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EXHIBITION PLACE

July 18, 2003

To: Board of Governors of Exhibition Place

From: Dianne Young
General Manager & CEO

Subject: Summary of Planning Workshop

Recommendations:

It is recommended that the Board received this report for its information.

Background:

At the meetings of April, 2003, the Board directed staff to organize a workshop for the members of the Board to revisit the 1998 Development and Concept Plan that has been used by the Board and Exhibition Place staff as a tool for the assessment of development projects on the grounds.

Discussion:

The workshop "Revisiting the 1998 Program and Development Concept" was held on June 13, 2003. The focus of the workshop was to have an open discussion on the establishment of development objectives for the next 3 to 5 years; to discuss issues that are key to the development and continued success of the site; and the opportunities and challenges. Ms. Donna Hinde, Partner with the Planning Partnership was the facilitator for the workshop.

The workshop started with presentations to set the context: Ms. Elaine Baxter-Trahair, City of Toronto Waterfront Secretariat presented the planning and process work undertaken by the Toronto Waterfront Revitalization Corporation (TWRC); Ms. Lynda MacDonald, City of Toronto Urban Development presented the Toronto Central Waterfront Secondary Plan as it applies to Exhibition Place; and Dianne Young, Exhibition Place reviewed the principles of the 1998 Concept Plan and reviewed the actions/progress made in implementation of that Concept Plan. Mr. David Bednar, GM, CNE tabled at the workshop the Preliminary Report dated June 13, 2003 of the CNE Needs/Uses and Planning. Summaries of these presentations are outlined in Appendix "A" attached.

Deputations were also heard from representatives of DMG World (National Home Show);

the Boat Show; and the Hardware Show which can be summarized as follows:

- Very concerned about parking capacity with increased development on the site and the growth in the shows – if adequate parking is not provided this will limit the growth of the major shows
- Would like to see additional parking and/or replacement parking if spaces are lost to development
- Shows very dependent on substantial available parking inventory
- Visitors to major shows arrive by car – estimate the modal split is 90% by car and 10% by transit – over 50% of visitors travel from outside Toronto
- Supportive of a hotel on site as it would add to the venue for their customers/exhibitors
- Very important that hotel include a conference centre/meeting room facility
- Expansion of the NTC is critical to growth of shows
- Emphasized the economic importance of the trade and consumer show business both to Exhibition Place and to the City of Toronto – the revenue from the 10 day Boat Show alone was more than the revenue received on an annual basis from any one of the tenants on the site – in January generate 6500 hotel room nights and ancillary spending
- Emphasized the long-term nature of these shows – commitment of these shows to this site is longer than the lease term of most tenants on the site
- Trade mart on site might pose a problem with trade shows as may be a competitor for exhibitors
- Cost of all services at Exhibition Place needs to be controlled otherwise NTC may become overpriced in marketplace

Following the presentations and deputations, the workshop and members of the Board began consideration of issues/questions that are key to future development: Casino development; Expansion of the National Trade Centre; Retail; Parking Capacity; Residential/Office development; Amalgamation with Ontario Place; and Open Space/Festival Site/Parkland.

Attached as Appendix “B” to this report are the backgrounders provided with respect to each of these areas and also the comments/discussion points raised by the members of the Board on each issue.

At the end of the workshop, Ms. Donna Hinde summarized the discussions as follows:

- a) There was strong agreement that there should be no residential or commercial office development on the site.
- b) There was strong agreement that Exhibition Place should continue discussions with Ontario Place regarding amalgamation.
- c) There was strong agreement that the parking capacity should be increased and the appearance of the existing facilities should be enhanced.
- d) There was no firm agreement of the appropriateness of permanent retail facilities on the site; a casino on the site; or the need for an expansion (rather than renovation) of the NTC.

Next Steps

Exhibition Place staff will in September be forming a team with staff from the CNEA, NTC, City Planning and the City Waterfront Secretariat to revise the 1998 Concept and Development Plan along the following principles:

- Maintain the document as a general concept tool but with a focus on the next 5 years
- Review and revise and possibly provide more detail on the planning objectives given the Workshop discussion
- Review the Structure Plan and Maps in light of the Central Waterfront Secondary Plan and the Front Street Extension Plan that have been approved by City Council
- Review the principles around each element of the Structure Plan again with a view to providing more specifics for the next 5 years based on the Workshop discussion
- Review the need for the inclusion of "Potential Uses" or the applicability of this part of the 1998 Plan to the next 5 years
- Review the Program and Development Framework and develop a more specific framework in light of the Workshop Discussions and a timeframe of 5 years
- Review and revise the Evaluation Criteria to reflect the Workshop discussions and also to make it more user friendly for both developers and staff

The staff team will begin working in September with the intent to present a draft document for discussion at the Board meeting.

Conclusion:

This report provides a summary of the Board Workshop "Revisiting the 1998 Program and Development Concept" that took place in June, 2003.

Contacts:

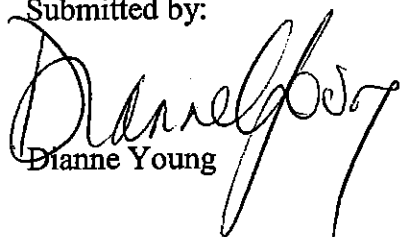
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Submitted by:


Dianne Young

Appendix "A"

Presentation by Ms. Elaine Baxter-Trahair, Project Director, City Waterfront Secretariat

- Toronto Waterfront Revitalization Project has \$1.5 billion commitment from 3 governments & led by TWRC
- 4 priority projects started
- Preparation of precinct planning commenced which will look at land use, development standards, community facilities/parks, roads, transit, other infrastructure, green technologies
- Precinct planning for Exhibition Place likely will start in 2 or 3 years
- TWRC's objectives for Exhibition Place include better integration with the City; better integration with Ontario Place; all season activities; retain existing heritage & create garden-like setting; consider an international "redevelopment" proposal call; new mixed used development; new globally recognized entertainment & cultural facilities; hotel; expansion of NTC; new festivals such as a major winter festival
- TWRC Vision for Year 2007/08 for Exhibition Place includes completion of Phase I Precinct Plan; infrastructure 50% complete; construction underway for entertainment resort destination complex; non-residential construction over 30% complete; Phase I of residential buildings underway
- In revising Exhibition Place Program & Development Concept it is important to have close communication between Exhibition Place & TWRC; consider joint planning exercise with TWRC; TWRC has funds & expertise; need to set groundwork for precinct planning process
- Potential priority items could include exploring "quick starts" or demonstration projects and planning infrastructure needs

Presentation by Ms. Lynda MacDonald, Manager, Waterfront Section, City Urban Development Services

- Reviewed the detailed maps from the 1998 Concept and Development Plan for Public Open Space; Pedestrian Connections; Streets; Transit; Views, View Corridors
- Reviewed Central Waterfront Secondary Plan which shows very conceptual views of areas of parks and open space; regeneration areas; and existing land use areas
- Secondary Plan shows Bandshell Park/Centennial Park as an existing land use area; the central area and parking lot behind Medieval Times as a regeneration area; relocation of Lake Shore Boulevard south onto Ontario Place parking lots; Ontario Place as a parks and open space area
- Central Waterfront Plan speaks of Exhibition Place as follows:
 - A place for work, celebration and living
 - Having housing at select peripheral locations
 - Realignment of Lake Shore Boulevard will add more available land for development & make it easier to integrate Ontario Place and Exhibition Place
 - The NTC will continue to function as a magnet to attract new business
 - May be synergies created by new media businesses at Liberty Village
 - Remade Exhibition Place will feature significant open plaza capable of hosting large gatherings & festivals
 - New development will respect existing architecture
 - Opportunities for adaptive reuse of buildings will be explored

Presentation by Ms. Dianne Young, GM & CEO, Exhibition Place

- Reviewed the goals & objectives of the 1998 Development & Concept Plan
- Reviewed actions taken by Exhibition Place since 1998 with respect to major goals & objectives
- Development of hotel/conference facility is a priority
 - Produced marketing package
 - Engaged hotel consultant
 - Board approved of exclusive right to negotiate with hotel developer
 - Hotel developer considering 200-room hotel and 70,000 s.f. conference centre as the first phase, with additional 200 rooms in phase II
- Conserve and bring adaptive reuses to underutilized buildings by private sector with major capital infusion and year-round entertainment uses
 - Entered long-term lease with Medieval Times for Arts, Crafts & Hobbies Bldg
 - Entered long-term lease with Liberty Grand for OGB
 - Entered long-term lease for Bandshell Restaurant
 - Entered long-term lease with Musik Clubs Inc. for Horticulture Building for concert/nightclub venue
 - Entered long-term lease with BPC Inc. for Ricoh Coliseum Arena for major professional hockey/entertainment/concert venue
 - Negotiating long-term lease with China Trade Mart for wholesale trade mart facility in QE Hall
- Bring year-round uses to site
 - Entered long-term lease with TREC for Wind Turbine
 - Three-year lease with Peacock Circus for QE Theatre for entertainment programs
 - Three-year lease with Immersion Studios for Music Building as home for production of world class digital displays
 - Lease with Canadian Motorsports Hall of Fame providing continuous public exhibit
 - Lease with Canada's Sports Hall of Fame providing continuous public exhibit
 - Lease with Sunnybrook Riding Academy for riding school
 - Permanent location of community service agencies - Mounted Horse Unit; South District Animal Shelter; Ambulance Station; District 14 Community Police Unit
- Encourage year-round community activities/festivals
 - Major event site: Molson Indy; CHIN; Caribana; Snowjam (new); Bluesfest (new); Bad Ride for Charity (new); Becel Ride for Heart (new);
 - Community activities: Basketball courts (new); Streetbuds Hockey (new); Doors Open Toronto (new); Youth Basketball Jamboree (new)

Presentation by Mr. David Bednar, GM, CNEA

- CNE offers fun "in person" activities, entertainment & education for all generations at reasonable cost
- Exhibition Place site unique in North America
- CNE contributes \$3.1 million to annual operations of Exhibition Place
- In 2002, CNE contributes \$1.5M to City of Toronto
- Employs directly 1,500 seasonal staff and 6,000 indirect staff hired
- Economic impact to Toronto valued at \$35.0M
- CNE is connected to community and reflects past, present & future
- Promotes community initiatives: School pass program; volunteers; person with disabilities; heritage program; green advocacy program; salute to Ontario Fairs

- **CNE must:**
 - Continue to be socially relevant & reflect diversity of Toronto
 - Provide a good mix of activity & entertainment
 - Safely accommodate up to 200,000 per day
 - Maintain access to waterfront and include Ontario Place in the Fair
 - Continue status as Agricultural Fair
 - Have access to 1 million square feet of indoor space
 - Have access to area bounded by Strachan, Lakeshore & Gardiner Expressway
 - Provide available parking for visitors
- Green space is important aspect of Fair
- CNEA should be involved in any site development planning
- Development proposals must be evaluated on basis of impact to Fair
- CNE will adapt to changing circumstances but Board must continue to provide a location that is flexible enough for needs of CNE

Appendix "B"

1.0 Casino

background

- City Council has taken a position that there will be no casinos in Toronto;
- Exhibition Place's Board of Governors follows City Council policies;
- Annual CNE Casino in the Better Living Centre generates net income of approximately \$555,000 to \$750,000;
- Fung report (Waterfront, March 2002) called for a major entertainment complex at Exhibition Place/Ontario Place, with hotels and restaurants, "with or without a casino" (indicating revenues would be much higher with a casino), but did not state any preferred location.

site requirements

The following is a summary of some of the key site/facility statistics from a sample of casinos in Ontario:

Niagara Falls Casino/Gateway Project

- 2.5 million s.f. gross building area on an 8 Ha (19.8 acre) site directly adjacent to the falls, c. \$800 million cost;
- 9-tier, 6-storey parking garage, 3,000 spaces;
- Theatre, 368-room hotel tower, 50,000 s.f. meeting, exhibition, conference space, 100,000 s.f. casino, 3,000 slots, 89,000 s.f. retail facility, owned by Ontario Lottery + Gaming Corp., Falls Management company;

Casino Windsor

- 1.2 million s.f. gross building area on a 4.9 Ha (12 acre) site in downtown Windsor, \$505 million cost;
- 7-storey adjacent parking garage, 3,000 spaces;
- 389-room hotel in 23-storey tower, 5 restaurants, 100,000 s.f. casino, health club, spa, sports bars, lounges, gift and cigar shop owned by Ontario Lottery + Gaming Corp., operated by Park Place Entertainment Corp.;

Casino Rama

- 400,000 s.f. gross building area, single storey (3.7 Ha, 9.1 acres excluding parking) in the country outside of Orillia;
- 3,000 free surface parking spaces surrounding complex;
- 300 room hotel, 9 restaurants, meeting and conference space, 192,000 s.f. casino, ballrooms, pool, entertainment centre, owned by Mnjikaning First Nation, operated by Penn National Gaming, Inc.;

Woodbine Entertainment, Toronto

- 56,000 s.f. (building) themed gaming area on racetrack property, 1,750 slot machines, 8 restaurants, free parking.
- Owned by Woodbine Entertainment Group.

opportunities

- Revenue generation for Board/City;
- Providing ancillary services at Exhibition Place to a casino located off-site but in the vicinity may have positive impacts;
- Casino would generate spin-off developments.

1.0 Casino (contd.)

challenges

- Contradicts City direction;
- Limited availability of land at Exhibition Place to accommodate a competitive casino facility and its parking;
- Conflict with need for site for other uses - CNE, Molson Indy, festivals, events;
- Possible contradiction in the public perception of the family orientation of uses at Exhibition Place Park;
- Would eliminate CNE Casino.

Workshop Discussion Points raised by Members

- Questions raised as to whether it fits on the grounds either physically or in keeping with the "feel" and "history" of the grounds
- Casino with requisite parking and ancillary facilities would be too large and create too many inappropriate impacts
- CNE could extend its present Casino if necessary
- Does not fit "festival", "family" nature of grounds
- Would be better fit outside the Exhibition Place grounds
- Possibly would be fit on grounds if Exhibition Place and Ontario Place merge
- Would be great for revenue generation for City to be used for needed capital projects such as transit
- Would create jobs
- Would bring other developments – spin off effects would be very positive
- Some members in principle do not favour casinos in Toronto
- Local community would object to casino on grounds

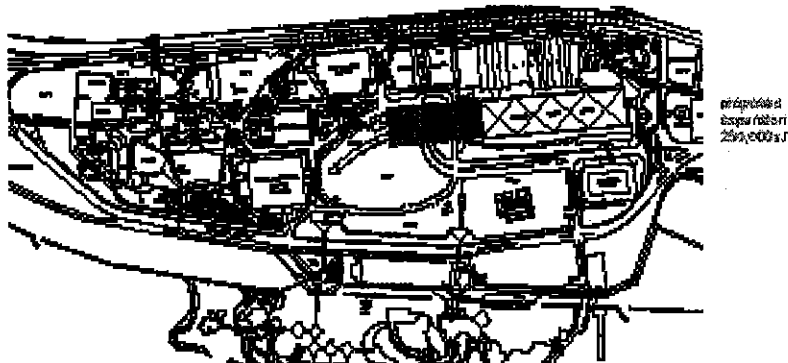
2.0 Expansion of the National Trade Centre

background

- NTC is 1 million square feet gross with 485,000s.f. of contiguous new space within the main building, 162,000s.f. in the Auto building;
- 325,000 s.f. is old, not air-conditioned; not serviced, low ceilings, no loading facilities - clients do not wish to use the older space - limited use by RAWF, CNE, Boat Show, Home Show, Sportsmen's Show;
- NTC generated over \$250 million in economic impact (1998 study) and is the largest consumer and trade show venue in Canada and 7th largest in North America;
- Over the last years the following events have expanded: National Homes Show, Boat Show, RAWF, Speedorama, Sportsmen's' Show, Bicycle Show, AIMR, One-of-a-Kind Show, Reid's Canadian Machine and Tool Show;
- In competition with other trade centers in the NE market;
- Olympic Plan proposed expansion to the west with 250,000 s.f. of new building area, and 200 under-ground parking spaces.

site requirements

- 250,000 s.f. (4.6 acres / 1.86 Ha building area) with 200 underground parking spaces (Olympics Plan).



opportunities

- If expansion occurs, may increase Toronto's potential for international events - Olympics, Worlds Fairs;
- Increase marketability of NTC, especially with the inclusion of a conference centre;
- Increase parking capacity and revenue;
- Increased opportunity to host multiple events and shows that require more than 500,000 s.f. of contiguous show floor space.

challenges

- Limited opportunity for private sector funding because there is no pay back of debt through net income;
- Location and operational issues - eg disruption to the view of historical façade of the Horse Palace, appropriate location for loading etc.;
- Impact on present trade & consumer show clients, given construction over last few years;
- Impact on a portion of the CNE Midway (depending on location).

2.0 Expansion of Trade Centre (contd.)

Workshop Discussion Points raised by Members

- The Board first needs to establish what are the long-term objectives for Exhibition Place
- Would prefer to improve older halls rather than build expansion
- Would not want to see Coliseum Annexes demolished
- Does not agree with expansion until debt is paid
- Should not expand until all updating completed
- If expansion occurs need to talk about how to manage the expansion with current client needs
- Board needs to address additional parking needs if it considers expansion
- A 200-room hotel will not be sufficient especially if the NTC expands
- Need a details cost benefit analysis before any real discussion of expansion can take place
- A hotel would complement the grounds but parking is an issue
- Need to attract more people to the site on a regular basis
- Hotel development in Toronto is extremely difficult and private sector investment in hotel on grounds will be major undertaking for the private sector to get financial funding
- If tenants such as the RAWF do well then more space will be required very soon

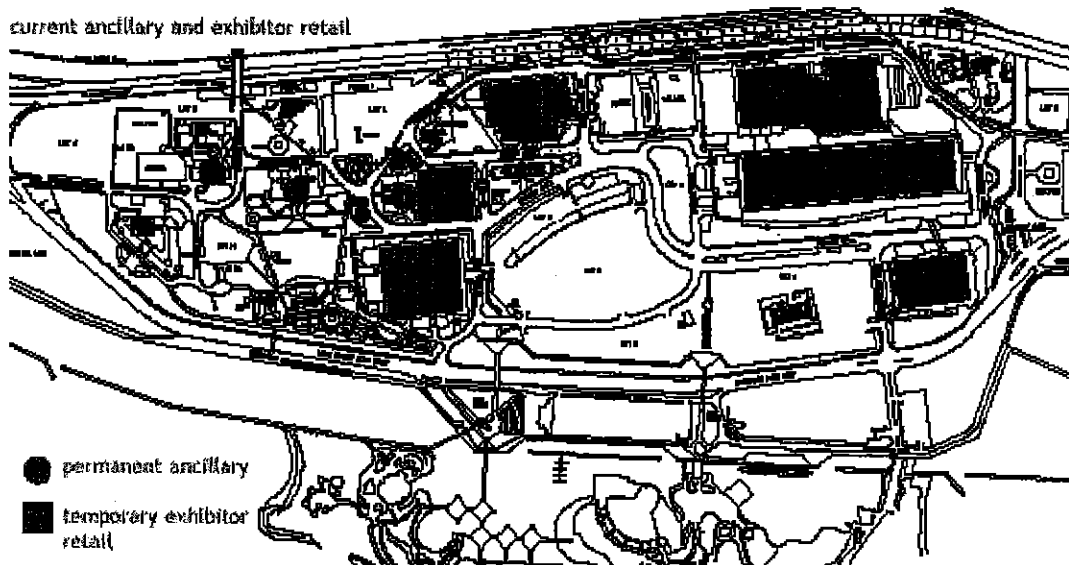
3.0 Retail

background

- Possible kinds of retail:
- ancillary retail, generally required for any entertainment uses eg Medieval Times, Ricoh Coliseum
- large "format" retail (eg Home Depot);
- destination/specialty retail (eg antique fair, craft fair, bazaar, flea market);
- The image of Exhibition Place as a provider of "retail" opportunities has traditionally been event-based (eg Home Show). Most retail activities are exhibitor-based for a specific event, or are ancillary to that event (eg CHIN Picnic). Exhibitors are only open during the event, and types of retail change from event to event;
- Exhibition Place is viewed as a venue for large and significant events/shows which may see a more permanent commercial operation as competing against them for exhibitors, space, parking and customers;
- The location at Exhibition Place is still considered somewhat separated from the surrounding city context;
- Waterfront Secondary Plan (OPA 257) has prohibition against "big box" retail - *"(P43) Large scale, stand-alone retail stores and/or "power centres" are not part of the vision for the Central Waterfront. New retail development will only be considered within the context of the City's urban planning principles and must be supportive of the other core principles and policies of this Plan. Retail and other uses which require large areas of unscreened surface parking will not be permitted";*
- CNE has largest retail marketplace of any Canadian fair with \$2.0 million gross revenues.

site requirements

- variable



3.0 Retail (contd.)

opportunities

- Ancillary retail:
- provides additional income to the Board as percentage of tenant gross revenues;
- Large format retail:
- possible revenue generation, but must balance the revenue generation of such permanent retail with the effect on consumer shows;
- Destination/specialty retail:
- travelling "retail" uses as an event is a revenue opportunity (warehouse sales, travelling antique market);
- permanent destination/specialty retail has possible revenue generation but must be balanced against loss of temporary show space and negative effect on shows.

challenges

- Ancillary retail:
- is generally required for any entertainment uses (Medieval Times, Ricoh Coliseum, QE Theatre);
- Large format retail:
- contradicts Secondary Waterfront plan;
- threat to consumer show business;
- threat to attracting future consumer shows;
- displaces present exhibitor-based retail which cannot be relocated to other buildings - potential loss of gross profit in QE Hall of \$815,000 (rent, services, parking net of cost);
 - Incompatibility with key events at Exhibition Place (eg CNE, Agricultural Fair, Molson Indy);
- Destination/specialty retail:
 - threat to attracting current consumer show business;
 - threat to attracting future consumer show business;
 - price differential likely to be offered by destination retail operator for a permanent booth would be huge and compete with shows' ability to attract temporary exhibitors - eg 10x10 exhibitor booth at a typical show would cost the same for 5 days as it would for a whole year in a bazaar or flea market.

Workshop Discussion Points raised by Members

- Opposed to big box retail on the site
- Board should be opposed to retail unless it also has an educational or entertainment component attached to it – needs to be linked and not stand alone retail
- Large retail opportunities have nothing to do with a festival site
- Retail is a threat to current events and the CNEA Board is opposed to retail
- Challenges of retail outweigh benefits
- Specialty retail would bring people to site and other events/attractions
- The Board should try retail for a trial 4 month period
- The doors should always be open to new business especially in buildings which require major capital investment
- If building does not require major capital investment then should be maintained by Board for short term rentals for shows, events etc

3.0 Retail (contd.)

- The Board needs to integrate the Food Building rather than just using it for the 18-day Fair
- Board should not close the door to retail but need to know the impact of retail before it proceeds
- In Europe introduced "piccolo retail" which is where visitors can go shopping, eat at restaurants, stay at a hotel and this is very popular with tourists

4.0 Parking/Capacity

background

- *General planning statements re: parking and transit:*

Parking saturation is a result of the nature and character of the events that are held at Exhibition Place. There is a tradition, and expectation that parking for these events will be readily available. Sports event venues like SkyDome and the Air Canada Centre have very little dedicated parking. They were developed with an understanding that walk-in and transit connections would be the key choice of delivery of patrons, however, locations on rapid transit/subway lines dramatically increase the efficiency of transit for large events at these venues versus bus and streetcar/LRT lines. SkyDome and ACC seem to function well, although parking and traffic congestion are problematic, but these are problems that patrons know about, and are willing to accept. Patrons who are coming to Exhibition Place do not have the same expectation of parking and traffic congestion problems;
- Parking capacity is critical for consumer/trade shows because the scope of these shows is regional not local;
- Availability of parking is a key selling point to new and existing clients at the NTC - approximately 6,000 parking spaces located within walking distance of a 1 million s.f. of show floor space;
- Annual revenues from parking total \$4.5 million;
- Comparative venues:
 - McCormick Place - 2.2 million s.f. show floor space - 8,000 parking spaces;
 - Deutsche Messe (Hannover) - 5.4 million s.f.- 36,000 parking spaces;
 - Reliant Center (Houston) - 700,000 s.f. - 26,000 parking spaces;
 - International Center - major competitor - 5,000 free parking spaces for 510,000 s.f. show floor space;
 - Excel Centre (London, England) - 700,000 s.f. - 4,600 parking spaces;
 - MTCC - 460,000 s.f. - 26,000 parking spaces;
- Saturation of parking capacity occurred 160 operating days in 2002 as follows:
 - Number of operating days when sales in garage and primary surface lots (C, D, F, G) exceeded capacity by more than 2 times daily = 27 days (this included major shows such as Boat Show, Sportsmen, Hardware, Spring and Christmas Craft, National Home, RAWF);
 - Number of operating days when sales in garage and primary surface lots (C, D, F, G) exceeded capacity by more than 3 times daily = 12 days (this included weekends of Boat Show, National Home Show and RAWF);
 - Number of operating days when sales in primary surface lots (C, D, F, G) exceeded capacity by more than 2 times daily = 61 days (this included major shows such as Chinese New Year, Interior Design, British Isles, Sportsmen, Motorcycle, Traders Forum, Ride for Heart, IIDEX/Neocon, Ski/Snowboard);
 - Number of operating days when sales in primary surface lots (C, D, F, G) exceeded capacity by more than 3 times daily = 6 days (this included weekends of Sportsmen, Fall Home and Ski/Snowboard);
- New uses such as the Ricoh Coliseum that will be opening in November (a 10,000 seat venue) will put further demand on parking;
- Liberty Grand/Medieval Times increased use by 40,000 vehicles annually;

Board's position in the Program and Development Concept (1998): *"Permanent surface parking areas should be reduced...uses which encourage public transit usage and shared parking will be favoured...new or replacement parking should be provided below grade, where feasible"*.

4.0 Parking/Capacity (contd.)

site requirements

- Exhibition Place currently has parking facilities for 7,400 vehicles (1,300 underground in NTC and 1,500 at the far western edge of the grounds) at \$9 (\$7 after 6pm) for surfacing parking, and \$11 (\$9 after 6pm) underground in the National Trade Centre.

opportunities

- Less surface parking means more potential developable parcels, more event space, more revenues, including the input of capital capable of financing underground parking;
- Potential to increase atmosphere and attractiveness of whole Exhibition Place grounds either through new parking alternatives and strategies or re-treatment of existing parking areas;
- Increase parking capacity through new design approaches in order to decrease actual land use for parking.

challenges

- Limited available/underused land to accommodate more parking;
- Cost of building parking structures or underground parking;
- Public/Client perception of surface or parking structures - negative or positive?
- As parking becomes more saturated, it will be a challenge to retain income from outdoor events and automotive test drives;
- Parking requirements for new tenants will be difficult to meet on prime operating days - estimated that new developments at RICOH Coliseum, Horticulture Museum and Bandshell Restaurant will require an average of 4,000 spaces.

Workshop Discussion Points raised by Members

- City Planning must hear the message from the Board that the business at Exhibition Place requires substantial available parking
- The Board needs to reconsider its parking rates
- Need to address parking structures when looking at new developments
- Need to speak with Parking Authority about possibility of financing parking structure at Exhibition Place
- Any parking structure should be "themed" and attractive looking
- Parking structures must be strategically located and appropriately screened/designed to fit with present nature of grounds
- Parking is a stand alone issue and should be discussed as separate issue from transit
- Existing parking lots are unattractive and need to enhance/upgraded with landscaping etc to make them look more attractive
- Need to consider the impact parking (or lack of parking) at Exhibition Place could have on surrounding neighbourhood
- If a stadium is built on the grounds it needs to have underground parking
- Need to listen to show producers and the reality that the growth of their shows at the NTC depends on an available supply of parking

5.0 Residential/Office

background

- Zoning designation is "G" - parks and recreation space - no other limitations - governance and use is determined by mandate of Board of Governors of Exhibition Place, which can be altered or added to by Council;
- New Official Plan relies upon Secondary Plan (Central Waterfront Secondary Plan "Making Waves" OPA 257 (Adopted by Bylaw 346-2003 on April 16, 2003), which encourages Exhibition Place to be "a place for work, celebration, and living" - with housing encouraged at "select peripheral locations";
- Exhibition Place is designated as a Regeneration Area for the purposes of Secondary Plan, allowing mixed-use development governed by a precinct plan and urban design guidelines;
- Fung Report suggested 3 distinct precincts of differing primary use - western "Exhibition Gardens" precinct, central "Trade Centre" precinct, and southern "Marina Island" precinct - suggested "normalizing this area as a part of the City", with a strong emphasis on revenue generation - other plans included a residential strip along the new Lakeshore Boulevard, and approximately 1,100 units per year in the area including Exhibition Place, Garrison Common, Bathurst-Strachan - estimated that approximately 4,400 units will be built on the amalgamated Exhibition Place/Ontario Place lands;
- Board has taken a position against allowing residential uses in Exhibition Place;
- Board has granted short term leases for office space, although leases connected to entertainment businesses (eg Immersion Studios);
- Approximately 4,000 residential units are to be allowed in the Bathurst Strachan area (including 1,500 units in Water Park City Phase I on the Molson lands now beginning construction), 2,000 units directly north of Exhibition Place in Liberty Village (former Inglis lands), and at least 3,400 units in the western portion of City Place (Railway Lands West area).

site requirements

- variable

opportunities

- Income generation selling lands for condominiums;
- Bring "neighbourhood" to Exhibition Place.

challenges

- Compatibility of residential and office uses with events such as the CNE or the Molson Indy, Caribana, CHIN, Snow Jam, World Youth Day, future Olympics;
- Siphons off residential and office development that could be location on Main Streets, supporting the business community and transit;
- Exhibition Place is relatively isolated and self-contained and does not provide a particularly appealing mixed-use neighbourhood for living or working.

5.0 Residential/Office (contd.)

Workshop Discussion Points raised by Members

- If residential structures are brought to the grounds it is the end of the Park
- Constituents in the surrounding area will be opposed to highrises on the grounds
- Exhibition Place is prime land for developers
- All members strongly opposed to residential
- Supports hotel proposal but agreement should stipulate that hotel can never be turned into residential units
- Office buildings on grounds should not be part of development strategy
- Office buildings of no benefit to Exhibition Place

6.0 Amalgamation with Ontario Place

background

- Explored by Board and Ontario Place in 1997, however failed with lack of commitment by Province to fund the first 3 years of deficits of integrated site;
- Currently, the Toronto Waterfront Revitalization Corporation plan proposes amalgamation of the sites;
- Joint Exhibition Place/Ontario Place RFP was issued in 1996 for major multi-entertainment development with no successful proponent;
- Exhibition Place has annual operating surplus while Ontario Place breaks even with an annual grant from the Province.

site requirements

- Combined site would be 288 acres (192 Exhibition Place, 96 Ontario Place).

opportunities

- Increased planning and land development opportunities;
- Operational amalgamation of governance, management, marketing and administration;
- 1997 Price Waterhouse estimated savings from operational synergies was approx. \$5.0 million annually starting in year 3;
- Estimated revenue generation from new development projects facilitated by integrated site was \$10.0million (Price Waterhouse, 1997).

challenges

- Two sites have different trade union protocols;
- Financial issues relating to annual operating deficit of integrated site;
- Presently, two sites have different core mandates.

Workshop Discussion Points raised by Members

- The Board should reaffirm its position in support of amalgamation with Ontario Place
- Ontario Place on its own cannot survive and merger would make it viable
- Suggestion that City, CEO and Waterfront Reference Group restart the process after municipal elections
- Exhibition Place needs to work out sharing arrangements
- Exhibition Place produces more revenue than Ontario Place and any amalgamation should not result in financial burden to City of Toronto
- Should consider how two sites could be physically linked by land bridge
- Possible Crown Corporation could be formed creating new corporation with own mandate, operating budget – like TEDCO or Toronto Hydro
- Board should review materials related to previous discussion about merger and establish plan of action
- From a physical standpoint there needs to be a new linkage and hence a major capital investment
- Also needs to be a program link with Ontario Place
- Perhaps should consider burying Lakeshore Boulevard
- Bridge from Rose Gardens to Ontario Place should be considered

7.0 Exhibition Place as Open Space / Festival Site / Parkland

background

- Prime 192-acre waterfront location with approximately 45 acres of parkland, 45 acres of hard surface area, and 20 acres of roadways, and 1.3 million s.f. of indoor exhibit hall space (not presently leased on a permanent basis)- all of which would be available for festival use;
- Complete event services (both in-ground and equipment) and event staff on-site;
- No other equivalent site in Toronto except for Downsview which has available land but is not fully serviced for events;
- Accessible venue - transit, roadways, trains;
- 17 buildings/structures listed or designated for heritage purposes;
- Central location but outside downtown core so can handle large crowds without disrupting prime commercial activities;
- Considered by City as part of the "public parkland" inventory available to meet the needs of the Parkdale community (basketball courts, open space, children's playground, Centennial Park);
- City Secondary Plan states that: *"The remade Exhibition Place will feature a significant open plaza capable of hosting large gatherings and festivals."* Two of the four governing principles for the Waterfront Secondary Plan revolve around parks and open space - *"B. Building a Network of Spectacular Waterfront Parks and Public Spaces"*, and *"C. Promoting a Clean and Green Environment"*. Mapping indicates that the western (parks) portion of Exhibition Place would remain with a "Parks and Open Space" designation while the remainder of Exhibition Place would become one of the "Regeneration Areas".

site requirements

- Prime 192 acre waterfront location with approximately 45 acres of parkland, 45 acres of hard surface area, and 20 acres of roadways; altogether approx. 1.7 million s.f. of indoor space.

opportunities

- Availability of indoor and outdoor event space allows City/Board to bid/attract major events such as World Youth Day;
- "Looking available" is marketing tool combined with sales pitch to attract international events;
- Allows for events that could not likely go anywhere else in Toronto (Molson Indy).

challenges

- Cost of maintaining 192 acres, buildings/structures, available event staff;
- Will never be 100% occupied/utilized;
- Decrease need and use as "local parkland" as City Secondary Plan is implemented.

Workshop Discussion Points raised by Members

- The CNEA Board's vision for the Exhibition Place is as a major festival site
- To address vision as a festival site, the Board needs to make accommodations
- New Development Concept Plan must clearly state the Board support that CNE and RAWF are key events for the grounds
- Board should talk about Exhibition Place as a festival site and all permanent proposals should be reviewed in light of how they will affect the grounds as a festival site
- Need to hire a person just to work on attracting and servicing special events