again. However, given that the Province is due to call an election, these discussions were put on hold.

Sherene Shaw requested Mario Silva to approach the Province re a contract linking both Exhibition Place and Ontario Place.

John Downing does not believe City Council with its upcoming election in November will consider a merger between the two sites. The Board however should reaffirm its position to amalgamate with Ontario Place subject to financial discussions regarding deficit issues.

Gloria Lindsay Luby - Ontario Place on its own cannot survive and agrees that both sites should merge. She wondered if both Boards are perceptible to commence discussions as to joining the sites.

Mario Silva recommended that a letter be drafted to the Premier Eves, Mayor Lastman and Jim Ginou requesting that discussions commence on the merger of both sites. Mario suggested that that the City CEO and Waterfront Reference Group draft the letter to start this process.

Sherene Shaw - Exhibition Place needs to work out the sharing arrangements - Exhibition Place produces more revenue than Ontario Place.

Mario Silva - when both sites merge a corporation "Crown Corporation" would be formed creating a new entity which would have its own mandate, operating budget and change the current union arrangements - i.e. could be seen as TEDCO or Toronto Hydro.

John Downing requested that the previous material adopted by City Council be made available to the Board.

Debbie Woodman recommended that Exhibition Place push for a merger of both sites.

Jayne Naiman asked how the two sites would physically be linked (transit and bridges). John Downing suggested that existing large bridge could be expanded.

Sherene Shaw - from a physical standpoint there needs to be a new linkage (current two bridges are not inviting) hence a capital investment will be required. A "program" link is required - e.g. when one visits Exhibition Place there is not need to visit Ontario Place.

Gloria Lindsay Luby recommended that Lakeshore Blvd. be buried.

David Bednar - Ontario Place is not laid out very well, i.e. concessions. The bridge to link both sites could commence at the Rose Garden and extend to the West Island of Ontario Place. Layout and programming would need to be thoroughly discussed.

### **Expanding the National Trade Centre**

Andre Tellier - the Board needs to establish what the long-term objectives are for Exhibition Place.

Arlene Campbell reported the following:

- Putting 2003 aside, the Boat Show, Home Show and other shows are growing and need more space than what is currently being offered
- It is the desire of staff to work with the Board and City to expand the facility
- Some events have been lost due to the lack of space and parking required
- The NTC has to keep current regarding technology
- Many architects from around the world have visited the NTC and used it as a model for their country

John Downing - would like to cost of improving the NTC rather than expanding it; would not like to see the Annexes demolished. Clean up the Automotive Building and update the Annexes. Does not agree with expanding when the debt is not paid as yet.

Dianne Young explained that the debt will never be paid. Expanding the facility will attract those shows and events that require more than one million square feet.

Debbie Woodman - does not agree with expanding until upgrading is completed. If expanding does occur the Board needs to talk about how to manage the expansion with the current clients (shows, events and tenants).

Sean Webster - the Board needs to address the additional parking issue; the 200-room hotel proposal will not be sufficient especially if the Board agrees to expand the NTC. Agrees with upgrading existing space and putting some "TLC" into other buildings. Regarding the RAWF - the Board should not make a long-term commitment for a 10-14 day event.

Sherene Shaw - needs more rationale for an expansion than what is presented in the material outlined in the planning session binder before the Board. Agrees that technology needs to be upgraded. NTC stands on its own and one needs a reason to visit it. A hotel would compliment the venue, however, parking is an issue. People activity on the site is needed. When she reads that the Economic Impact on the site is 250 million - this raises a "red flag" when short-term events like the Gay Pride Parade and Caribana Parade bring in more visitors.

Mario Silva (in response to Sherene) - in order to come up with a good comparison all events needs to use similar measurements.

Gloria Lindsay Luby - from her perspective, the material in the planning session binder is not enough to make decisions.

Donna Hinde - explained that this session of the Board is a planning one and that staff will report back with additional information on the issues raised.

Mario Silva - hotel development in Toronto is very difficult and developers are not very excited about coming to Toronto.

Bill Duron - provided impact information on Toronto Tourism. Re expansion of the NTC - the RAWF are planning to use Hall "D" this year and are inviting international organizations to display agricultural exhibits - if these tenants do well then more space will be required. The Toronto Convention Centre and NTC cannot be compared - the TCC is more of a meeting space facility whereas the NTC is a trade and consumer show facility.

### **Parking**

Sherene Shaw requested that Lynda MacDonald take a clear message to City officials that Exhibition Place needs additional parking areas.

John Downing - the Board needs to discuss parking rates. Should a stadium be built, it should include parking (building structure or underground).

Mario Silva - parking structures need to be addressed with new developments on the site.

Lynda MacDonald - will ensure that City officials are aware that additional parking is required at Exhibition Place and will also speak with the Parking Authority regarding financing.

Gloria Lindsay Luby - parking structures should be "themed" - attractive looking.

Sherene Shaw - public transit is a major issue, however, parking is a stand-alone issue. Parking and public transit cannot be discussed as one issue.

Ron Taylor - parking structures are required on the grounds.

John Downing - need to enhance the existing parking facilities.

Sherene Shaw - staff to look at the impact parking will have the surrounding communities.

### **Retail**

John Downing - does not agree with "big box" retail unless it's an extension of a show or event. The Board should be apposed to retail until it has an educational or entertainment component attached to it - needs to be linked and not "stand alone".

Andre Tellier - large retail opportunities have nothing to do with a festival site.

Debbie Woodman - retail is a threat to current events. The CNEA Board is very much apposed to retail.

Sean Webster - in agreement with retail.

Sherene Shaw - not apposed, however it would depend on the type of retail. Specific retail will bring visitors to the site. The Board needs to enhance the grounds - i.e. "specialty retail". The Board needs to integrate the Food Building rather than just using is for the 18-day CNE.

Gloria Lindsay Luby - does not agree with retail.

Chris Korwin-Kuczynski - the Board could try retail for a 4-month period. The doors should always be opened at Exhibition Place for new business. If the current buildings do not require capital investment - then the doors should be closed. However, if a current building needs capital investment than the Board should consider any interest.

Mario Silva - agrees with retail but needs to know the impact it would have. Retail could add value to the park. In parts of Europe (France and Portugal) a "piccolo retail" was implemented (visitors can go shopping, eat at restaurants and stay at a hotel) all in one location which brought in many tourists. These types of retail are being tried all over the world.

#### **Tab 5 and 7 - discussed together**

Chris Korwin-Kuczynski - if residential structures are placed on the grounds - it will be the end of the park. Constituents in his area will not be in favour because high-rises will deter from their view of the park and lake.

Mario Silva - Exhibition Place is prime land for developers and is strongly apposed to residential on the site.

Chris Korwin-Kuczynski - in agreement with hotel proposal, however, agreement should stipulate that in the event hotel is not successful - the hotel cannot be turned into a residential complex.

#### **Office Building**

There was strong agreement around the table that this issue not be part of the strategy plan - take it off the table.

The Board adjourned for lunch and then convened at 1:05 p.m. in which a summary discussion ensued.

Andre Tellier - what is in it for the stakeholders (City, CNE, etc.)

Debbie Woodman - introduced the CNE Planning report which was distributed and asked the Board agree that the home of the CNE is at Exhibition Place. If the vision for Exhibition Place is a festival site - accommodations should be made to attract the audience to attend the CNE.

Bill Duron - spoke about his history with the CNE and would like to think that Exhibition Place is home of the CNE and the RAWF.

Sherene Shaw - the new program development plan should reflect that Exhibition Place is home to both the CNE and the RAWF.

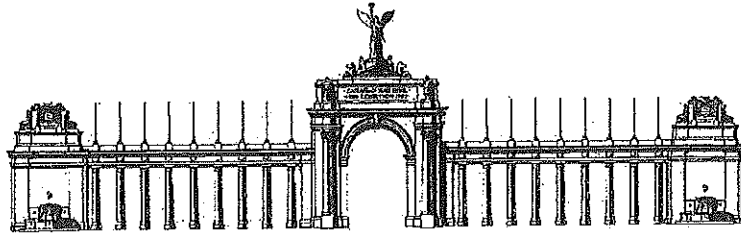
Debbie Woodman - the Board should talk about its festivals; how it reviews proposals should be re-examined i.e. stakeholders need to be involved in the process.

Chris Korwin-Kuczynski - Exhibition Place needs a dedicated "Festivals" staff member to do special events only. An expert to market the site.

Mario Silva closed the planning session by thanking those in attendance.

Dianne Young thanked the members for their input which will help in drafting the new program plan and noted that further study will be conducted on certain issues raised.

The planning session adjourned at 1:30 p.m.

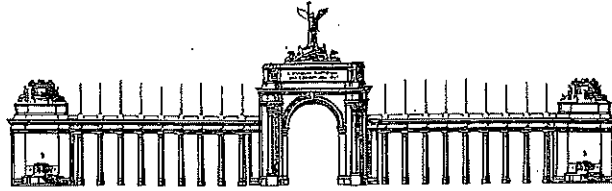


## **AGENDA & BACKGROUNDER**

### **"REVISITING THE 1998 PROGRAM DEVELOPMENT CONCEPT"**

**BOARD OF GOVERNORS' WORKSHOP  
JUNE 13, 2003**





## EXHIBITION PLACE

June 6, 2003

Mr. Sean Webster  
Director, Corporate Affairs  
Solvay Pharr  
60 Colborne Way, Suite 102  
Markham, ON L3R 0C9

Dear Board Member,

As requested by the Board of Governors at its meeting of April 25, 2003, a Workshop has been organized to revisit the development goals and objectives established by the Board in 1998. **"Revisiting the 1998 Program and Development Concept"** will be held on June 13, 2003, 8:30 – 1:00 pm, Renaissance Room, Liberty Grand, Exhibition Place.

The intent of this Workshop is to have a very open discussion on the development objectives the Board of Governors wants to establish for the next 3-5 year timeframe; to discuss the issues key to the development/continued success of the site; and opportunities and challenges.

Enclosed is the proposed agenda and some background material prepared by Exhibition Place staff. This material is not intended to cover all matters but focuses on key site development issues and indeed, if you have other issues please let me or Dianne Young know in advance or raise them at the working session. The intent is to have a full discussion of all the issues at the Workshop and request staff in consultation with the appropriate City staff to make any necessary revisions to the Program and Development Concept for presentation to the Board.

I have invited Ms. Elaine Baxter-Trahair, Project Director, City of Toronto Waterfront Secretariat and Ms. Lynda MacDonald, Manager, Waterfront Section, City of Toronto Planning to provide an overview of their respective planning activities. There is also some time set aside for input from our major clients/tenants.

Ms. Donna Hinde of The Planning Partnership will be the facilitator for this Workshop.

I believe that this is one of the most important meetings to be held by the Board of Governors and I hope that you will make every effort to attend.

Sincerely,

  
for Mario Silva  
Chairman



THE BOARD OF GOVERNORS OF EXHIBITION PLACE

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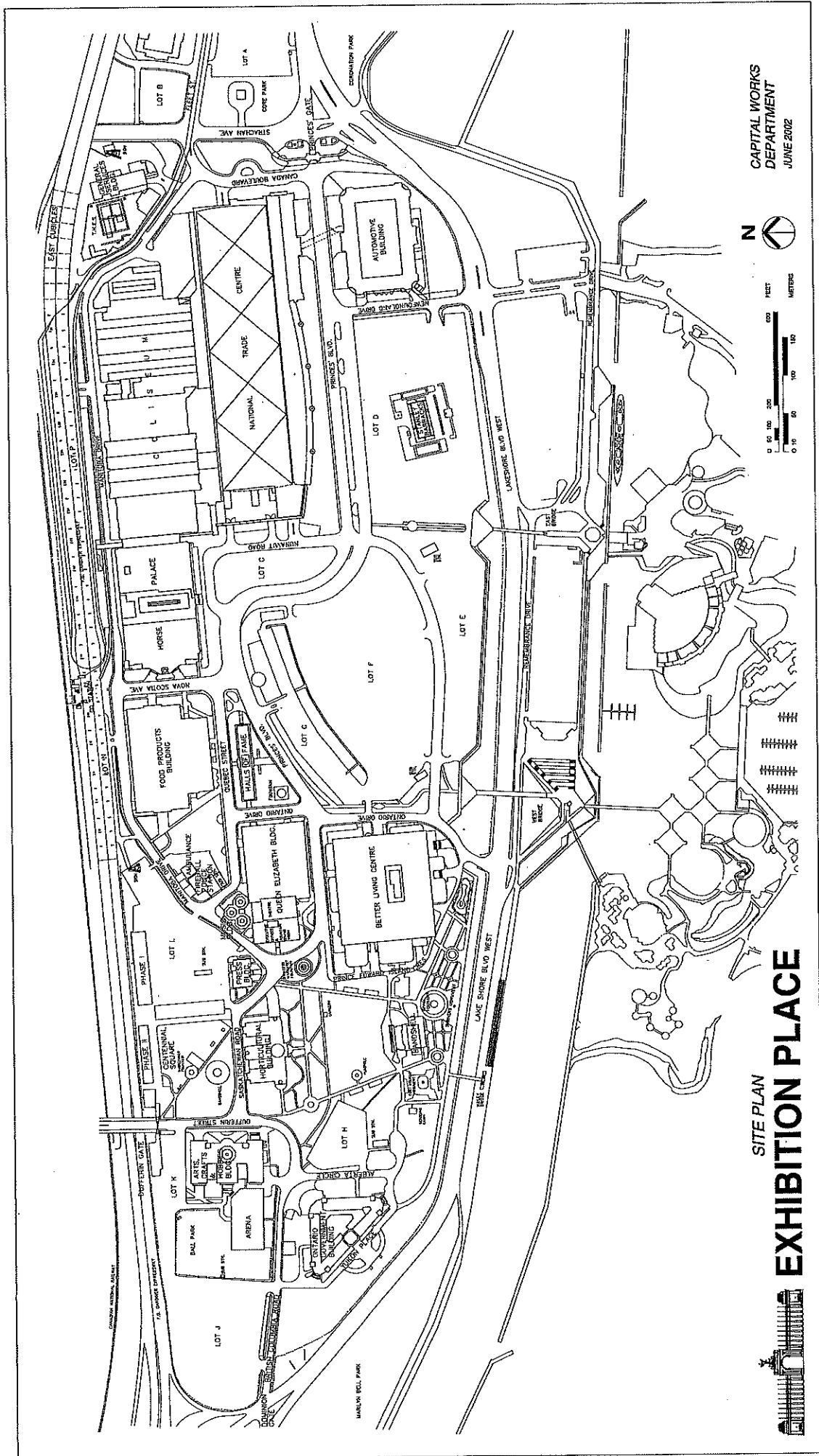
## **BOARD OF GOVERNORS OF EXHIBITION PLACE WORKSHOP**

### **Revisiting the 1998 Program and Development Concept**

June 13, 2003, 8:30 – 1:00 pm  
Renaissance Room, Liberty Grand  
Exhibition Place

- 8:30 Coffee and light breakfast
- 9:00 a.m. Introducing the Purpose and Format of the Workshop (Mario Silva, Chairman of the Board of Governors)
- 9:15 a.m. Brief presentations to set the context for the discussion
- Toronto Waterfront Revitalization Corporation: Planning & Process  
(Elaine Baxter-Trahair, City of Toronto Waterfront Secretariat)
- Toronto Waterfront Secondary Plan: Proposed Structure Plan for  
Exhibition Place (Lynda MacDonald, Manager, City of Toronto Planning)
- 1998 Exhibition Place Program & Development Concept: Principles and Progress  
(Dianne Young, CEO, Exhibition Place)
- 9:45 Deputations from major trade & consumer show clients & tenants
- 10:30 Break
- 10:45 Roundtable discussion of development issues lead by Donna Hinde,  
Planning Partnership:
- Does a Casino fit at Exhibition Place?
  - When, how and how much space should the National Trade Centre accommodate in its expansion?
  - Are expanded forms of retail compatible with the current tenants?
  - Is the parking capacity sufficient to meet present and expanded needs?
  - Are residential and office uses compatible with the entertainment focus of Exhibition Place lands/facilities?
  - Should Exhibition Place amalgamate with Ontario Place?
  - How necessary is available open space/buildings? How much and at what cost?
  - What should be the Board's role in relation to the Toronto Waterfront Revitalization Corporation?
  - What are the specific operational needs for a successful CNE?
  - How much new development is compatible with the success of continuing operations without disruption?
- Other Issues

- 12:15 Lunch
- 12:30 Summary of key conclusions/directions (Donna Hinde, Facilitator, Planning Partnership)
- 1:00 Closing Remarks and Next Steps (Mario Silva, Chairman, Board of Governors)



CAPITAL WORKS  
DEPARTMENT  
JUNE 2002



SITE PLAN  
**EXHIBITION PLACE**

