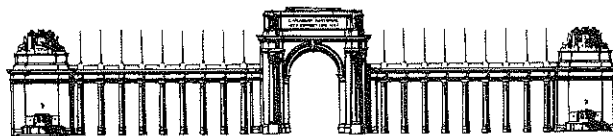


The following report was reviewed by the Business Development Committee at its meeting of May 17, 2000 and is recommended to the Board of Governors for APPROVAL.



25(a)

May 11, 2000

## EXHIBITION PLACE

TO: The Board of Governors of Exhibition Place

FROM: Kathryn Reed Garrett  
Director of Business Development

SUBJECT: Hotel Marketing Package

### Recommendation:

It is recommended that the Board endorse the Hotel Development Opportunity Package attached to this report to be used in any future hotel marketing strategy.

### Background:

At its meeting of June 19, 1998 the Board amended and approved the Program and Development Concept Plan for Exhibition Place. Subsequently to its meeting in June, 1998, and at a special Workshop on the Future of Exhibition Place held on January 29, 1999, the Board discussed the Program and Development Concept Plan, priorities within that Plan and next steps to be taken. The Workshop concluded that the Board would as a first priority actively seek a hotel development complex for Development Site 12.


### Discussion:

O&Y/SMG Canada were engaged to assist staff with the development of a hotel marketing plan that will be used in conjunction with the Program and Development Concept Plan as the prime tool in the marketing strategy to bring a hotel to the grounds. The Hotel Development Opportunity Package is a comprehensive document that deals with the demand for a hotel for both Toronto and Exhibition Place; attractions at Exhibition Place, its environs and the City; hotel site description; Exhibition Place Program and Development Concept Plan; and hotel criteria.

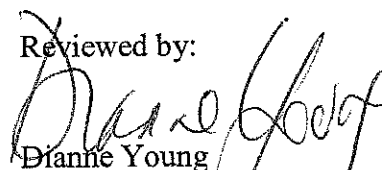
### Conclusion:

This report recommends endorsement by the Board of the Hotel Development Opportunity Package for Site 12 located at the easterly end of Exhibition Place.

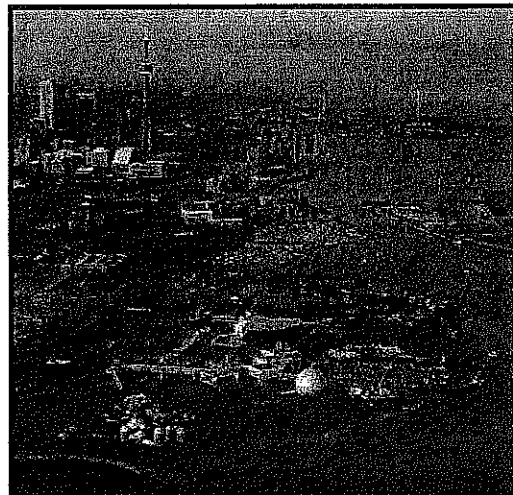
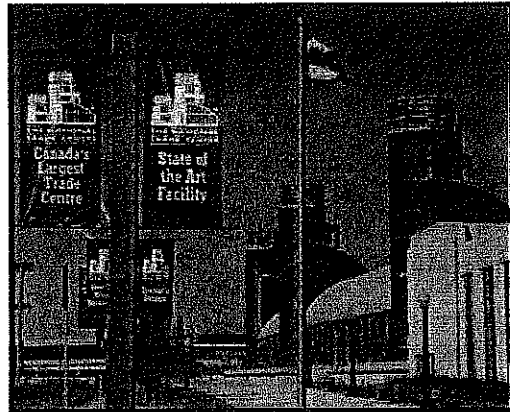
Submitted by:

  
Kathryn Reed Garrett  
Director of Business Development  
Y:\2000reports\Hotel Package.doc

Reviewed by:

  
Dianne Young  
General Manager & CEO

# EXHIBITION PLACE, TORONTO



**HOTEL DEVELOPMENT OPPORTUNITY**

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# executive summary

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The need for a headquarters hotel within the grounds of Exhibition Place and adjacent to the National Trade Centre (NTC) in Toronto has been identified. There is an obvious synergy that exists between hotels and Convention/Trade Centres and a recent demand study commissioned by the Board of Governors of Exhibition Place has reinforced both the need for, and feasibility of, an on-site hotel.

The more salient points uncovered within the study include the fact that the NTC generated 195,139 room nights during 1998. In addition, the NTC generates its highest volume of room nights throughout the fall and winter months, traditionally slow periods for the recreational visitor. This counter-balances the general pattern of strong summer demand for tourists. Further detailed findings of the study are contained within this booklet including the meeting and food and beverage opportunities and a hotel profile which was developed for this site.

In addition to the benefits to a hotel presented by the close proximity of the National Trade Center, visitors to the City of Toronto present a strong consumer base. Toronto is the number one city for tourism in Canada, with some 21,000,000 visitors per year. This is double the number of visitors to Canada's second and third tourist destinations, Montréal and Niagara Falls, which is a day trip away. Toronto is also the sports capital of

Canada with major league baseball, hockey, basketball and CFL football. It is also the third largest theatre city internationally, following New York City and London, England. The City of Toronto has an exemplary hotel record with an average occupancy of 74% as at December 31, 1998.

The unique lakefront appointment and park setting of the hotel site, coupled with ample parking further adds to both the desirability and viability of a hotel. Located on the eastern portion of Exhibition Place, the site is immediately adjacent to the expanded National Trade Centre. The site has excellent, high profile visibility from two of Toronto's major arteries, the Gardiner Expressway and Lakeshore Boulevard. It has easy vehicular access from main city streets including Lakeshore Boulevard, Strachan Avenue and Dufferin Street as well as from a number of secondary streets and is also served by Toronto's extensive public transit system.

The Stanley Barracks, of historic and architectural significance to the City of Toronto and Exhibition Place, is located directly on the hotel site. It will form an integral component of the hotel development and will have a strong influence on the architecture and siting of the hotel.

The city-owned, 192 acre Exhibition Place is operated under the jurisdiction of the Board of Governors of Exhibition Place. In addition to

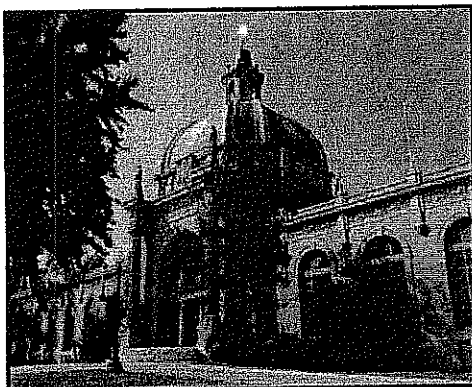
the National Trade Centre, the grounds are home to a number of other permanent operations. A few examples are: The Coliseum – a sports and entertainment venue; Medieval Times – a themed restaurant and entertainment venue located within the historic Arts and Crafts building; the Queen Elizabeth Building - housing a theatre and exhibit hall; and the Automotive Building, located opposite the hotel site – home to other trade shows and events. Details of other on-site venues are provided within the following pages.

Exhibition Place is also the home to a number of annual events of significant importance, including the Canadian National Exhibition, the Royal Agricultural Winter Fair, the Molson Indy and the CHIN International Picnic, to name but a few. Other major events have been highlighted in the attached information.

The Board of Governors of Exhibition Place is inviting interested and qualified hotel operators and developers to register their interest in this exciting opportunity. The information contained within this booklet will serve to provide greater detail on the consumer potential, the site and its requirements.

# introduction

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Ontario Government Building  
Exhibition Place

The Board of Governors of Exhibition Place is soliciting development of a first-class, convention-oriented hotel with national and international marketing capabilities to be located on this City-owned waterfront site located adjacent to the National Trade Centre.

With more than 21 million tourist visits, and a population, within the census metropolitan area of more than 2.4 million, Toronto is a thriving and vibrant cosmopolitan urban centre, home to four professional sports teams, numerous theatrical, arts and film venues and events, an enviable public transit system and year-round recreational activities.

Exhibition Place is a 192-acre city-owned multi-use park situated on the shore of Lake Ontario, to the immediate west of downtown

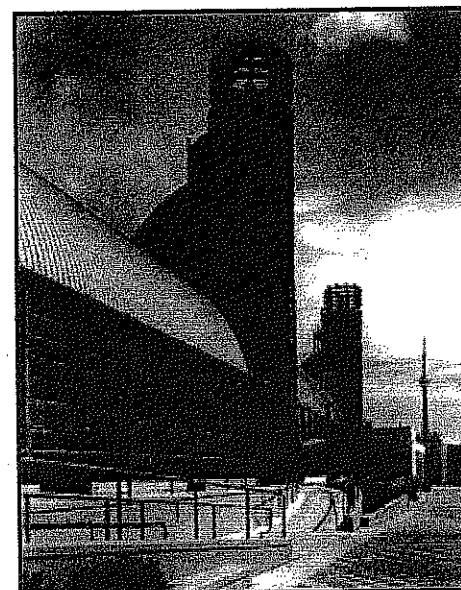
Toronto. Exhibition Place is the site of more than 100 special events and trade and consumer shows each year, including the 129-year-old Canadian National Exhibition, the 80-year-old Royal Agricultural Winter Fair and the Molson Indy car race. In addition, Exhibition Place is located adjacent to Ontario Place, the provincially owned and operated waterfront amusement park, public marina and entertainment centre. The Exhibition Place grounds are easily accessible by both vehicle and public transit.

Direct access by car is available from a number of major arteries including Lakeshore Boulevard, Gardiner Expressway, Strachan Avenue and Dufferin Street. The public transit system provides streetcar service to the site on a regular basis. This service will be augmented upon completion of the extension of the Harbourfront Streetcar in 2000, providing a direct link to Union Station, Toronto's commuter hub, as well as to the subway system.

Since 1983 Exhibition Place has been operated and managed by The Board of Governors of Exhibition Place, a board of the City of Toronto. Its primary mandate is to generate revenue and maximize the year-round use of this waterfront park while, at the same time, protecting and preserving its environment and heritage.

Exhibition Place, with its network of wide avenues and open parks, and its spectrum of events and trade shows is a natural "people

place". Exhibition Place also boasts several historically and architecturally significant heritage buildings and the new 1.1 million square-foot National Trade Centre.



National Trade Centre  
Toronto, Ontario

Exhibition Place continues to make a substantial year-round contribution to Toronto's economy, particularly in the sports, recreation, culture, tourism, and business sectors.



CHIN Picnic  
Exhibition Place

Yet, the potential for Exhibition Place remains enormous—and particularly unfulfilled with respect to hotel accommodation. With the advent of the National Trade Centre, Exhibition Place has matured from a day-stay attraction to a year-round, multi-day destination. As the majority of Toronto's downtown and suburban hotels are located 20 to 30 minutes from Exhibition Place, both exhibitors and visitors will benefit from on-site accommodation.

Development decisions for the site are now guided by the Program and Development Concept adopted by the Board of Governors in June 1998, which distilled many years of study. The Exhibition Place Program and Development Concept includes a structure plan to guide future physical development of the grounds, including identification of potential development land parcels and the feasibility of particular uses for each parcel. Broad potential use categories identified in the Program and Development Concept include sports, culture, trade and exhibitions,

and nature/gardens. Within the Program and Development Concept, a hotel development is integrated with potential trade and exhibition development, but any accommodation project should also consider the needs of recreational and corporate event visitors.

Situated within the grounds of Exhibition Place, the proposed development hotel parcel is immediately adjacent to the recently expanded National Trade Centre, a million-plus square foot trade show complex with more than 1.8 million exhibitors and visitors each year. The proposed hotel site also contains Stanley Barracks, a heritage building dating from 1841. The Stanley Barracks building, including its history, purpose and architecture, will inspire the design theme and associated uses of the successful hotel proposal.

There has been no commercial accommodation development within Exhibition Place or in the neighbourhoods adjacent to it. Currently, 80% of Toronto hotel rooms are situated 20 or more minutes away from Exhibition Place, either downtown or proximate to Pearson International Airport.

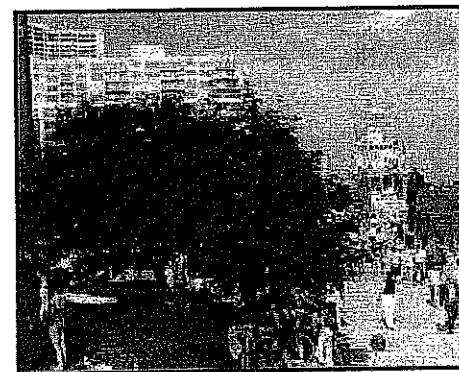
A need has been identified for a hotel adjacent to the National Trade Centre. The opportunity encompasses the needs to provide on-site rooms, meeting and seminar space, banquets, food and beverage and special events.

All proposals for hotel development will also be evaluated within the parameters of the Program and Development Concept for Exhibition Place.

Responses to this development opportunity will be evaluated on, among other considerations, the strength of the financial package, the development program, marketing and promotional resources, management plan, overall capability to serve and accommodate the National Trade Centre and other major events on the grounds.

The information contained in this package sets forth basic guidelines for potential proponents and establishes the evaluation criteria and submission requirements. This package is for information purposes; it is not to be construed as an offer by the Board or its advisors. The contents of this package are neither warranted nor guaranteed by the Board or its advisors. Entities interested in pursuing this development opportunity are urged to make such evaluations as they deem advisable and to reach independent conclusions concerning statements made in this package and any supplements thereto.

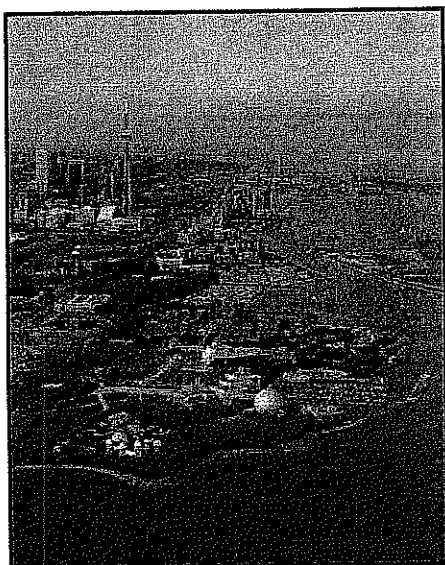
We invite you to participate and look forward to receiving your creative and thoughtful response to this one of a kind development opportunity.



Harbourfront  
Toronto, Ontario

# overview

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Ontario Place  
Toronto, Ontario

Toronto, with a population of nearly 2.4 million, is the fifth-largest city in North America. Built around a natural harbour on the northwest shore of Lake Ontario, Toronto is located within a 160 kilometre radius of one-third of Canada's entire population, and within a day's drive of one-half of the population of the United States. For a city of its size, it is recognized world-wide for its cleanliness and safety. Residents and visitors alike enjoy the high quality of life, including

recreation, sports, arts and culture, history, and economic vitality.

Toronto, home to 90 per cent of Canada's foreign banks, is the financial centre of Canada. The city was named by Fortune Magazine in 1996 as the best global city for business. The city has a world-recognized public transit system, outstanding road and rail transportation, and an excellent telecommunications infrastructure; in fact, Toronto has the most fibre-optic cable of any city in North America, and is located in the largest flat-rate calling area in the world. Toronto's diverse economy includes dynamic leaders in business, financial services, manufacturing, retail and wholesale trade and transportation.

Overall, 75,000 businesses employ 1.2 million people. Employment growth is generated by knowledge-intensive industries and a strong retail sector, estimated at \$211 billion or 14 per cent of total Canadian sales. Toronto is home to four professional sports teams: hockey, football, basketball and baseball, and is the third-largest theatre centre in the world, after London and New York. Toronto is a winner of the "Cities in Bloom" award for parks and open spaces. Considered "Hollywood North" by the film industry, Toronto is third in television and film production in North America, and second as an exporter of TV programming.

Toronto is Canada's number one tourist destination. More than 21 million people visit this exciting city each year: a number almost equal to the entire population of the country!

It is also a leading contender for the 2008 Olympic Games, competing with Beijing, Buenos Aires, Istanbul and Seville.

The city is also a major destination for conventions, trade shows and exhibitions: in addition to the National Trade Centre, the city-owned and managed Metro Toronto Convention Centre recently doubled its capacity.

"In Toronto, diversity is our strength," says Mel Lastman, mayor of this city of 2.4 million. "We learn from each other and benefit from the accumulated wisdom of our diverse cultural backgrounds," he stated during his inaugural address in 1998.

More of this city's citizens are foreign-born than in any other of the world's major urban centres. In fact, there are more than 100 different languages spoken, with its residents representing more than 170 different countries from around the globe.

Cultural diversity is not a new phenomenon in Toronto. Travel along Spadina Avenue, and the architecture and storefronts in Chinatown date back more than a century. The Dragon

Boat races held at the city's waterfront each June celebrate Toronto's growing Chinese community, and the week-long festivities attract upwards of 100,000 visitors each year. It is a long-celebrated statistic that the city's Italian population is third only to Milan and Rome! Other long-established Toronto neighbourhoods include the Greek village along the Danforth, the Korean community at Bloor and Christie and the Portuguese community at Dundas and Dovercourt.

Toronto's four English-language daily newspapers are supplemented by 79 ethnic publications, several of which are recognized world-wide. The city also has two foreign-language radio stations, two French channels and one multi-language television station.

Toronto is a thriving centre for the production and export of Asian entertainment, particularly cinematic films and television shows. Many internationally-renowned Indian and Asian entertainers are Toronto-born and raised, and continue to call the city home.

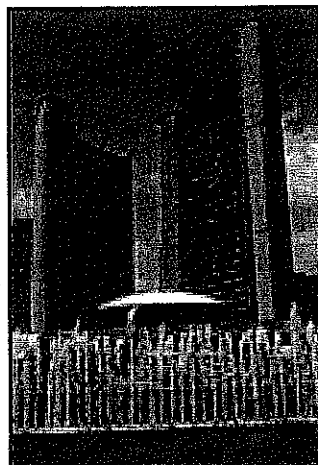
The city's cultural diversity is reflected not only in its festivals, media and history. Perhaps most indicative of Toronto's multiple communities are its churches, synagogues, mosques and temples; the city's incredible spectrum of houses of worship demonstrates clearly the extent to which Toronto is truly a world city.

#### **Government/Structure:**

In 1997, seven large urban municipalities were amalgamated to become a single city. Today, with a population nearing 2.4 million and encompassing 632 square kilometres,

Toronto has North America's fifth largest urban population.

The City of Toronto is led by a Mayor and a 57-member council. While the Mayor is elected at large, councillors are elected by wards, which are determined by neighbourhood populations and community interests. The mayor and council are responsible for setting policy and priorities for Toronto, which has an annual operating budget in the range of \$5.6 billion. The city's 1999 tax rate remained at 1997 and 1998 levels; the province of Ontario claims a savings of \$119 million following the creation of the new "mega-city" which has made possible the stable rate for municipal taxes.



City Hall  
Toronto, Ontario

Approximately 45,000 full time employees, from administrators, engineers and other professionals to general labourers, carry out the myriad day-to-day operations necessary for a city of this magnitude. Toronto, when

compared to cities of its size around the world, is commonly regarded as one of the most clean, safe and well-run urban centres to live in, and visit.

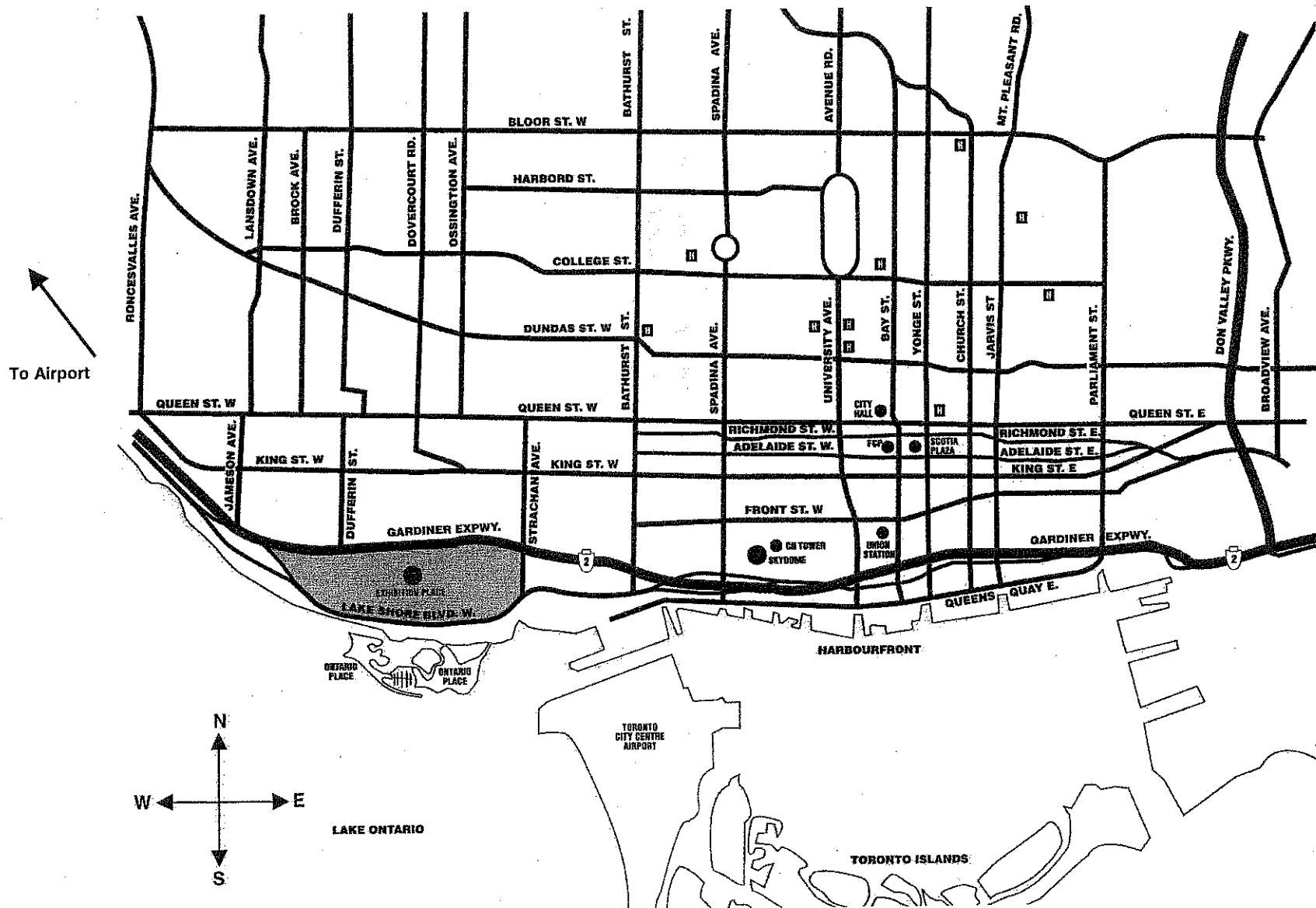
The operation of Toronto city council is supported by six standing committees, including those responsible for the budget, and public works, as well as six community councils representing the former municipalities of Etobicoke, North York, East York, York, Scarborough and Toronto.

City council has, since its inception, established several ongoing task forces to address social policy issues such as access and equity in municipal employment practices to race relations, youth services, community safety, homelessness and environmental issues. In addition to such city-supported task forces, council indirectly supports more than two dozen arts and heritage organizations. A large network of public and privately-funded social service, health and social policy organizations serve the particular needs of individual neighbourhoods as well as specialized populations.

Nearly two dozen public boards and commissions, each with a specific area of responsibility, operate under the jurisdiction of Toronto city council. Such commissions are responsible for police services and firefighting as well as hydro, water and other utilities. Other boards and commissions are responsible for public parks, the arts, public health, and housing. The Toronto Transit Commission, for example, is responsible for the city's well-known and respected network of single-fare subways, buses and electric streetcars, which carry more than 1.2 million riders each day.



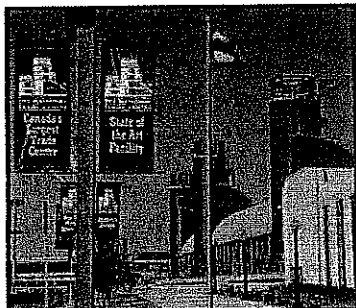
# downtown toronto map\_\_\_\_\_



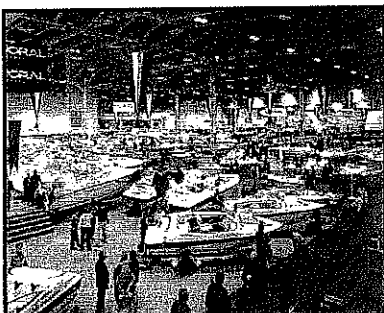
# exhibition place attractions



Canadian Hardware & Home Improvement Show  
National Trade Centre, Toronto



National Trade Centre  
Toronto, Ontario



Toronto International Boat Show  
National Trade Centre

## National Trade Centre

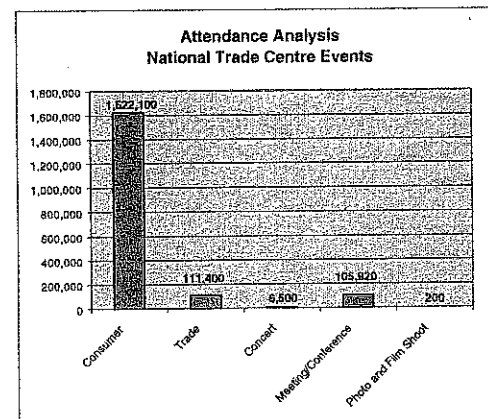
National Trade Centre (NTC): The newest permanent structure at Exhibition Place, the NTC is a state-of-the-art exhibition facility. It offers more than 1 million square feet of competitively-priced, contiguous, useable display space. The facility combines newly upgraded facilities with five new exhibit halls. It can accommodate, without conflict, several large-scale trade shows at any one time. With extraordinary flexibility, the NTC can be subdivided into as many as 10 different exhibit halls. It also has 24 meeting rooms and a 100-seat presentation theatre. Over 100 shows representing more than 250 show days, are scheduled each year; cumulative annual attendance is in excess of 1.8 million.

The National Trade Centre at Exhibition Place, opened in 1997, is the largest exhibition and trade show complex in Canada, the third largest in North America and is among the top exhibit and convention venues in North America. In addition to flexibility in configuration, the National Trade Centre offers on-site customs clearance and services, warehousing, and dedicated event planning and service staff.

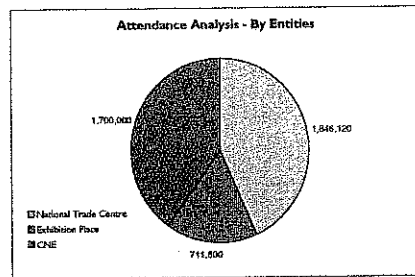
Owned by the City of Toronto, the National Trade Centre is managed and marketed by O&Y/SMG Canada, a partnership formed in 1996 between O&Y Properties Inc. of Toronto and SMG of Philadelphia, to combine each

organization's strengths in private management of public facilities. SMG is the US leader in the management of trade and convention facilities, including over 80 convention centres, arenas, stadiums and theatres.

This facility, designed to accommodate large industrial equipment (up to 30 feet high) now places Toronto at the forefront as host to large industrial exhibitions which could not be accommodated at one venue previously. The National Trade Centre ensures Exhibition Place's future as one of Toronto's premier public facilities for industrial, trade and consumer shows.



## On-Site Attractions



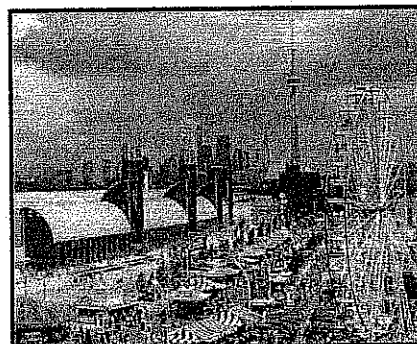
Exhibition Place has more than a century of experience staging events and attracting visitors.



O'Donnell Charity Race  
Exhibition Place

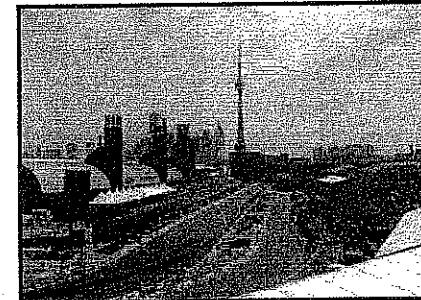
Designated by the City of Toronto as a permanent setting for the "Grand Old Lady" of fall fairs—the 129-year-old Canadian National Exhibition—Exhibition Place has in this century evolved into a unique setting for more than 150 different events, exhibits, and trade and consumer shows each year. These include, among others:

- Canadian National Exhibition—held in the last 3 weeks in August, including Labour Day; each summer nearly 1.5 million people attend the 18-20 day event; includes arts, crafts, agricultural, industrial, commercial and retail demonstrations and exhibits; a midway; musical performances; equestrian events; theme days and special events



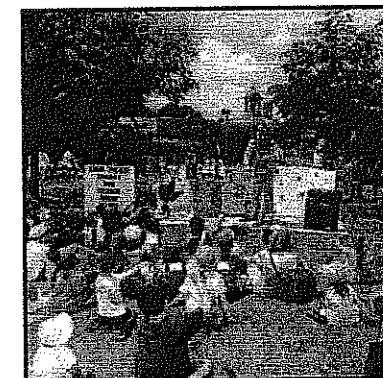
Canadian National Exhibition Grounds  
Exhibition Place

- Royal Agricultural Winter Fair—10 days, mid-November and attracts 350,000 visitors from across Ontario and Western New York; includes agricultural and horticultural demonstrations, exhibits, competitions, and auctions as well as the Royal Winter Fair horse show
- Molson Indy—a July highlight; 4 day event; attracts nearly 170,000 car racing fans from around the world



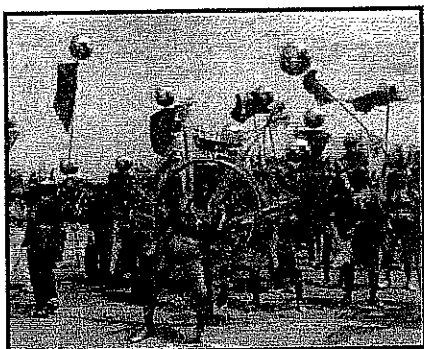
Molson Indy  
Exhibition Place

- One of a Kind Craft Show and Sale—established annual tradition; runs each Spring and Fall; Canada's largest craft show and sale; attracts approximately 170,000 attendees; international participation
- CHIN International Picnic and Shopping Bazaar - 4 day event on Canada Day weekend, celebrating Toronto's multicultural diversity and featuring performers from around the world.



CHIN Picnic  
Exhibition Place

- **Caribana** - a week-long festival of events and parades during the last week of July celebrating Toronto's Caribbean community; attracting nearly one million visitors from across the United States, the Caribbean, Britain and Canada and culminating in a spectacular parade at Exhibition Place



Caribana Parade  
Toronto, Ontario

- **Other events:** have included the Antiques Road Show, Canada's Sports Retailer Show, Canadian Hardware and Home Improvements Show, Canadian Machine Tool Show, Canadian Pet Expo, Canadian Tire Product Parade, ComputerFest, Creative Sewing, Craft and Needlework Festival, Giant Fur Sale, Jewellery World Expo, Metro Home Show, National Bridal Show, National Home Show, Old Clothing Show and Sale, Rug Expo Trade Show, Toronto Spring and Fall Gift Show, Toronto Hadasah WIZO Bazaar, Toronto International Bicycle Show, Toronto International Boat Show, Toronto International Health and Beauty Show, Toronto International Quarter Horse Show, Toronto Ski and Snowboard Show, Toronto Sportsmen's Show, Toronto Stampede

Days, Travel and Leisure Show, and the Umbra Factory Sale.

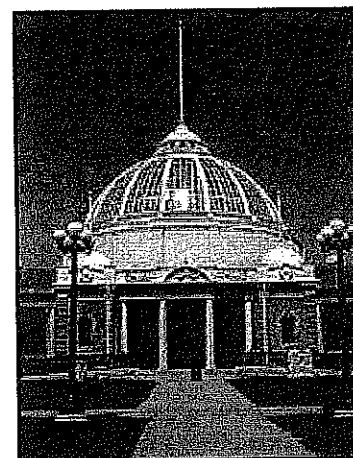
### On-Site Venues

- **The Coliseum** - Adjacent to the National Trade Centre complex, the Coliseum was originally constructed in 1922. Its show ring is the site of the Royal Agricultural Winter Fair Horse Show, (traditionally opened by a visiting member of The Royal Family). The Coliseum's distinctive façade was preserved and integrated into the design of the National Trade Centre. The International Hockey League currently has a proposal to the Board to renovate the Coliseum at a cost of \$32 million which would increase the number of high quality seats from 6,200 to 11,000 and provide a facility suitable for additional uses.



- **The Automotive Building** - home for 70 years to Toronto's major automotive trade shows, was constructed in 1929. The north façade of the National Trade Centre complex was designed to mirror the entrance to this 162,000 square foot heritage exhibition hall.

- **Exhibition Place facilities**- also include the Queen Elizabeth Complex, which includes a 1,316 seat theatre and 63,000 square foot exhibit hall, and the 210,000 square foot Better Living Centre, both of which date from the late fifties/early sixties. These, like the National Trade Centre complex, are open and booked with trade shows and events year-round such as the Canadian launch of "Titanic - The Exhibition".
- **Other buildings** - including the Food Building; Horticulture Building; Press Building (CNE Administrative Offices); Ontario Government Building; Music Building; and the Arts, Crafts and Hobbies Building (newly expanded and home to Medieval Times Dinner and Tournament) are utilized on both a seasonal and year round basis.



Horticultural Building  
Exhibition Place

**SITE PLAN**  
**EXHIBITION PLACE**

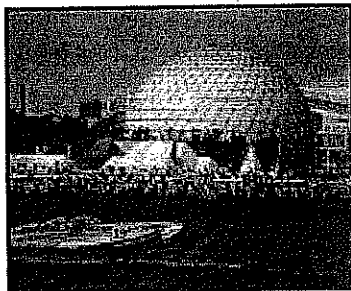
The site plan illustrates the layout of Exhibition Place, featuring a variety of buildings and infrastructure. Key buildings include the National Trade Centre, Food Products Building, Automotive Building, and several smaller structures like the Arts and Crafts Building and the Better Living Centre. The plan also shows the location of various streets, including Lake Shore Blvd West, and a scale bar indicating distances in feet and meters. A north arrow is provided for orientation.

# nearby attractions

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## Ontario Place

- Located directly across from Exhibition Place and connected by overhead walkways; open May through September; attracts 1.5 million visitors per year; controlled access waterfront complex owned and operated by the Province of Ontario; includes picnic areas, trails, restaurants and performing arts venues, including the 16,000-seat Molson Amphitheatre; IMAX screen in Cinesphere theatre; children's play areas including a large waterplay/activity park;

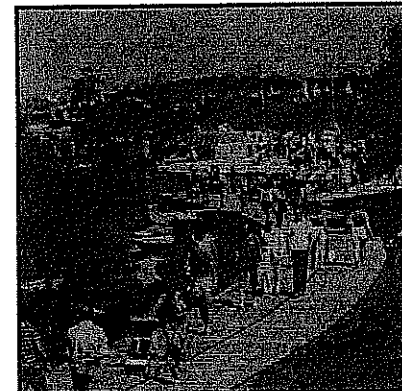


Ontario Place  
Toronto, Ontario

- Numerous waterplay thrill rides and attractions including a flume ride, bumper and paddle boats and the new Aquajet Racers, a "go-kart on the water" course.
- Ontario Place is the site of the annual Symphony of Fire, an international fireworks competition held each July and home to Toronto performances of the Cirque du Soleil. There is a large and busy public marina site. Each August Ontario Place hosts the Offshore Challenge (cigarette boat races) and In-Water Boat Show. The park maintains an all-inclusive and pay-per-use admission structure

## Waterfront Trail

- Exhibition Place is located along Toronto's extensive waterfront promenade; pedestrians, cyclists and in-line skaters share a network of paths and parklands that extends along the lakeshore from the downtown core to both the eastern and western reaches of the city



Waterfront  
Toronto, Ontario

## Harbourfront

A large variety of activities and attractions are located on Toronto's harbourfront including Harbourfront Centre which is a year-round facility offering activities and concerts throughout the week. Harbourfront Centre has 12 major venues including Premiere Dance Theatre (Newcourt Centre), Brigantine Room (York Quay Centre), Lakeside Terrace (York Quay Centre), du Maurier Theatre Centre, Power Plant Gallery and Molson Place stage (outdoor venue).



Harbourfront Event  
Toronto, Ontario

- Other attractions on the Harbourfront include restaurants, bars, shops and antiques.

### SkyDome

- 50,000-seat stadium noted for its retractable roof; home to the Toronto Blue Jays (American League) baseball team, and the Toronto Argonauts of the Canadian Football League.



SkyDome  
Toronto, Ontario

### Air Canada Centre

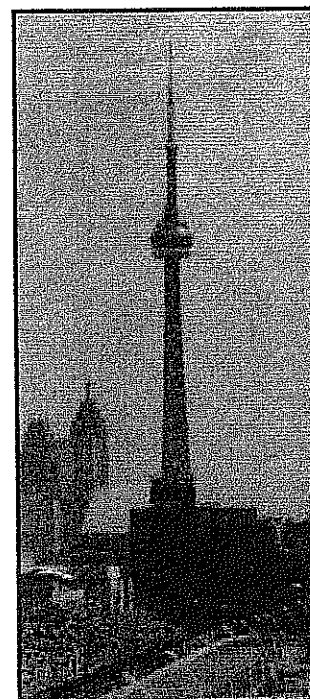
- Opened 1999; this 20,000-seat arena is now site of all home Toronto Maple Leaf (National Hockey League) and Raptor (National Basketball League ) games; also city's largest concert and event venue



Air Canada Centre  
Toronto, Ontario

### CN Tower

- World's tallest free-standing structure; contains many attractions including 360 The Restaurant; and the glass floor where visitors can view Toronto at their feet from 1,122 feet in the air.



CN Tower/SkyDome  
Toronto, Ontario

# other attractions

Located within a few miles from Exhibition Place are a number of other major attractions.

## Royal Ontario Museum

- Renowned Asian, Egyptian and Native Indian collections; also all-age appropriate geology and natural history exhibits

## Art Gallery of Ontario

- Contemporary and historically significant Canadian and international permanent collections including Henry Moore sculptures and Group of Seven; regularly scheduled special and visiting exhibits

## Theatre

- Toronto is the third-largest English-language theatre centre in the world, after London and New York
- Major productions appearing regularly at the Royal Alexandra, Princess of Wales, Elgin and Winter Garden Theatre Centre, Pantages Theatre and the St. Lawrence Centre for the Performing Arts in downtown Toronto
- The Hummingbird Centre is home to the National Ballet of Canada and the Canadian Opera Company
- Other venues include Tarragon, Bayview and Young Peoples Theatre, also Second City, Limelight and numerous dinner theatres

Further afield are venues and facilities which attract both locals and visitors.

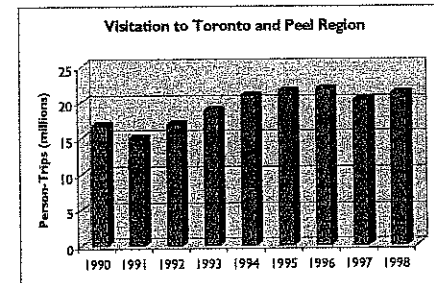
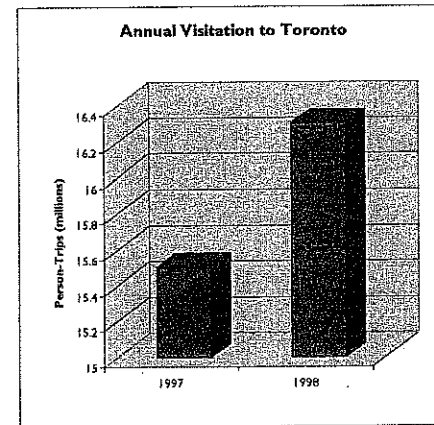
## Theatre

- Suburban theatres include the Mississauga Centre for the Performing Arts and the North York Centre for the Performing Arts
- Stratford Festival Theatre celebrating the works of William Shakespeare at Stratford, and Shaw Festival Theatre celebrating the works of George Bernard Shaw in Niagara-on-the-Lake, are May through November repertory companies located within a 60 to 90 minute drive
- Various opportunities exist to obtain tickets to major Canadian studio productions through the CBC, CTV and Global television networks

## Toronto Zoo

Ranked among the world's finest "natural habitat" zoos; located about 40 minutes by highway from Exhibition Place; frequent special exhibits and new arrivals are highlighted.

Many of the city's attractions are easily accessible from Exhibition Place by public transit, in addition to vehicle access.





# exhibition place program and development concept




The Program and Development Concept adopted by the Board of Governors in June 1998 contains a framework for Exhibition Place which pulls together the planning and development objectives, structure plan and potential development uses for three distinct areas within the grounds. Potential development opportunities include several new uses as well as adaptive re-use of specific existing buildings. All potential development uses are complementary to each other as well as with existing and continuing uses.

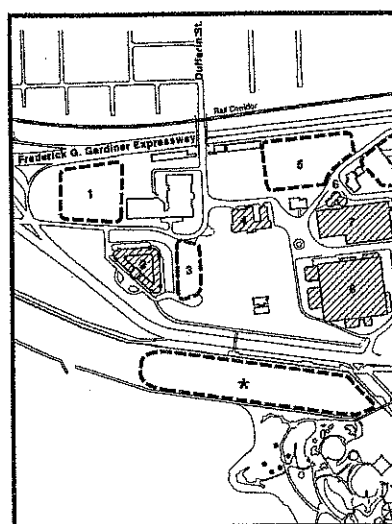
## Development Objectives and Criteria

The Plan includes Planning and Development Objectives as well as general criteria for planning and evaluating future development proposals, including the hotel site.

Interested parties may obtain a copy of the full Program and Development Concept upon request

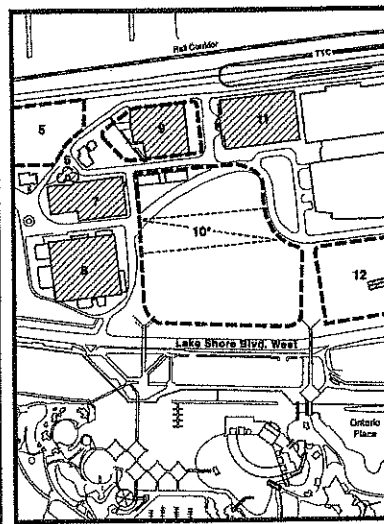
## Legend:

-  Adaptive Re-use Opportunity
-  Potential Development Opportunity
-  Area of Further Study



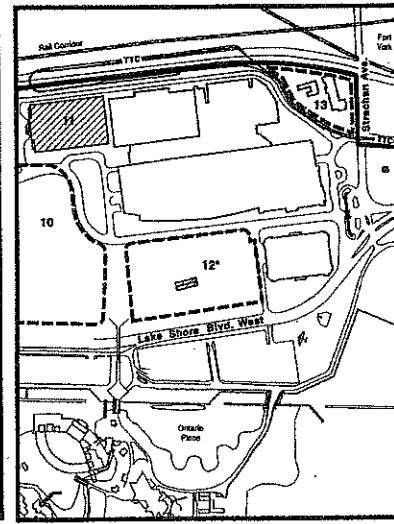
**Exhibition Place West**

**Category:**  
Cultural, Trade &  
Exhibitions,  
Nature/Exhibition  
Grounds, Open Space



**Exhibition Place Central**

**Category:**  
Sports, Cultural,  
Trade & Exhibitions,  
Open Space



**Exhibition Place East**

**Category:**  
Trade and Exhibitions,  
Open Space  
Hotel/Conference Centre

# exhibition place demand for hotel\_\_\_\_\_

## Potential Impact of National Trade Centre on Hotel

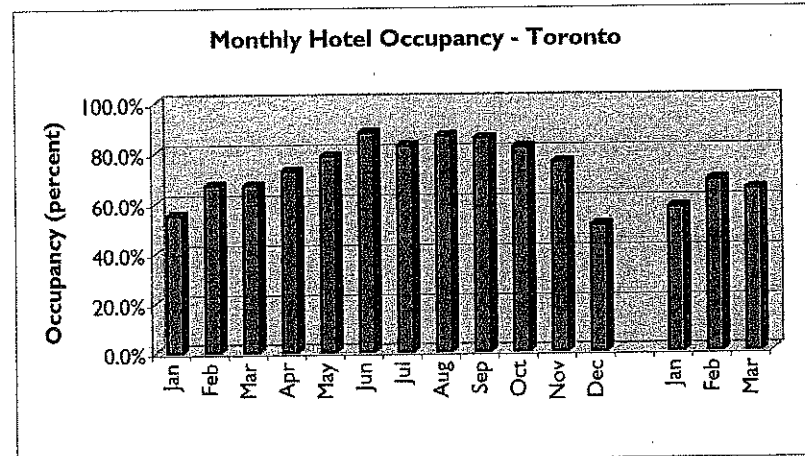
There is an obvious synergy that exists between hotels and convention/trade centres and this would be maximized between the hotel and NTC.

A recent impact study commissioned by the Board has reinforced both the need for and feasibility of a headquarters hotel located within proximity to the NTC. The study revealed a number of pertinent facts, including:

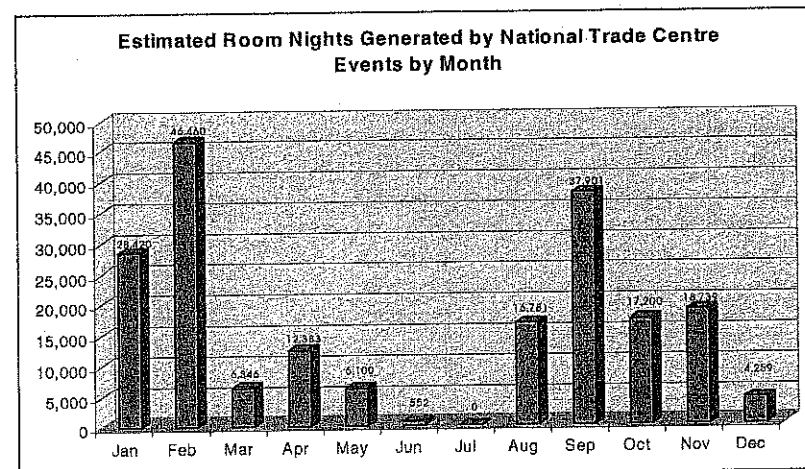
- NTC alone generated 195,139 room nights during 1998
- NTC generates its highest volume of room nights in winter and fall months
- Seasonality of event-related room demand counterbalances the general patterns of tourist demand, which is strong during the summer months



National Trade Centre Event  
Toronto, Ontario



Source: Tourism Toronto



The above table illustrates the levels of meeting space in a set of comparable exhibit facilities.

Source: Johnson Consulting

- The absence of a ballroom and a substantial meeting room inventory at the NTC inhibits shows from broadening the range of elements they offer
- NTC's ratio of meeting to exhibit space is substantially lower than other Class A and B facilities
- At 756,000 square feet of prime exhibit space, the NTC needs to have 75,000 to 113,000 square feet of meeting space
- The addition of 120,000 square feet of meeting space to the existing 18,000 square feet within the NTC would bring the ratio of meeting space up to 18%
- Ideal configuration would include a 45,000 square foot divisible ballroom, with remaining 75,000 square foot meeting room inventory divisible into up to 45 meeting rooms
- This additional meeting space, combined with the existing meeting room inventory, would give the complex modules of meeting space for use by simulated events
- Additional space would also entice current organizations to develop or expand upon conferences and seminars held concurrently with trade and consumer shows



National Trade Centre Event  
Toronto, Ontario

Representative Exhibition/Convention Facilities			
City/Facility	Prime Exhibit Space (SF)	Meeting Space (SF)	Meeting to Exhibit Space Ratio
Atlanta Georgia			
Georgia World congress Center	950,000	263	28%
Charlotte, NC			
New Charlotte Convention Center	280,000	92,176	33%
Charlotte Merchandise Mart	224,000	16,000	7%
Chicago			
McCormick Place	2,188,500	345,281	16%
Rosemont	642,000	52,000	8%
Greenville, SC			
Palmetto Expo Center - Current	368,000	35,500	10%
Palmetto Expo Center - Proposed	300,000	85,500	28%
Louisville, KY			
Kentucky Fair & Expo Center	793,118	63,817	8%
Orlando, FL			
Orange County Convention Center	1,100,600	348,114	32%
World Expo Center	1,200,000	200,000	17%
Toronto			
Metro Toronto Convention Centre	403,648	172,117	43%
National Trade Centre*	755,563	18,000	2%

Source: Trade Show Week Major Exhibit Hall Directory, 1998

\*excludes prefunction area which can also be used as exhibit space

## Headquarters Hotel

- Event planners cite the convenience and availability of hotels as one of their primary criteria for selecting a location for their events
- The development of a headquarters hotel property at Exhibition Place would make the NTC more appealing to event planners
- Research has indicated that a headquarters hotel for the NTC should incorporate the following operational and design elements
  - mid-priced, perhaps all-suite, property
  - provision of internally owned meeting space at a minimum ratio of 30 square feet of space per room
  - chain affiliation, and
  - good visibility from adjacent roadways including Gardiner Expressway, Lakeshore Boulevard and Strachan Avenue.

## Access

- The hotel site is in close proximity to both the Jamieson and Spadina off-ramps of the Gardiner Expressway.
- Easy vehicular access is provided via a number of city streets including Strachan Avenue, Lakeshore Boulevard, Dufferin Street, and Canada Boulevard
- TTC, Toronto's public transit system, provides direct streetcar service to the site.

Exposition Facilities with Attached Hotels		
City	Attached Hotel	No Hotel
<b>Warm Climates</b>		
Anaheim	X	
Birmingham		X
Charlotte		X
Dallas		X
Houston		X
Las Vegas		X
Long Beach		X
Los Angeles		X
Miami Beach		X
New Orleans	X	
Orlando		X
Phoenix		X
Portland		X
Reno		X
Salt Lake City		X
San Antonio	X	
San Diego	X	
San Francisco		X
Tampa		X
<b>Cold Climates</b>		
Atlantic City	X	
Boston-Hynes	X	
Boston-Proposed	X	
Baltimore	X	
Chicago-McCormick	X	
Chicago-Rosemont	X	
Cincinnati	X	
Columbus	X	
Denver		X
Indianapolis	X	
Louisville-KFEC		adjacent
Minneapolis	X	
Philadelphia	X	
Toronto-MTCC	X	
Toronto-NTC		X
Vancouver	X	

Source: C.H. Johnson Consulting, Inc.

## Marketing Benefits

Working in tandem, the hotel would also be a marketing asset to the National Trade Center and vice versa.

The NTC would be prepared to look at a number of co-marketing strategies and programs to support the hotel's marketing efforts. Potential opportunities could include:

- Designating the on-site hotel as the official NTC hotel
- Arranging for preferred exhibitor/visitor rates with organizers and promoters
- Hotel marketing materials could be issued to organizers and promoters for inclusion in their brochures and marketing materials
- Investigate the synergies between NTC events and hotel meeting rooms
- Incorporate hotel mention in NTC brochure and other publicity materials

There are a multitude of areas which can be explored to reinforce the hotel's presence and illustrate its advantages and convenience to show organizers, promoters, attendees, delegates and visitors.

*The table on the right shows that climate is a major factor in whether facilities have an attached headquarters hotel property. The table also displays that certain Class B properties, such as the Rosemont Convention Center and the Kentucky Fair and Expo Center, do have attached headquarters hotels.*

# toronto demand for hotel\_\_\_\_\_

- Estimated spending on Hotel Services by delegates at Exhibition Place Events for 1998 equaled \$70,871,000.
- Restaurants and hotels are the two largest recipients of delegate spending with 31 and 26 percent of total spending, respectively.
- Hotel Services account for nearly 50% of total daily spending
- Need for different types of event spaces vary depending upon the goals of an event
- Conventions have expanded their role in the exhibition fields, and industry-wide the exhibition element for larger conventions has become an increasingly important source of revenue for sponsoring associations

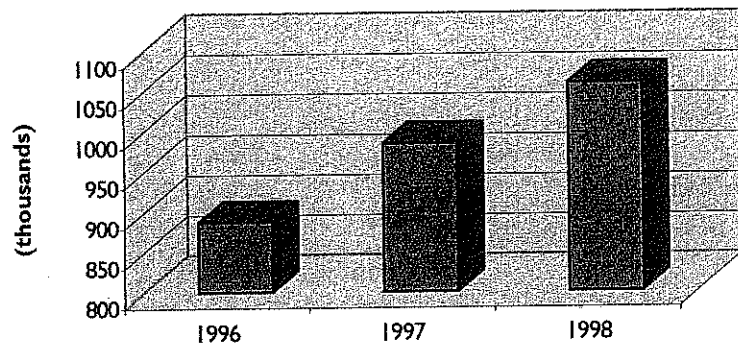
Estimated Delegate Spending by Category for Selected Exhibition Place Events (\$ in thousands of \$ 1998)	
Type	Total Spending
Restaurants	\$83,938
Hotel Services	70,871
Other	48,336
Retail Stores	36,735
Gasoline	18,828
Local Transport	9,619
Admission to Show	2,813
Tours/sightseeing	2,318
Auto Rental	832
Sporting Events	649
<b>Total</b>	<b>\$274,939</b>
Source: Johnson Consulting	

Direct Spending by Source (in thousands of \$ 1998)						
Event Name	Delegate	Exhibitor- Personal	Exhibitor - Event	Association	National Trade Centre	Total Direct Spending
New Spending Impact to Toronto						
Canadian National Exhibition	\$20,451	3,691	1,467	9,000	0	\$34,608
Fall Gift Show	\$8,081	3,057	1,492	959	60	\$13,669
International Boat Show	\$1,480	6,310	1,472	1,892	142	\$11,296
Hardware Show	\$4,541	2,729	724	465	88	\$8,547
National Home Show	\$1,789	3,205	1,303	1,676	154	\$8,127
Print Ontario	\$3,278	2,144	203	130	81	\$5,836
Welding & Fabricating Expo	\$1,380	2,460	347	223	59	\$4,469
Creative Sewing & Needlework Festival	\$1,145	616	255	656	25	\$2,698
New Spending Impact to Greater Toronto Area						
Canadian National Exhibition	\$6,817	2,836	1,467	9,000	0	\$20,120
Fall Gift Show	\$7,075	2,603	1,492	959	60	\$12,189
International Boat Show	\$634	5,472	1,472	1,892	142	\$9,611
Hardware Show	\$3,184	2,372	724	465	88	\$6,832
National Home Show	\$1,395	2,041	1,303	1,676	154	\$6,570
Print Ontario	\$2,831	1,613	203	130	81	\$4,858
Welding & Fabricating Expo	\$701	2,156	347	223	59	\$3,486
Creative Sewing & Needlework Festival	\$981	556	255	328	25	\$2,146
New Spending to the Province of Ontario						
Canadian National Exhibition	\$1,704	2,013	1,467	9,000	0	\$14,184
Fall Gift Show	\$1,415	1,382	1,492	959	60	\$5,308
International Boat Show	\$0	2,641	1,472	1,892	142	\$6,147
Hardware Show	\$1,061	1,826	724	465	88	\$4,164
National Home Show	\$82	814	1,303	1,676	154	\$4,029
Print Ontario	\$1,007	1,472	203	130	81	\$2,892
Welding & Fabricating Expo	\$412	1,438	347	223	59	\$2,479
Creative Sewing & Needlework Festival	\$162	259	255	328	25	\$1,029

Source: Johnson Consulting

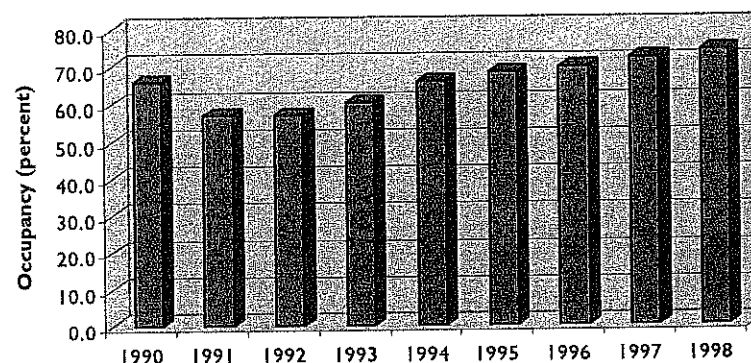
The above chart displays the estimates of the new direct spending impact that each of the selected Exhibition Place events generates for the Toronto, GTA, and Ontario economies. The direct spending impact estimates for each of the three areas reflects the total amount of new spending imported into that area or the spending that would not have occurred in each area if the event had not been held. The totals for each area are not additive, but rather reflect the new infusion of spending into that area.

**Total Room Nights Booked by Conventions - Toronto**



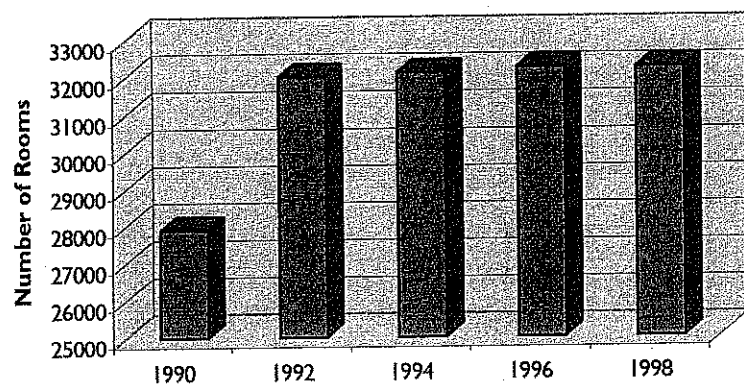
Source: Tourism Toronto

**Annual Hotel Occupancy - Toronto**



Source: Tourism Toronto

**Annual Hotel Room Supply - Toronto**



Source: Tourism Toronto

**Total Estimated New Economic Impact by Area of Exhibition Place Events (\$ in thousands of \$1998)**

Event Name	New Impact to Toronto		New Impact to GTA		New Impact to Ontario	
	Spending*	Jobs**	Spending*	Jobs**	Spending*	Jobs**
Canadian National Exhibition	\$46,276	550	\$35,538	445	\$27,500	350
Fall Gift Show	\$18,264	217	\$21,530	269	\$10,325	131
International Boat Show	\$15,104	180	\$16,976	212	\$11,956	152
Hardware Show	\$11,429	136	\$12,068	151	\$8,099	103
National Home Show	\$10,867	129	\$11,604	145	\$7,837	100
Print Ontario	\$7,804	93	\$8,581	107	\$5,626	71
Welding and Fabricating Expo	\$5,976	71	\$6,158	77	\$4,822	61
Creative Sewing & Needlework Festival	\$3,607	43	\$3,791	47	\$2,002	25

\*Total direct, indirect, and induced industry output

\*\* Full-time equivalent jobs

Source: Johnson Consulting

# site description

## Site Description

The proposed hotel site is located on a 7.2 acre (29,000 sq. metre) parcel of land located in the eastern portion of Exhibition Place, directly north of Lakeshore Road and Ontario Place, and adjacent to the National Trade Centre complex. The Automotive Building, linked via underground to the NTC, forms the eastern boundary of the parcel, and the National Trade Centre main entrances and exhibit halls, and the historic Coliseum building are directly to the north.

Strategically located within Exhibition Place, this site offers views of the grounds and buildings to the north, west and east. The eastern outlook, as well, is dominated by the distinctive Toronto skyline which includes the CN Tower and SkyDome. The southern outlook includes Lake Ontario, the waterfront trail and parkway, and Ontario Place; these amenities are just a five-minute walk away.

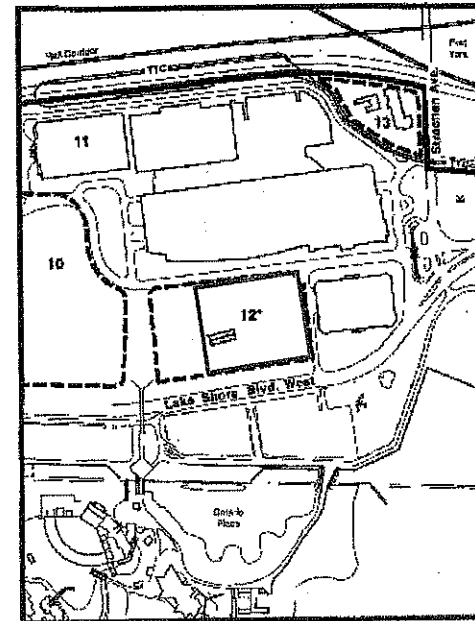
Immediately to the west of the site is a large parcel of potential development land anchored by a single existing building, The Sports Hall of Fame. Should Toronto's bid to host the 2008 Olympics be successful, Exhibition Place will be one of the three prime areas for the staging of a number of athletic competitions.

## Future Site Requirements

At present, the nearest public automobile accesses to the hotel site are via Lakeshore Boulevard to Newfoundland Drive and via the Princes' Gate entrance to the Exhibition Place grounds. Automobile access to the grounds is also available via the Dufferin Gate and the Dominion Gate. During the Canadian National Exhibition and certain other events, access to the entire Exhibition Place grounds is controlled. It will be the hotel's responsibility to provide a plan for alternate access to the hotel and site, including provisions to maintain the integrity of access controls as well as appropriate traffic and environmental impact studies necessitated by any proposed construction.

Known as the Stanley Barracks site, this development parcel is characterised by the historic building situated in the south-central section of the property. In keeping with the mandate and objectives of the Exhibition Place Program and Development Concept, proposals should undertake to demonstrate, creatively, an understanding of the Stanley Barracks' historical and architectural significance to Toronto and Exhibition Place. Respondents should also acknowledge the considerable historic influences prominent in the structures and facades of existing buildings situated on the grounds.

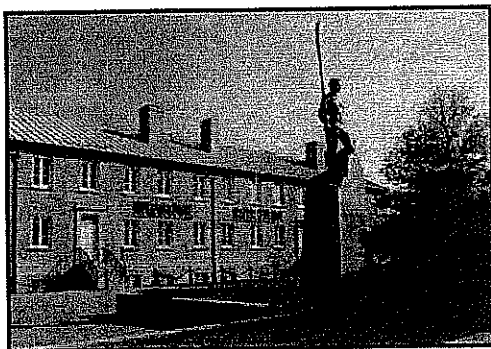
One of the primary objectives of the Exhibition Place Structure Plan, as detailed within the Exhibition Place Program and Development Concept, is the reduction of surface parking areas on the grounds. Proposals including plans for extensive underground parking will be considered favourably.



Exhibition Place East  
Proposed Hotel Site

# stanley barracks

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## Stanley Barracks History

This heritage building at Exhibition Place, which dates to 1841, is all that remains of a colourful and fascinating piece of Toronto's past. While usually referred to as the Stanley Barracks, this single building—which until three years ago housed the Marine Museum of Upper Canada—is but a fragment of the very large military settlement that once occupied these lands.

Designated by Heritage Toronto in 1998, this two-storey building was the Officers' Quarters, designed to accommodate one field officer and 14 captains and subalterns. It is recognized today not only for its historical significance, but also for its architecture. In keeping with the objectives of the Exhibition Place Program and Development Concept, it

is essential that both aspects of this historical building must be included in the design and uses of a new hotel development.

It was in 1841, nearly a half-century after John Graves Simcoe first established Fort York, the military post that grew up to be Toronto, that The British Army laid claim to the lands that now include the grounds of Exhibition Place. Using blocks of Queenston limestone, the Royal Engineers of the British Army constructed a large stone fort consisting of six buildings, to accommodate 300 men, that circled a parade square. Nearly two decades later, about 1860, this post—still called the "New Fort" to distinguish it from Fort York—underwent a major expansion. At this time, a long wing that extended north as far as the present-day CN rail corridor, was built. This extension, which ran through the area where the Horse Palace stands today, was torn down prior to construction of the Coliseum in 1922.

It was at the encampment known as Stanley Barracks that the Northwest Mounted Police, (now the Royal Canadian Mounted Police), first assembled before heading to western Canada as the law enforcement agency "that always gets its man." In 1870, following the withdrawal of British troops from Canada, Stanley Barracks became a training ground for Canadian permanent forces. During both World Wars, Exhibition Place was pressed into duty as a camp where troops were

marshalled, trained and deployed. In wartime, too, Stanley Barracks became a temporary internment camp for alien nationals. However, the grounds were only closed to the public between 1942 and 1946. During World War I and the early years of World War II, the military occupied the grounds during the off-season and then left during the annual Canadian National Exhibition.

Following WWII, the City of Toronto converted Stanley Barracks into emergency housing for residents of the city. During the summer of 1951, the 41 families remaining were relocated, and over the course of the following three years all buildings but this Officers' Quarters were torn down to accommodate the rapidly expanding Canadian National Exhibition.

The proposed hotel operator must be sensitive to the historic nature of this important building and the architecture for the hotel must be respectful of the architecture of Stanley Barracks.

It should be noted that the overall plan and design for the hotel will be subject to Heritage requirements.



# hotel criteria

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The Board of Governors is prepared to lease the hotel development parcel to a qualified hotel Operator.

Interested hotel Operators ["Operators"] are requested to submit a proposal to the Board of Governors of Exhibition Place (the 'Board') in order to facilitate the evaluation and selection process. Please supply the following information. Operators who fail to supply this information will not be considered further.

## Basic Submission Requirements

### Operator(s) Description

- Name of legal entity with whom the Board would enter into a contract
- Name of the Operator and legal structure (e.g. partnership, corporation, etc.) for the project
- A list of the current and proposed owners/shareholders, as appropriate, and anticipated percentage of interest to be held by each of them in the project and areas of interest
- A brief outline of the Operator and other key personnel who would be responsible for the project in terms of their position, responsibilities, and experience
- Name, title, telephone and fax number (if available) for Operator's prime contact person for future communication regarding this opportunity

- Brief resumés of key personnel, indicating education and experience relevant to this opportunity
- Working relationships among the Operator's key personnel, including graphic chart demonstrating such relationships

### Experience and Capacity

- Operators should identify and explain their type of past experience in introducing innovative concepts in attractions and related facilities which would be applicable to this project and in line with the stated goals of the Board
- Operators must list and describe previous relevant projects which they have undertaken and/or experience which they have by identifying the following, where applicable:
  - Nature, size, concept, expectations, construction time and costs, project value, role of the Operator when built, location and scope for each project
  - The results and outcomes of each project
  - Nature of the partnering model between the Operator and its clients in each project
  - Illustrative material where relevant
  - Key staff committed to each project
  - Applicability to this site and opportunity
  - Relevance to the Board's goals and objectives for this site
  - Three business references who may be contacted

- Operators would describe their experience in projects containing elements of historical significance, public space or environmental sensitivity
- Where relevant projects have not been completed, Operators should provide a list and description of projects in their planning stages, including location, status or projected completion dates, concept, project size and costs, roles of the Operator and their prospective clients, and expectations, as deemed appropriate
- Operators must provide details if the Operator is involved in any litigation or dispute, including description of the litigation and maximum exposure to the Operator; otherwise, indicate the absence of any involvement in litigation or dispute
- Operators must provide details if the Operator has had a claim made successfully against it in the last five years in any civil proceedings before the court or tribunal in any province, territory, state or country, which was based in whole or in part on fraud, theft, deceit, misrepresentation or similar conduct.

### Financial Capacity

- Operators must provide details of their financial capability to undertake the project and withstand negative unexpected events in order to ensure that the project is not compromised
- Operators must identify financial arrangements among the proposed partnerships or consortia

- Provide audited financial statements as described below:
  - An Operator who is a reporting issuer in any Canadian jurisdiction shall provide its most recent: (1) annual report and annual audited financial statements; (2) quarterly reports; and (3) information circular, as required under the applicable securities legislation
  - An Operator based in the United States must provide the most recent Securities and Exchange Commission 10-K and 10-Q filings
  - If the Operator is not a reporting issuer in any Canadian jurisdiction and is not required to file a 10-K with the Securities and Exchange Commission, include a copy of the Operator's audited financial statement of the most recent year, including balance sheet, profit and loss statement and notes thereto and the report of the Operator's auditors thereon;
  - If the Operator has been formed to respond to this project, provide a pro forma balance sheet for the new entity
- Provide details if the Operator has ever filed for bankruptcy, had projects foreclosed upon or repossessed or has sought the protection of any bankruptcy or insolvency laws

Note: This information, subject to the provisions of the *Freedom of Information and Privacy Act*, will be kept strictly confidential, may be submitted separately and will be returned if requested.

#### Development Concept

- Description of proposed concept outlining design concept and including size, number

of rooms, function spaces, food and beverage, market positioning, etc.

#### Physical Development Plan

- A physical development plan of the proposed level of improvements of the property shall be included. The plan may be conceptual in format. The plan should accurately reflect the envisioned quality, orientation and integration of required elements, as well as any provisions for expansion of the proposed improvements.
- Outline of how Stanley Barracks will be retained and incorporated into the plan and how the architecture will be visually and physically integrated with the existing building.
- The physical development plan should include: a site usage plan, number of rooms, on-site meeting facilities, ancillary facilities and food beverage outlets, and access provision for transient guests, vehicular traffic and service vehicles, parking requirements and site improvements. It should be noted that detailed architectural renderings are neither required nor encouraged.
- The Physical Development Plan should reflect and incorporate the Initial Planning Criteria as set out by the City of Toronto's Urban Planning and Development Services Department. These criteria are outlined below.
  - The location of the hotel building on Site 12 should provide for a good relationship to Stanley Barracks, which is expected to provide functional space to the hotel;
  - On the easterly edge of the proposed hotel building (facing Newfoundland Drive), a forty-metre right-of-way (setback) from the western edge of the Automotive Building is suggested. This would provide sufficient space for landscaping on Newfoundland Road and

service accesses, while preserving views of the entrance tower of the National Trade Centre from Lakeshore Boulevard;

- On the northern edge of the proposed hotel building (facing Princes' Boulevard), a seventy metre right-of-way (setback) from the southern edge of the National Trade Centre and aligned with the northern face of the Automotive Centre is suggested. Uses related to the hotel, including cafes and other recreational users would be located along the southern edge of the building.
- The height of the hotel building should be complimentary to the height established at the National Trade Centre and the Automotive Building.
- Landscaping for Site 12 should be structured at the northwestern edge to reflect the building setback that presently exists across Princes' Boulevard at the National Trade Centre. This would be consistent in design with the existing landscaping, and would open up the view to a visual terminus of the boulevard in a building to be constructed on Site 10 as described in the Exhibition Place Program and Development Concept.
- The ideal design would site the hotel building in a landscaped open space with parking located below grade.

Note: As more detailed site analysis is required, the staff of Urban Planning and Development Services will be available to work with the Operator to ensure that a suitable site plan and other relevant building parameters are finalized.

# disclosures and disclaimers\_\_\_\_\_

With Respect to the process, the Board of Governors of Exhibition place [the "Board"],

- Reserves the right to reject any or all proposals in whole or in part
- Reserves the right to waive any irregularities of any proposal, discuss modification of any single proposal, request clarification and additional information on any proposal
- Retains the right to proceed with the proposal(s) which is/are, in the sole opinion of the Board, the most advantageous to the Board
- Reserves the right to request prospective operators to consider joining together as a team in subsequent submissions or discussions

The Board, its employees and representatives:

- Take no responsibility for, nor make any representation or warranty as to, the accuracy or completeness of the information supplied in this package, or any information supplied by the Board, its staff or its agents
- Take no responsibility for any lacking information
- Will not be responsible for any expense incurred by anyone in preparing its proposal or in providing additional

information necessary for the evaluation of the proposal

- Will take no responsibility for any delays of costs or costs associated with any reviews or approval processes

