

# EXPO 2025 LONG TERM LEGACIES

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October 2016

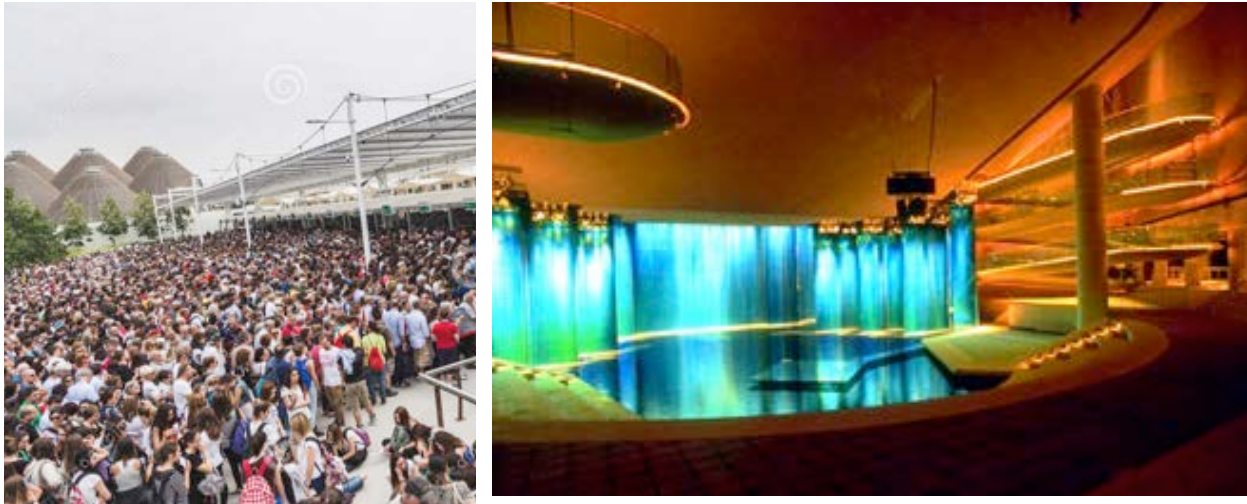
" ...a solid structure around the key, long term legacies of the Expo, closely aligned with government plans and priorities..."

Hosting Expo 2025 in Toronto presents an opportunity to develop important legacies for the people of Toronto, communities throughout Ontario and across Canada as the host nation (referring to the country in which the Expo will take place).

These legacies can be both intangible and tangible cultural/social benefits at or around the Expo site, and across the GTA. Once a cohesive theme is developed, through a rigorous consultative process, Expo can then focus on clearly defining what these legacies will be.

The legacy assets developed concurrent with Expo serve not only to bring meaning to, and facilitate access for, visitors and residents but can also serve as a catalyst for future municipal building projects in and around the chosen Expo site. The Expo site and its environs, as an important new community in Toronto, needs to develop and serve not only its immediate and practical logistical requirements for the event, but engage seamlessly with its close neighbours. They too should experience the benefits of the Expo and not just dealing with the challenges of many thousands of new visitors nearby.

Built legacies would emerge not only at the Expo site, perhaps in the form of iconic new places and spaces, but throughout the city such as new cultural or recreational facilities, infrastructure, public transit and digital connectivity. The legacies of an Expo balance the requirements of a six-month event with the long-term needs of residents and in particular, priority neighbourhoods.



For example, theme elements related to sustainability, intelligent development, multiculturalism and cultural/social unity all provide the opportunity to unify communities across the city of Toronto and help build global trade and other relationships around the world. Since 1971 Canada's multiculturalism policies have built strong bonds within our nation and allowed us to engage internationally as a quiet Soft Power leader.

These opportunities to build on connections to the theme would be reflected in:

- Branding and profile marketing for the Expo, the city, the province and the host nation;
- On-site and off-site programming through concurrent conferences and events related to the theme – intense engagement with the academic and business communities; and
- In the openness and welcoming nature of the Expo site design, planned and built to suit both Expo events and post-Expo needs.

In very practical terms, somatic and cultural/social programming on site and associated with the Expo come with a built-in audience. This audience not only connects directly to the basic meaning of the expo but also welcomes and encourages a huge potential market for the Expo commonly known as 'VFR' (visiting friends and relatives).

### Legacy Benefits for World Expositions

Beginning with the first post WW II World Exposition in Brussels in 1958, primary benefit to the host nation for each Expo has been the development of concurrent and legacy projects.

These legacies may in some cases not be associated directly with the Expo in development terms, they are often expedited or timed specifically in order to benefit and serve the Expo as well as the host nation and the city in which it is held.



### Cultural/Social Legacies

The elaboration of each Expo's theme also creates opportunities for more intangible cultural/social legacy benefits – in the host nation and community and elsewhere. Although perhaps less visible than the built legacies, the cultural/social legacies permit outreach for the Expo and its message at a higher level, particularly with the power of digital communications and social media.



### Encouraging Innovation

The earliest World Expositions, when first developed as a concept in 1851 in London, and thereafter, were most often promoted as places to demonstrate humankind's latest and greatest innovations. These messages had support from both industry and the host nations and sites themselves. These intentions have transformed themselves into specific themes throughout the development of World Expositions since 1958.

The proposed Expo themes' application in modern society and its personal connection to both residents and potential visitors to the Expo would be a fundamental part of the events' success. In the same way that a corporate cultural/social responsibility agenda can be developed and promoted in association with the Expo so too can specific industries and or areas and fields of innovation tied to a particular theme. While this may be considered somewhat idealistic for such an initiative, modern worldwide crowd-funding campaigns and initiatives are in themselves incubators of new innovations and new industries worldwide. There is no reason why planning for an expo 2025 in Toronto could not similarly target such initiatives pursuant to an intelligent theme for Expo 2025.

### Promoting Corporate Cultural/Social Responsibility

A number of modern Expos, specifically including Hanover Expo 2000 and Milan Expo 2015 focused their legacy initiatives towards corporate cultural/social responsibility and to provide an opportunity for input into a larger than site scale cultural/social and community agenda.

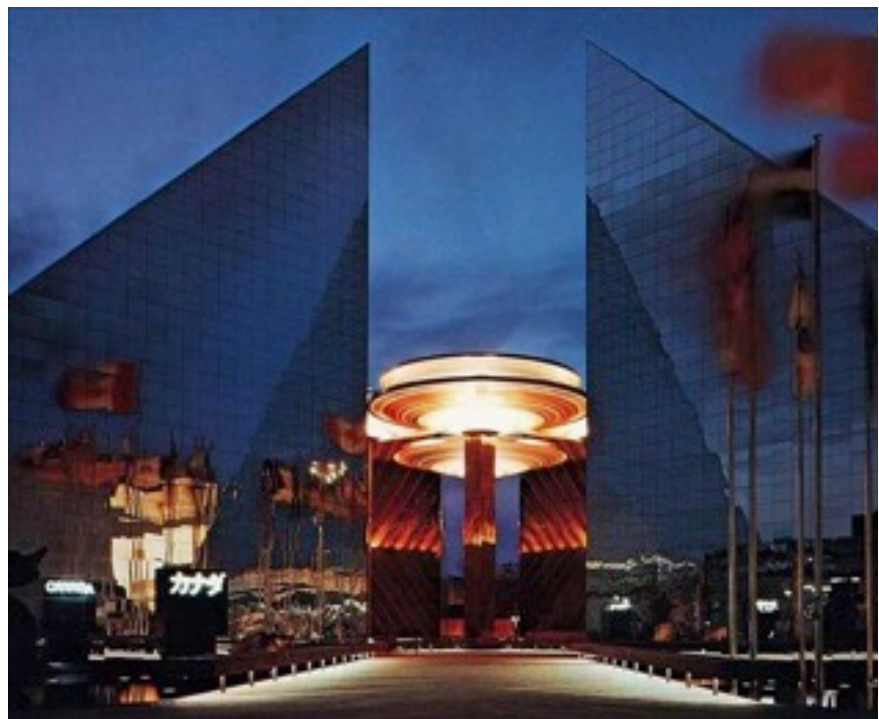
In the case of Expo 2000 the legacy programs were implemented not only in Hanover and across Germany but also at numerous locations worldwide where, through cooperation with NGOs and other agencies, the Expo itself sponsored community development programs across six continents with a focus on the developing world. It was the stated ambition of Expo 2000 to help prioritize and promote what was referred to as Agenda 21 – a worldwide sustainability program initiated at the Rio de Janeiro Environmental Summit in 1992.

In the case of the most recent Milan Expo 2015, the them was focused on food programs worldwide - new innovations and initiatives directed at ending world hunger and improving nutrition and quality-of-life in the developing world.

For community scale initiatives associated with Expo 2025 the development of an agenda devoted to cultural/social unity and multiculturalism, for example, may become an essential part of its success. Canada's ongoing reputation as a world leader in multicultural, community development and as a welcoming population can connect directly with the thoughts and minds of the host community (the city in which the Expo takes place) potential visitors, sponsors and organizers.

### Built Legacies

Virtually every major, World Exposition since 1958 has produced a significant and tangible urban development built legacy for the host community. While not directly funded or built as part of the World Exposition, these legacy systems are perhaps the most visible historical community benefits that remain today in each of these Expo cities.





### Public Transit

Most typically these legacy benefits touch upon urban infrastructure and municipal transit. Rail and airport projects have also been instrumental in the success of Expos as such projects are often added and connected directly to the World Exposition sites.

These urban mass transit installations are above and beyond specialized monorails and telecabin/gondola systems or other on-site transportation systems that were installed temporarily for each World Exposition. In Seattle the legacy monorail

connecting the former Expo site, now known as Seattle Centre with the original downtown remains in place and popular with residents and visitors alike.

Most notably in Canada, beginning at Expo 67 in Montréal and continuing through Expo 86 in Vancouver, the development or expansion of municipal transit systems including the Yellow Line Metro in Montréal, as well as the initial installation of the SkyTrain in Greater Vancouver were specifically coincidental to the openings of the World Expositions in those cities, and both served their respective Expo sites directly through one or more stations.

The existing yellow line in Montréal is a fundamental part of Montréal's urban transit infrastructure and a vital link to the annual and special events that continue to take place at the Expo Legacy sites on Île Notre Dame and Île Ste.Hélène, as well as Cité du Havre in Montréal. The initial planning for the entire Montreal Metro system city wide slightly predated the award of the Expo to Montréal, and the system officially opened 1966, before the opening of the Expo in Canada's Centennial Year.

In Vancouver not only was the SkyTrain specifically opened in time for Expo '86, but a dedicated line ran from the remote site of the Canada Pavilion on the Burrard Inlet directly and nonstop to the Expo site itself. Expo visitors could visit both the False Creek site and the satellite Canada Pavilion on one ticket without additional transfers. The driverless SkyTrain was considered an embodiment of the Expo '86 Theme – World in Motion/World in Touch, and was heavily promoted as a major innovation with its Canadian engineering, design and construction.

Many advancements for automated transportation have been made since 1986. CityMobil2, for example, is a pilot platform for automated road passenger transport systems in Europe launched in 2012. The proposed Expo 2025 site at the Port Lands could become a pilot site for new technologies in automated transportation such as CityMobil2 to create a network of communication-enabled cybercars.

## Sustainable Community Development

Since 1958, many host communities have leveraged Expo to regenerate post-industrial urban spaces.

Vancouver in 1986, Brisbane in 1988 and Shanghai in 2010 are recent examples of host communities transforming industrial lands to Expo sites. The prime location of these sites, along major watercourses, like the Port Lands, enabled municipalities and host nations to look ahead to post Expo opportunities.

In each case what began as underdeveloped industrial areas became at the end of the Expo fully serviced and developable land in primary locations in the cities – expediting in many cases, the long, urban planning cycles and practices. This pragmatic approach allowed for the timing of infrastructure developments to expand and diversify as well as densify developments in these cities more quickly. These large sites arrive ready-made with full infrastructure in place, civic amenities and great public spaces developed to the rigorous planning standards.

This approach allows city urban planners to integrate Expo site planning in terms of the nature of post expo development desired for the area. Site lands can also achieve larger urban goals related to public green spaces, local community amenities and the creation of both resident friendly and visitor friendly new urban areas.

In the case of Expo '86 in particular, the careful post utilization of the former Expo site, approximately 70 ha in size, has fundamentally changed the face of urban Vancouver, creating both a family friendly and visitor friendly urban area with high quality of life, high density and active engagement with surrounding pre-existing communities. The adjacent parcel, thereafter utilized for the athletes' village for the Vancouver 2010 Winter Olympics, is being fully integrated into the context of the former Expo site, altogether serving as a successful example of Vancouver's renowned and sustainable integrated urban development model.

Redevelopment of lands for Expo and post-Expo use have the opportunity to showcase to the world advancements in land use planning. Further, with the sheer volume and scale of new building construction, restoration projects, landscape and infrastructure work, Expo planners, developers and municipalities can also promote innovations and best practices in environmentally responsible adaptive reuse and building and construction techniques.



## Cultural/Social and Community Amenities

In select cases, post-Expo utilization of urban sites has allowed the host community to return a higher expanse of public green space to an originally asphalt and concrete environment.

Major urban parks and all of the community benefits associated with them are seen at the former sites of Expo '58 in Brussels, Expo '62 in Seattle, Expo '67 in Montréal, Expo '70 in Osaka, Expo '86 in Vancouver,

Expo '88 in Brisbane and Expo '92 in Seville. These integrated urban green spaces at both large-scale and small scale are most popular with existing residents and a long-term benefit to both the new community and existing, surrounding communities.

As a small case study, the historic CPR roundhouse formed part of the Expo 86 site and was redeveloped through a community 'buy a brick' program and remains today as one of the most popular and active Community centres in greater Vancouver.

An Expo in Toronto also has the opportunity and responsibility to build similar amenities at the Port Lands. While Expos do not require the type of residential infrastructure needed for an Olympics or Pan Am Games – i.e. athletes' villages – the Port Lands should include affordable housing as part of its residential mix across the site as a post-Expo use.

## Cultural and Social Legacies for Toronto

The cultural/social legacy of Expo 2025 in Toronto would be defined and directed in association with the development of an important clear and relevant theme for the Expo. This intangible legacy grows from the chosen theme - elaborated in the public profile of the Expo on a local, provincial, national and international basis.

While the theme of the expo will define more definitively what the ultimate legacies will be, the overarching imperatives for any Expo in Toronto will be to ensure that *all* residents of Toronto benefit directly or indirectly. These legacies must extend beyond the physical footprint of the Expo site – legacies, whether tangible or intangible, must have an impact across the city, province and country. The Expo in Toronto and the legacies that result from it must align with city priorities of:



1. Anti-poverty
2. Priority Neighbourhoods
3. Connectivity

And with provincial and federal government priorities of:

1. Clean Environment
2. Diversity
3. Opportunity
4. Innovation

With Expo 2025 being proposed at the Port Lands, its legacies must also align with Waterfront Toronto's environmental and land use planning initiatives as well as its cultural initiatives. These legacies must also consider the various stakeholders, current landowners and uses – the film production industry in particular – to ensure compatibility post- Expo. Parks, structures and existing heritage buildings will be used during Expo as pavilions and public spaces and these will remain after Expo for community use.

The social impact on Toronto and its residents as an outcome of an expo will encourage all residents of Toronto to think about and **engage** with their city in **meaningful** ways and be given the opportunity participate in **civic conversations** and debate beyond the duration of the event. It will ensure that no-one resident is left behind; champion inclusivity; provide digital connectedness for all residents and grant access to opportunity and foster a sense of empowerment.

Many of the legacies of an Expo in Toronto are initiative that have already been conceived and in some instances have begun to take shape. It is important that human infrastructure projects begin well in advance of Expo such as digital and physical mobility opportunities. Expo can be the catalyst to help ensure that these opportunities are extended across the city to all neighbourhoods.

While legacies are typically the outcome after the event, the experience of the journey to get to Expo should also be considered. The building and planning of Expo should be about community building where individuals – representing a broad demographic – neighbourhoods and schools participate, engage and be included in the process and feel a part of something greater that will enrich the city and their lives.

The following are potential social and cultural physical legacies as a result of an Expo in Toronto in 2025. These legacies are based on the consultant team's experience and knowledge of Expos, its expertise in cultural and municipal planning and interviews with stakeholders, civic leaders and subject matter experts. The suggested legacies will be more clearly defined once a

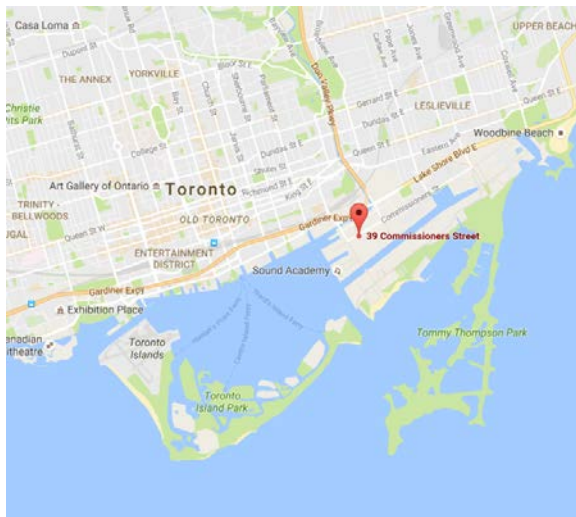
theme for this Expo is developed. It is likely that more legacies may emerge after the development of the theme.

Each example listed – not in any prioritized order – briefly describes its use, at a high level, during Expo and use post Expo. The examples also describe how they align with municipal, provincial and federal priorities. The list below is intended as a starting for further discussion, analysis and feasibility.

# EXPO 2025 LEGACIES

## 1. Connectivity and Broadcast Hubs

*"The future is already here — it's just not very evenly distributed." ~ William Gibson*



### During Expo

The myriad heritage buildings that currently populate the Port Lands can be transformed as prototypes for Connectivity and Broadcast Hubs. Community hubs build on the Province of Ontario's platform of making better use of public properties to build community and strengthen local planning.

During Expo, these hubs will serve as the event's "nervous system". Companies like Accenture, a major sponsor and global integration partner of Expo Milano last year, could play a similar role in Toronto to create the hub at expo that would analyse and process all the information flows to other Expo partners, exhibitors and partners.

Other heritage buildings within the Port Lands could be repurposed as small demonstration pavilions to showcase green technology, innovation and climate change.

### Post Expo

*"Access for all to technology in the 21st century has become as important as access to information."*

*~ Vickery Bowles, Toronto Public Library city librarian*

The Connectivity and Broadcast Hub at Expo would be the working prototype that will not only serve as a permanent fixture for the future Port Lands mixed-use neighbourhood but also serve as the model for hubs across the GTA, the province and the country. Similar to the current initiative with the Toronto Public Library's provision for free WiFi, these hubs could facilitate similar results giving affordable digital to in-need communities and bridging the digital divide.

These hubs are envisioned to provide information and communication technology (ICT) to priority neighbourhoods putting technology within reach of anyone who needs it. They could also serve as major broadcast hubs to serve the film and digital media industries at the Port Lands.

### Government Priorities

Accessible and affordable digital connectivity is a major priority for Toronto with a particular focus on priority neighbourhoods. Digital connectivity also aligns with the federal government goals. The Canada 150 plan and its Connecting Canadians programs aims to ensure all Canadians, no matter where they live, have access to affordable digital service.

### Special Considerations

The connectivity hubs will repurpose and make use of some of the heritage buildings on site as test models during expo. These could remain on site to service the new Port Lands neighbourhood, and will serve as models to role out across the city.

## 2. Indigenous Museum and Park



### During Expo

56 percent of aboriginal people live in this country's urban areas, with Toronto as the most populous indigenous community in Ontario. During Expo, Toronto would be home to the largest national pavilion telling the full story of Canada's indigenous people. It would include a national contemporary art gallery for indigenous art from across the country - Canada's indigenous artists are recognized as among the best in the world.

The park would be used for pow wows and other ceremonies. A section of the park would also include small pavilions to be used by other indigenous people from other countries around the world. In addition, the park would also include a major indigenous garden – plants, food, and

medicine. The gardens would provide real-world experience learning about the practical uses and healing properties and beauty of native plant species.

### Post Expo

The national pavilion will become the Canadian Indigenous Museum and will include a contemporary art gallery, performance space, conference centre and pow wow and ceremonial grounds. The garden will continue as a major cultural attraction. The small pavilions would be reused as incubators for indigenous businesses, innovation labs as well potential retail, design, art and food outlets.

### Government Priorities

The pavilion and its post Expo use fulfills the federal government recommendations of the Truth and Reconciliation Commission to preserve indigenous ways of life, culture, languages and promote entrepreneurship. This new museum would position Canada's Indigenous people on a world stage in terms of talent and entrepreneurship.

### Special Considerations

The pavilion and future museum must be designed by aboriginal artists. The content and gardens must also be developed by aboriginal artists and aboriginal subject matter experts. It should have a prominent waterfront location – celebrating our Great Lakes and a nod to our stewardship of fresh water.

### 3. Hearn Generating Station: Community Cultural Hub



#### During Expo

The Hearn Generating Station is a decommissioned electrical generating station at the Port Lands. The iconic structure has been described as "Pharaonic in scale" and encompasses 650 thousand cubic metres. During expo the station would become one of Canada national pavilions - The National Energy and Sustainability Pavilion.

The Pavilion would demonstrate Canada as a pioneer in all forms of energy - from innovation by indigenous peoples to the generation of electricity through hydro, nuclear and renewable sources in including wind, solar, geothermal and biomass. Today we are transforming our society from being consumers of energy to stewards of energy.

#### Post Expo

The national pavilion, post expo, would become a technology hub where scientists, artists, engineers and designers would work together to develop a sustainable energy future. The main level would be the world's first cultural centre devoted to art and energy with a major conference centre dedicated to smart cities and sustainability. Upper levels of the pavilion would include research labs, incubators for energy-related tech businesses and spaces and labs for university

research. The Hearn could also be available major performance events, art installations and festivals.

### Government Priorities

Clean energy, energy efficiency and innovation and sustainability are major priorities of the federal government. The new centre would help to enable advances in renewable technology increasing the government's attractiveness as a destination for renewable energy investment.

### Special Considerations

The Hearn Station would be repurposed as a major technology hub. The restoration and renovation of the structure would be a model of sustainable building practices and energy efficiency.

## 4. Passenger Marine Terminal



### During Expo

Nearly 10% of Canada's population lives around Lake Ontario with over 30 port cities on the Canadian and American shores of the Lake. The active marine terminal at the Port of Toronto has been connecting the city to every continent for over 100 years. A new state-of-the-art terminal and the many types of water vessels it could potentially receive would be a major attraction at Expo. Passenger transportation by

water to the Expo will reduce vehicular traffic on the roads as well as reduce automobile pollution and create increased interest in cleaning one of the world's largest sources of fresh water. This will be the first Expo visitors can arrive at by water.

### Post Expo

The new marine terminal would continue use as a passenger ( for cruise ships) and commodity port with the potential to increase passenger water transportation as a viable means. It could potentially connect residents and tourists to port cities along Lake Ontario including the Golden Horseshoe, Niagara and the US.

### Government Priorities

The marine terminal will promote innovations in new forms of water-based transportation. The terminal will facilitate less reliance on vehicular traffic along the waterfront and serve as a model of sustainability for other Great Lakes marine terminals.

### Special Considerations

The new marine terminal will be designed as a model terminal demonstrating technological advancements in passenger handling and logistics.

## 5. Pluralism Pavilion

### During Expo

Pluralism is the recognition and affirmation of diversity – permitting the peaceful coexistence of different interests, convictions, beliefs and lifestyles. The Pluralism Pavilion will serve as an international embassy during Expo – a United Nations of sorts. It will be a meeting place for foreign dignitaries and will also provide free exhibition space for developing countries that would not be able to participate otherwise; recognition and affirmation of diversity within a political body, which permits the peaceful coexistence of different interests, convictions and lifestyles.

### Post Expo

The Pluralism Pavilion would become a branch of the Ottawa-based Global Centre for Pluralism. This independent, not-for-profit international research and education centre advances respect for diversity worldwide, fostering informed dialogue about the benefits of diversity.

### Government Priorities

The centre aligns with the importance and attention paid to by all levels of government of multiculturalism, diversity and human rights.

### Special Considerations

This pavilion and subsequent centre could be housed in one of the many heritage buildings at the Port Lands.



## 6. The Corridor - Pilot Projects



### During Expo

The Toronto-Waterloo Region Corridor is a hub for high-growth companies developing breakthrough discoveries. This 100 km stretch, the second largest technology cluster in North America is a diverse ecosystem of health care, clean technology and advance manufacturing.

Expo can provide opportunities to pilot and demonstrate ideas related to clean energy, bio-medical technology and digital communications. Expo can also be a forum for the exchange of ideas between countries and knowledge sharing.

### Post Expo

The pilot projects demonstrated during Expo and the relationships forged between countries will remain as the legacy for future international collaborations. Ideas and projects will be showcased at Expo to millions of visitors as well as to potential partners and funders and potentially help bring to market along the Corridor.

### Government Priorities

Continuing to add new links to the Corridor creates greater impact and increases technological competitiveness. This project will facilitate community growth, sustainability and job creation in the GTHA. Extending the reach of Expo beyond the Port Lands, gains traction and buy in from neighbouring communities

### Special Considerations

Inclusion of other communities along the Toronto-Waterloo Corridor.

## 7. Don River Valley Park



### During Expo

The Don River Valley offers an incomparable green space along a densely populated urban core. It is today a largely inaccessible and fragmented landscape that has remained neglected for decades. With increasing incidences of extreme weather, the environmental and financial consequences of inaction are growing exponentially. Evergreen in partnership with the City of Toronto and the Toronto and Region Conservation Authority have developed a scheme that recognizes and seeks to reclaim, protect and enhance the Don River Valley to create a new 200 hectare park. This new urban park will engage residents with nature, stimulate recreational and cultural activities and connect the ravine system spanning from the Brickworks south to the Corktown Common and the foot of the lower Don River.

The southern end of the park will be incorporated in the overall Expo site. A culture and ecology pavilion could be located at the southern end of the park which could serve as a gateway to Toronto's vast ravine system for resident and tourists alike.

### Post Expo

Expo will serve as the catalyst to complete the park and art trail and expand the nodes to incorporate more of the ravine system including river crossings and other trails.

### Government Priorities

Aligns with city priorities to enhance and build on the vast ravine system and with federal objectives of creating a clean environment.

### Special Considerations

Builds on an existing initiative by the City of Toronto and the Conservation Authority.

## 8. Bike Share Toronto



### During Expo

Bike Share Toronto has a network of 2,000 bicycles and 200 stations located throughout downtown Toronto. It consists of a fleet of specially designed, heavy-duty, durable bicycles that are locked into a network of docking stations. The system is intended to provide Toronto residents and visitors with a convenient and fun transportation option for getting around the city.

A very robust router system provides easy access for bike transportation and with 2000 bikes available, an environmentally responsible way of getting around the city. During expo, an expanded system could be implemented to provide an efficient way of not only getting to the expo site but also travel within the site itself.

### Post Expo

Expanded Bike Share not only provides affordable and clean personal transportation in the downtown core but across priority neighbourhoods in the city. In addition, its sophisticated router technology can provide affordable digital access to these same neighbourhoods without reliance on a fibre network.

### Government Priorities

Accessible and affordable digital connectivity is a major priority for Toronto with a particular focus on in-need neighbourhoods. Expanded Bike Share would also provide greater opportunities to affordable and clean personal transportation.

### Conclusion

The above suggested legacies are intended to support the feasibility of an Expo in Toronto for 2025. They are based on informed discussions with stakeholders, civic and cultural leaders and subject matter experts as well as the consultant team's experience and knowledge of Expos and post Expo outcomes and impact. The intent of these legacies is to align events and infrastructural planning for an Expo with the priorities of the city, the province and the federal government to ensure long lasting social impact and benefit for the residents of Toronto, the province and the country long after the event.

These legacies are described at a high level and are intended as starting points for further analysis and study. These legacies will be more clearly defined and articulated once an overarching theme as been developed for Expo as part of the planning process.

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TORONTO 2025  
WORLD EXPO  
FEASIBILITY STUDY

**EXPO2025**  
**CANADA**

STRATEGIC  
SECURITY REVIEW

09 SEPTEMBER 2016

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# TORONTO 2025 WORLD EXPO FEASIBILITY STUDY STRATEGIC SECURITY REVIEW

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## Introduction

This Strategic Security Review was conducted as a portion of a larger feasibility study into the potential of Canada submitting a bid to the *Bureau International des Expositions (BIE)* to host the 2025 Registered World Exposition (EXPO). This Security Review was built from experiences and lessons learned during past/recent large scale major events hosted in Canada and abroad (e.g. 2010 Vancouver Olympics, 2010 G8/G20 Summits, 2012 London Olympics, 2015 Pan/Parapan American Games, EXPO Milano 2015, etc.). It will include an analysis of those individual events and contrast and contextualize them (at a Strategic Level) against any potential EXPO 2025 security planning.

The Review will also attempt to evaluate the current domestic threat situation and through the analysis of emerging trends and contemporary examples, endeavour to project trends over the next 9 years. It will also provide a strategic level summary of the threat environment as it relates to securing large scale public events of this nature; will present an effective approach to planning security through a Concept of Operations Framework. Finally, through an analysis of projected resource requirements and timelines, it will provide an initial fiscal forecast for dedicated EXPO 2025 Security Planning, Operations and Demobilization.

## Challenges

Large-scale international events such as the EXPO are complex in nature, evolve dynamically throughout the planning phase and are modified well into operations. From a security perspective they need to address criminality, extremism, societal anxieties and apprehensions, as those can, and tend to be manifested into direct action at these types of events. Some rationales include:

- Duration - 6 month long of the event
- Held in a densely populated area
- Local population is multinational and diverse
- Supported/subsidized by multiple levels of government
- Sponsorship from large multinational companies
- The participation of many other national / sub-national governments
- Significant public participation & attendance
- Include the attendance of multiple Internationally Protected People
- Overlap other large scale / concurrent events (e.g. Pride Week, Jazz Festival(s), Caribbean Festival, CNE, Canadian International Airshow, International Film Festival, Toronto Fringe Festival, Canada Day, Marathon(s), etc.)
- Event occurring in 9 years with potentially many unknown/unforeseen factors

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## Review Terminology

In past domestic large scale major event (e.g. 2010 Vancouver Olympics, 2010 G8/G20 Summits, 2015 Pan / Parapan American Games) the “security pillar” lead agency developed and instituted a joint operational framework that included police services at the Federal, Provincial and Municipal levels, as well as other security partners from the within those same levels of government (e.g. Canadian Security Intelligence Service, Canadian Border Services Agency, etc.) and outside of government (e.g. Private Security Contractors). Those joint operational task forces were called an *Integrated Security Unit* or “ISU”. In this report for consistency and ease of reference, it is assumed that EXPO 2025 would also follow that framework/nomenclature and have an “EXPO 2025 ISU” (herein referred to as “ISU”), regardless of which police service is directed to lead the security efforts.

Similarly, the overall program coordination of such large scale major events is usually conducted by a branch of government or the legal establishment of a Not-for profit Corporation, who would receive their funding from government. These organizations are referred to typically as an *Organizing Committee* or “OC”. It is assumed that there will be established an EXPO 2025 OC, (herein referred to as “OC”) and that terminology will be utilized in this Review.



## 1. THREAT ASSESSMENT

### Threat Assessment

Threat Assessments can be undertaken on anything from critical infrastructure sectors, to business units, individual people, or the routes they travel. At the basics, the Threat Assessment is a systematic tool to help in the analysis of a hazard. The Province of Ontario has developed and maintains an Ontario Provincial Hazard Identification and Risk Analysis (HIRA)<sup>1</sup> to provide guidance for risk assessment in the areas of natural, technological and man-made hazards.

While natural hazards (e.g. extreme weather, flooding, epidemics, etc.) and technological hazards (e.g. dam failure, transportation emergency, building collapse, etc.) can impact security operations, they would also impact the overarching event and could affect entire geographical areas, beyond EXPO 2025. These threats are predominantly managed by effective mitigation strategies (e.g. standards, building codes, operational restrictions, etc.) and also have the value (for the most part) of occurring incrementally over time, are actively monitored and can be forecasted, to some degree.

If these incidents occurred before EXPO 2025, or a planned day of EXPO operations, they could result in the EXPO Site closure, or partial operations, transportation disruptions, and/or decreased attendance, thereby reducing the overall threat to security operations for an event. If they occurred during a planned day of EXPO operations, without the foresight of advanced warning, they could result in a brief surge in EXPO security requirements / activities to respond to the immediate risks to public safety, and overall site security; but this should be rapidly reduced as incidents are managed, EXPO Site or the internal zones are evacuated, and operations are normalized.

Consequently, the majority of planning for these types of hazards more aptly resides within the municipal consequence management pillar. Those established, exercised and validated plans would be built upon for the EXPO by the OC adding site specific information and planning appendices, as the site is developed and schedules/activities are defined. This activity would also be actively supported by the ISU, to help ensure the continuity of operations, effectiveness of communications,

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<sup>1</sup> Hazard Identification and Risk Assessment for the Province of Ontario:  
[http://www.emergencymanagementontario.ca/english/emcommunity/ProvincialPrograms/hira/hira\\_2012.html#P573\\_31462](http://www.emergencymanagementontario.ca/english/emcommunity/ProvincialPrograms/hira/hira_2012.html#P573_31462)

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and the coordination/harmonization of resources during planning and in EXPO 2025 operations.

The remaining “man-made hazards” (e.g. Terrorism, Internecine Conflicts/Disputes/War, Public Order Threats/Extremism, etc.) are the focus of this strategic level Review as the mitigation, planning, response and recovery of these types of incidents would directly impact the ISU.

These threats are/and would be the responsibility of police and will be analysed individually and contrasted in perspective to other contemporary examples of planned large-scale events (e.g. 2010 Vancouver Olympics, 2010 G8/G20 Summits, 2012 London Olympics, 2015 Pan/Parapan American Games, EXPO Milano 2015, etc.) for relevance to any EXPO security planning.

### Current Threat Environment

In October 2014 the Canadian Government raised the national threat level from Low to Medium, rationalizing a deterioration in the national threat environment. This threat level category is defined with “Intelligence has defined an individual of group within Canada or abroad which is assessed as having the capability and intent to commit an act of serious violence...”.

While this remains the current national position, it also needs to be noted that geographically specific areas/targets, critical infrastructure and/or major events (such as a World Exposition) often have more detailed and specific threat assessments produced. Those assessments are targeted the event, site, and immediate area, serving to outline more direct and/or explicit threats, beyond the national assessment.

### **1.1 TERRORISM**

Terrorism is an act that is committed in whole or in part for a political, religious or ideological purpose, objective, or cause, and in whole or in part with the intention of intimidating the public, or a segment of the public, with regard to its security, including its economic security, or compelling a person, a government or a domestic or an international organization to do or to refrain from doing any act, whether the public or the person, government or organization is inside or outside Canada...<sup>2</sup>

The frequency of terrorist events (both planned and transpired) has been expanding in recent years, as well as the extent of their intended scope and impact. It has

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<sup>2</sup> Criminal Code of Canada (R.S.C., 1985, c. C-46):  
<http://laws-lois.justice.gc.ca/eng/acts/C-46/>

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proliferated into new areas, to a greater degree and become more prominent in the media. To help counter this in part, there has also been an increase in the numbers of law enforcement and government agency members actively engaged in intelligence collection/analysis and operational monitoring of potential terrorist suspects; as well as an escalation of individual arrests/detainments of terrorist suspects, before they could undertake their planned activities.

For this analysis, terrorism could be caused by:

Terrorist Entities – Can be identified as individuals or organizations planning terrorist activity in relation to a cause, event and/or an attendee, such as an attack against specific National Booths at EXPO 2025, or Internationally Protected Person attending ceremonies/visits during its operation. (E.g. Al Qaida, Liberation Tigers of Tamil Eelam (LTTE), etc.)

Independent Asymmetrical Threats – This has been referred to in popular culture and the media as a “lone wolf” situation. This threat variant is comprised of individuals acting on their own, motivated by passionate personal reasons/rationalizations, whose actions are likely to include criminal activity and/or initiation of a public safety concern. It also needs to be noted that unlike other types of threats, this classification may include individuals suffering from mental illness which can only be determined through investigation (post event).

### Contemporary Examples

#### **2010 Vancouver Olympics**

Intelligence and police agencies identified and tracked a number of potential domestic and international threats to Olympic security, including threats by Al-Qaida. This coupled with Canada’s 2010 increasing role in Afghanistan served to change many peoples’ perceptions of Canada as a peacekeeper. This included al-Qaida operatives warning Canada in the lead up to the Olympics to “withdraw from Afghanistan or risk attacks similar to 9/11 and terrorist bombings in London and Madrid”. The RCMP’s national security branch stating that “al-Qaida terrorists intended to attack Canada and that they recently called for strikes against Canadian oil and natural gas facilities”.<sup>3</sup>

#### **2010 G8/G20 Summits**

In May 2010, a Royal Bank of Canada (RBC) Branch in Ottawa was fire bombed. In the statement, signed by the “Fighting For Freedom Coalition – Ottawa”, it states that the RBC was a major sponsor of the 2010 Olympics on “stolen indigenous land” and also states “the group will be at the G20 summit

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<sup>3</sup> Critical Energy Infrastructure Protection in Canada:  
[http://cradpdf.drdc-rddc.gc.ca/PDFS/unc104/p534201\\_A1b.pdf](http://cradpdf.drdc-rddc.gc.ca/PDFS/unc104/p534201_A1b.pdf)

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in Toronto June 26-27 and at the G8 Summit near Huntsville, Ont., June 25-26” and that “The Games in Vancouver are now over, but resistance continues...An RBC Branch can be found in every corner of Kanada.”

The attack was not an isolated affair, but rather it was the culmination of a series of twenty low level but connected attacks over a two year period against various targets across the country. At least ten of these attacks were directed against banks, of which nine targeted the RBC.

Three individuals were charged with arson related offences rather than terrorism, but the Ottawa Police Chief referred to them as domestic terrorists.

### **2012 London Olympics**

London Olympics planning assumption for the Games was for a threat at severe level (their second highest classification), meaning an attack is highly likely. Planning for the Olympics included testing venues against all potential terrorist threats, including from Irish dissidents and Islamists.

### **EXPO Milano 2015**

A month after the start of the 2010 Shanghai Expo, three men were arrested in Norway and Germany. The suspects, were accused of belonging to a separatist movement linked with Al Qaeda, were allegedly planning an attack against the Chinese embassy in Norway. The intent was to signal “that during Expos, embassies are vulnerable”.

### EXPO 2025 Context

In examining the operational security needs of EXPO 2025, threat parameters are examined which include:

- Identity – Groups of Individuals with a hostile intent
- Capability – Whether there are means/ resources to carry out hostile acts
- Intent – Plans to carry out hostile act
- Probability – the likelihood of the hostile act being perpetrated. This is a judgement call based upon the above factors and other considerations:
  - How attractive the target to terrorists?
  - Is the geopolitical situation favourable?
  - Does the operational environment make the timing likely? (within a specific time window of opportunity – in this case 6 months)

Terrorist Entities such as the Islamic State of Iraq and the Levant (ISIS) continue to promote attacks on Canadian targets and cities, even since the cessation of Canada’s participation in combat operations in Afghanistan and Syria. Independent Asymmetrical Threats and physical attacks have proliferated society in the past few



years and remain a great “unknown”. Indeed, many conditions in place from the contemporary examples still exist today and some have intensified.

A terrorist act would be the most egregious threat to any large scale event, including EXPO 2025, its participants and the public safety of Canadians. The duration and location of the event, coupled with the participation of so many national governments, world leaders, and visitors make the EXPO a viable target for international and domestic terrorists.

The potential for EXPO 2025 to be a target for terrorism would be a very tangible threat to be mitigated through intelligence operations and planned for by the ISU, Federal Partners, the Royal Canadian Mounted Police, Canadian Security Intelligence Service, Toronto Police Service, and the Ontario Provincial Police; as the reality is during the EXPO, it may not be the EXPO that is directly targeted.

## **1.2 INTERNECINE CONFLICTS / DISPUTES / WAR**

“Conflicts” in general terms have increased in the last 20 years, and continue to destabilize countries and entire regions. Immigration and expatriate populations tend to relocate historical, cultural, religious and other disputes to their transplanted location, creating Diasporas of potential conflict/issues. It isn’t envisioned that this situation will improve or stabilize over the next 9 years, but rather continue to deteriorate, to some degree.

For this analysis, the following definitions are used:

Internecine Conflicts/Disputes – Are issues/events occurring between members of the same group, organization or country (including civil war), that may produce public safety threats.

War(s) – Are a state or period of fighting between countries or groups.

### **Contemporary Examples**

Contemporary examples aren’t evaluated through comparative analysis with previous large scale events. Instead they are examined against the unique conditions that EXPO 2025 would put in place. This includes the potential of bringing together of rival nations/factions/groups and scrutinising that against the multi-cultural environment present in Toronto specifically, the “golden horseshoe” generally, and that found overall with Ontario and Canada.

Some of those larger / most current incidents include:



**2015 – Turkey / ISIL Conflict** – is an ongoing series of attacks and clashes between Turkey, the Islamic State of Iraq and the Levant (ISIS/ISIL) and the Kurdistan Workers Party (PKK) as part of the Spillover of the Syrian Civil War.

**2015 – South China Sea Dispute** – is an escalating struggle in the South China Sea as China exerts national possession, further develops and militarizes disputed islands/atolls, in contravention of the ruling of the Permanent Court of Arbitration at The Hague.

**2014 – War in Donbass (Ukraine)** – is an armed conflict in the Donbass region of Ukraine. Protests by pro-Russian and anti-government groups took place in the Donetsk and Luhansk provinces of Ukraine. These demonstrations, were followed by the Russian annexation of Crimea, and escalated into an armed conflict between the separatist forces of the self-declared Donetsk and Luhansk People's Republics (largely led by Russian citizens), and the Ukrainian government.

**2013 – Egyptian Insurgency** –at the same time as mass protests began against the 3 July coup d'état which deposed Mohamed Morsi, and in parallel with the escalation of the already ongoing jihadist insurgency in the Sinai peninsula, pro-Muslim Brotherhood militants started violent attacks against policemen and soldiers in Central and Western Egypt.

**2012 – Quebec Student Protests** - a series of student demonstrations led by student unions against a proposal by the Quebec Cabinet, to raise university tuition. As part of the protest movement, a series of widespread student strikes were organized, involving half of Quebec's student population by April 2012.

**2011 – Syrian Civil War** - an ongoing multi-sided armed conflict with international interventions taking place in Syria.

**2011 - South Sudanese Civil War** - a conflict in South Sudan between government and opposition forces. Up to 300,000 people are estimated to have been killed in the war, including notable atrocities such as the 2014 Bentiu massacre. More than 1,000,000 people have been displaced inside South Sudan and more than 400,000 people have fled to neighbouring countries.

**2011 – Libyan Crisis** - the ongoing conflict in Libya, beginning with the Arab Spring protests of 2011, which led to a Libyan Civil War, foreign military intervention, and the ousting and death of Muammar Gaddafi. The civil war's aftermath led to violence and instability across the country, which erupted into renewed civil war in 2014.



**2010 – Toronto Highway Blockade** - thousands of Tamil Canadian protesters blocked all lanes of the Gardiner Expressway protesting the civil war in their native Sri Lanka and looking for economic and diplomatic sanctions by Canada.

**2009 – Boko Haram Insurgency** - Jihadist rebel group began an armed rebellion against the government of Nigeria. The backdrop for the conflict is a series of religious violence between Nigeria's Muslim and Christian communities. Boko Haram has been called the world's deadliest terrorist group, in terms of the number of people it has killed.

**2003 – Iraq War** - is an ongoing armed conflict in the Middle East. In 2014, the Iraqi insurgency escalated into a civil war with the conquest of Fallujah and Mosul and major areas in northern Iraq by the Islamic State of Iraq and the Levant.

**2001 – War in Afghanistan** – NATO invaded Afghanistan under Operation Enduring Freedom. The purpose of this was to defeat Al Qaeda, to remove the Taliban from power, and to create a viable democratic state.

Many other contemporary examples may be found, and some enduring instances remain in dispute such as:

- Anti-Chinese protests by organizations/individuals supporting a “free Tibet”
- Establishment of an Independent Palestinian State
- The status of the Kashmir Region between India and Pakistan

### EXPO 2025 Context

The last two decades have seen an increase in global conflicts and internecine strife. Instances range from the spread of regional conflicts beyond traditional national boundaries, to growing religious secularism, heightened perceptions of economic inequities and fears surrounding increased globalization alongside a European Union where the United Kingdom voted to leave.

There is little evidence to suggest this trend will diminish or normalize. On the contrary, conflicts continue to expand beyond national boundaries and grow in size and scope.

Balance that situation with the existing/forecasted regional demographics, recent immigration initiatives and how nine additional years of change could further define the operational environment. Then introduce the framework of a Global microcosm on national/regional governments, collocating in one geographical location for a 6 month period and obvious challenges will emerge. These challenges will not be





unique to the EXPO 2025 ISU, but will impact the EXPO Organizers/planners as well as municipal, provincial and federal government partners, and police services alike.

These situations aren't new however and while they pose information challenges for intelligence and resource challenges for event organizers, security planners and operational staff they can be mitigated and planned for effectively to a large scale. They will require resourcing, vigilance, early identification of issues / trends, and continued / ongoing analysis, to monitor developing situations.

### **1.3 PUBLIC ORDER THREATS / EXTREMISM**

Public order threats - are those threats posed by individuals or collective criminal extremist who have historically illustrated a politico-ideological motivation for radical activity that either acting alone or by infiltrating otherwise peaceful protests, incite towards violence, criminal activity and post a threat to public order.

Extremism is defined by the actions / intended actions of individuals holding extreme political or religious views; manifested by fanaticism.

\* It needs to be noted that these incidents do not include lawful protests of real issues, or incidents of civil disobedience to oppose, stand against, bring light to contemporary issues which are protected under the Canadian Charter of Rights and Freedoms

#### **Contemporary Examples**

##### **2010 Vancouver Olympics**

More than 200 masked anti-Olympics protesters smashed windows, vandalized cars and newspaper boxes and intimidated pedestrians in downtown Vancouver Saturday morning (Feb 13, 2010) before being confronted and dispersed by police in riot gear. Dressed in black balaclavas and masks, and carrying a ladder, they smashed windows at the Hudson's Bay store and the Toronto-Dominion Bank. The group also sprayed painted windows, were involved in several confrontations with supporters of the Olympic Games. The Vancouver Police Crowd Control Unit broke the group into smaller groups who dispersed, while a core group of the most violent protesters (who threw marbles and spat at police) was encircled by police. Seven suspects were arrested, including one with a bicycle chain wrapped around his fist. The Vancouver Police Chief blamed a group of about 100 anarchists at the protest for causing many of the problems, saying "The demonstration involving a number of anarchists some of whom dress all in black and employ a tactic called Black Bloc. This included a loosely organized group of thugs from Central Canada known to attach themselves



to any cause, travel to any event that attracts media coverage and promote anarchy wherever they go".

## **2010 G8/G20 Summits**

More than 400 people were arrested (from a total protest crowd that was estimated as high as 10,000) after violence broke out when thousands of anti-G20 protesters marched through downtown Toronto on Saturday, June 26, 2010, prompting police to use tear gas in the city for the first time ("after a warning was given to the public about its impending use). The protest included broken window, 4 burned police cars, vandalism and violence, with 412 people being arrested. Throughout the evening, police continued to move people east along Queen Street, and small groups out of the downtown core early Sunday, even after most demonstrators had gone. The Toronto Police Chief blamed the destruction on violent "anarchists" and said several of their leaders were arrested, he also added that throughout the day, some of his officers were pelted with rocks, bricks and bottles, spat upon and assaulted, but none suffered major injuries.

## **EXPO MILANO 2015**

Protests overshadowed the start of the EXPO Milano, on Friday, May 1st, 2015 as Police fired teargas at demonstrators of the EXPO. Protest groups, their faces masked against the fumes from the cars they had burned also threw stones and faced off against lines of police in riot gear in central Milan. Water cannons were used to put out blazes, including one at a bank branch. The confrontation came hours after the opening ceremony at the EXPO Site.

## EXPO 2025 Context

Anti-globalization, black bloc, anarchists and other extremist groups exist in Canada today and would be a physical threat leading up to and during EXPO 2025. These groups and their tactics have increased in their size, scope and kinetic ability throughout the western world over the last decade. They have employed new tools and have been strengthened with their growing use of social media as a means to coordinate, communicate and mobilize. These groups have many catalysts and an EXPO would bring many of those to the foreground, such as:

- The presence of national and subnational governments, some of which may be in dispute or open conflict with one another
- Disparate conditions between cultural groups / nations
- Planned land use for the Expo site, both during and after the event

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- Environmental concerns around the EXPO site development
- Larger or extra-national environmental concerns, social inequities or political/religious held beliefs, where an EXPO could be perceived as a watershed for protesting
- Government sponsorship & funding
- Sponsorship from large multinational corporations some of which, have been violently protested in recent large scale major events of this nature that could very well be involved in EXPO 2025 include:
  - Banking institutions
  - Large fast food restaurants
  - Multinational corporations

Any protest group would pose a threat not only to EXPO 2025 but to public safety in general and the larger City of Toronto and the downtown core, where protests would certainly not be confined to the vicinity of the EXPO Site.

Violent protest could be expected to occur prior to, during and immediately following the Opening of the EXPO 2025 Site but would lose momentum as police dispersed crowds and those who had engaged in criminal activities and/or led/directed the same were arrested by police. It wouldn't be a sustained event, but over the duration of EXPO 2025, smaller/break-off groups of the larger protests could re-emerge to a much smaller extent, coupled with greater instances of vandalism, and attempts to "break into" the EXPO 2025 site to both embarrass the organizers and garner further media attention to their purported causes.

Intelligence can provide forecasts, projections, analysis and Threat Assessments, which would be of value to the ISU and help to strengthen the onsite protection, but the greater impact of these protests will not be felt by the EXPO or ISU but the Toronto Police Service officers, working offsite away from the EXPO.

#### **1.4 CONTRIBUTING FACTORS**

In the 9 years before the EXPO the "unknown" is possibly the largest contributing factor. Innovation drives our society, with new ideas, concepts and technologies being invented and reinvented continually. One example is the "Internet of things" (devices network, communicate and share information with/between each other, in real time); as with the advent of social media there is no way in knowing how this will transform society or alter the manner in which policing services are provided in the future.

Some other factors that may contribute to the unknown threats include:



- The “Theme” chosen for EXPO 2025
- Fiscal environment & resource availability
- Overlap other large scale / concurrent events (e.g. Pride Week, Jazz Festival(s), Caribbean Festival, CNE, Canadian International Airshow, International Film Festival, Toronto Fringe Festival, Canada Day, Marathon(s), etc.)

### 1.5 THREAT ASSESSMENT SUMMARY

Any of these threat variants may be motivated by international, domestic or issue specific catalysts. Further the action taken may be the culmination of grievances that are subjective or objective. Thus they are to varying degrees, difficult to detect proactively.

Risk Based and Intelligence led policing (which is a model built around the assessment and management of risk. Intelligence officers serve as guides to operations, rather than operations guiding intelligence) will assist greatly in mitigating many of the threats identified, thereby reducing costs and risk exposure, but events of this nature simply cannot be prevented. The ISU would need to implement comprehensive and robust mitigation strategies and develop systems, policies, resources, and plans to manage the residual risks.

EXPO 2025 - THREAT EVALUATION						
Impact	Severe			TERRORISM		
	High				PUBLIC ORDER EXTREMISM	
	Medium			INTERNECINE CONFLICT		
	Low					
	Immaterial					
		Extremely Remote	Remote	Possible	Likely to happen	Will Occur
		1	2	3	4	5
Likelihood of Occurrence						

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## **2. SECURITY PLANNING – STRATEGIC CONCEPT OF OPERATIONS**

### **2.1 Security - Concept of Operations**

At the initiation of Strategic Planning, the ISU would develop a Strategic Concept of Operations (CONOPS) document to lead them through Strategic Planning and transition into Operational Planning. This document would be developed around the Scope, Aim, Objectives, Mission Statement, Guiding Principles, Core Values, etc. that the EXPO Organizing Committee (OC) defines for EXPO 2025. This approach would help to ensure coordinated and consistent planning, towards a common Aim. Once completed, this document would be shared with EXPO OC, again to ensure alignment and transparency in planning; this CONOPS would also ideally be endorsed / approved by all Security Planning Partners within the ISU.

#### **Proposed – ISU Mission Statement**

Provide a safe and secure environment for the conduct of EXPO 2025 while preserving an open and accessible atmosphere for all visitors and attendees, while aiming to minimize disruptions to residents and businesses.

#### **Proposed – ISU Critical Objectives**

(would be built upon once OC Provides Framework documentation)

The ISU critical objectives would be those key fundamental efforts and actions (examples below), that are undertaken in order to accomplish the Mission:

1. Conduct a comprehensive review of all EXPO 2025 security requirements:
  - Review the security baseline requirements for the EXPO Site(s) and the local area, including critical infrastructure security
  - Determine the security responsibilities of partnering security agencies
  - Establish the requirement for and the provision and employment of security specialists (E.g.: Marine Patrols, CBRNE, etc.)
2. Develop the Business Plan and operational planning framework for the ISU and EXPO 2025 Site Security:
  - Plans would cover all aspects of EXPO 2025 security
  - Establish a coordinated planning process with other public safety entities and ISU Partners, based on the Incident Management System for Ontario
  - Establish an acceptable and fully integrated risk management program with ISU security partners, ensuring that it is incorporated into the planning, preparation and execution of operations



- Establish a catalogue of resources that may be required to support ISU operations
3. Develop a plan for the expansion of the ISU to incorporate participation of additional EXPO 2025 security partners:
    - Determine level of required / anticipated participation of EXPO security partners
    - Coordinate with security partners to incorporate additional planning staff from these organizations
    - Review the internal infrastructure requirements for an expanded ISU
    - Develop a command and control system
  4. Develop coordinated and focused intelligence fusion architecture to support the EXPO 2025 ISU:
    - Establish liaison with existing municipal, provincial, national and international intelligence agencies
    - Develop inter-agency intelligence sharing agreements
  5. Develop and maintain a framework to facilitate liaison between municipal, provincial, and federal agencies as well as corporate and international partners:
    - Develop a Strategic Communications Plan
    - Develop internal and external communication plan with Community Liaison Teams and through member/stakeholder liaison
  6. Develop the Information Technology (IT) systems required for an integrated planning/operations group:
    - Coordinate with Security Pillar partners to establish IT inter-operability standards
  7. Research and develop a comprehensive training and exercise program for EXPO security personnel:
    - Review standards and programs of similar / contemporary large scale events
    - Review current training standards, determine training requirements, and build upon existing foundations

## **Security Authorities**

The CONOPS would define the specific authorities/instruments that the ISU would utilize in planning and operations; those originate from a number of key Acts, Regulations and Statutes, some of which include:



### Federal

Canadian Charter of Rights and Freedoms (Pt 1, Constitution Act, 1982)  
Criminal Code (R.S.C 1985, c. C-46, as amended)  
Foreign Missions and International Organizations Act (S.C. 1991, c. 41)  
Immigration and Refugee Protection Act (S.C. 2001. c.27)  
Canada Shipping Act, 2001 (CSA 2001)

### Provincial

Police Services Act (R.S.O 1990, c. P.15)  
Provincial Offences Act (R.S.O. 1990, c. P33)  
Trespass to Property Act (R.S.O. 1990, c. T.21)  
Highway Traffic Act (R.S.O. 1990, c. H.8)  
Private Security and Investigative Services Act (S.O 2005, Chapter 34)  
Occupational Health and Safety Act (R.S.O 1990, Chapter 0.1)

## **2.2 Key Security Concepts**

The following Key Security Concepts could be built into the security CONOPS to form a structure for building additional concepts upon.

### Security Governance

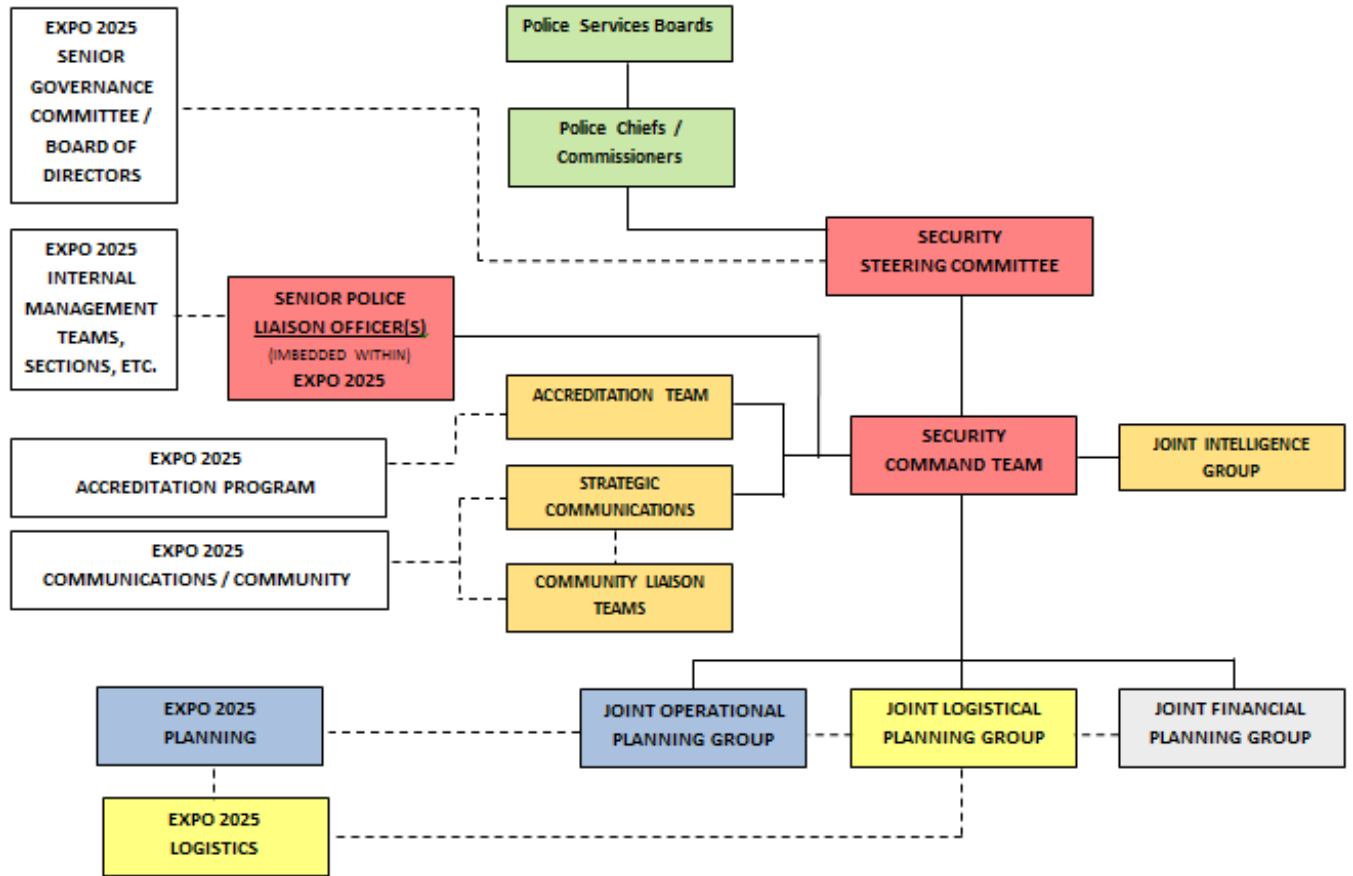
The Governance Model would be structured pursuant to the Incident Management System, and would include strategic alignments with the EXPO 2025 OC. (There would also be a separate Operational Command Structure developed later in planning)

Linkages will also be developed as required with the municipal, provincial, provincial and federal government consequence management partners.



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## EXPO 2025 – SECURITY PILLAR ORGANIZATION CHART WITH EXPO 2025 ORGANIZING COMMITTEE LINKAGES



### Project Management

The Project Management approach would be utilized by the ISU for their planning for EXPO 2025.

The primary aim of the project is to achieve all of the project goals and objectives (to be defined after the EXPO 2025 OC establishes the foundation, and would be illustrated in part, by a Security Roadmap (see draft below) while honouring the constraints of scope, time, and budget; with an end to optimize the allocation of necessary resources and integrate them to meet the project objectives.

The Security Roadmap is divided into five main stages: Strategic Planning, Operational Planning, Mobilization, EXPO 2025 Security Operations and De-mobilization.

The planning framework is based on Incident Management System (IMS) principles and includes all key pillars (Command, Planning, Finance and Administration, Logistics and Operations) as indicated in the previous diagram.

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This Roadmap would be enhanced throughout the project's development.



### Memorandum of Understanding with EXPO 2025 Organizing Committee

Develop and establish (early on) a formalized Memorandum of Understanding (MOU) with the EXPO 2025 OC that defines, roles, responsibilities, funding, timelines and resources/equipment between the EXPO 2025 OC and the ISU. This MOU would also have change management program, approvals process, and a binding dispute resolution mechanism to ensure momentum in planning and operations is never impeded and resources are procured and delivered to sustain ongoing operational requirements.

### Terms of Reference

Creating detailed Terms of Reference are critical to the definition of vision, scope, objectives and deliverables. It identifies stakeholders and membership of groups and their associated roles and responsibilities. To that end, and in support of effective governance, Terms of Reference would be developed for all ISU led committees, working groups, planning groups, etc.

### Intelligence Driven / Risk-based Approach

EXPO security planning and operations would be intelligence driven. Security plans would be developed, and adapted as required, based on the most current intelligence information, using a risk-based approach, including:

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- Determining the actual or perceived risk through on-going threat, vulnerability and risk assessments,
- Assessing the impacts of identified risks to the success of EXPO 2025 and the Security Mission, utilizing both quantitative and qualitative measures,
- Establishing risk tolerance to threats and vulnerabilities,
- Identifying and implementing prevention / mitigation strategies to manage risks in accordance with an established risk-tolerance that would need to be set at a Governance Committee level, and
- Intelligence resources from all ISU partner agencies would coordinate their approaches during the initial operational planning phase and into the operational phase, forming the:

#### Joint Intelligence Group

- Security planning and operations would be intelligence-led. This approach requires the development of flexible and adaptable plans, with a view to enabling Commanders to adjust to changing circumstances.
- The intelligence function would be managed in the ISU by a Joint Intelligence Group (JIG), an integrated collections and analysis group mandated to provide strategic, operational, and tactical intelligence. It would be responsible for identifying and anticipating threats, issuing assessments, warnings and alerts, and responding to requests for information. Ongoing intelligence led threat assessments would be prepared by the JIG and utilized for planning and operations.

#### Joint Planning

Joint planning would be conducted within the framework of the Joint Operational Planning Group (JOPG). Plans would be developed that are iterative in nature and reviewed on a regular basis. Plans must be scaleable, built with a “tool box approach” that speaks to the current threat environment but also have built in resources, contingencies and plans for an elevated threat. Finally, plans would need to be sustainable, able to resource and maintain a 6 month security operation; while recognizing that many other large scale events would occur concurrently, which would also require significant law enforcement resourcing.

These plans would be harmonized with those of the EXPO 2025 OC, and to as much as possible, those of external stakeholders. There would also be a formalized internal ISU Exercise Program to validate plans, policies and procedures. The Exercise Program would also complement and support a Whole-of-Government Exercise Program, should one be developed.



### Internationally Protected People

It is anticipated that Internationally Protected Persons (IPPs) would attend at various time throughout EXPO 2025. IPPs are heads of state, members of royal families, leaders of international organization, etc. and are defined and categorized within the Criminal Code of Canada. Varying levels of security protection are provided to IPPs while in Canada by either the Royal Canadian Mounted Police, Ontario Provincial Police, municipal police services or any combination thereof. Those security details are assigned the individual IPPs and travel with them, augmenting their personal protection. Should an IPP plan to attend an EXPO 2025 function, the Police Service Security Lead from the IPP Security Detail would coordinate with the ISU in regards to logistics and any additional security resources may be required/allocated, as determined at that time. As previously noted, Operational Plans would be developed to be scaleable and would accommodate these fluctuations in EXPO Site Operations.

### Accreditation

Accreditation is an essential program within large scale major events, necessary to control access into (and within) the EXPO 2025 Site. As the security voice for the EXPO 2025, the ISU would have a role in overseeing any risk assessments conducted as part of the accreditation process but would not necessarily need to conduct the security background checks. The EXPO 2025 Accreditation Program would be the responsibility of the EXPO 2025 OC.

### Private Security

The provision of licensed private security would be coordinated by the ISU in consultation with the EXPO 2025 OC to the greatest extent possible. This would be accomplished through a Request for Proposal (RFP) process, in accordance with the Management Board of Cabinet's, Procurement Directive (April 2011). In the development of the RFP, some of the following aspects will be considered:

- Private security must be licensed in accordance with the *Private Security and Investigative Services Act*
- Private security personnel would be required to meet accreditation screening requirements established by the ISU
- Private security would support the ISU inside the EXPO 2025 Site
- Private security would primarily perform observe & report functions with the ISU managing response requirements
- Private security would not be required to respond or operate equipped with any use of force equipment
- Site access control, including: accreditation verification, and 'mag and bag' inspections would be conducted by private security with law enforcement oversight



- Private security would provide support to law enforcement operations at Vehicle Screening Area
- Private security would staff all access control points, under law enforcement oversight
- Private security would be represented in the EXPO 2025 Site Operations Centre
- The ISU would have the absolute oversight of the security operations as it pertains to site security and private security
- Private security would require collective training in accordance with a program which would be developed by the ISU

The consistent utilization of private security would be determined by the JOPG and incorporated within operational plans.

### Fiscal Responsibility

Regular financial forecasting would be conducted at the end of every iterative planning cycle. Those plans and forecasts would be reviewed with an eye to developing collaborative approaches, finding financial & operational efficiencies and maintaining fiscal responsibility. Comparative analysis would be done on technological vs. human resourcing (e.g. CCTV monitoring Cameras vs. security guards) and examining the financial implications of leasing, renting, or purchasing required equipment and technology. Regular financial reporting would be prepared for both the organization acting as the EXPO 2025 Fiscal Guarantor and to Police Chiefs, Commissioners, and Police Service Boards (as required).

### Communications

The EXPO security communications would also follow the Incident Management System with key team members acting as the Strategic Communications Lead, Public Information Officers, Media Relations Officers, Community Liaison Officers, Social Media Analysts, etc.

#### Strategic Communications

The ISU would develop and utilize a Strategic Security Communications Team for EXPO 2025. This team would provide transparent, accurate and timely communications leading up to and during EXPO 2025. The scope of work for the team would include: external communications, internal communications, website and content, social media and media relations.

#### Community Liaison Teams

The ISU would develop and utilize a Community Liaison Team (CLT) for the EXPO 2025 to establish and maintain open and transparent lines of communication with all stakeholders who could be affected directly or indirectly by the EXPO. The CLT would work towards building relationships of trust, mutual



understanding and respect between the ISU and all stakeholders directly or indirectly involved with EXPO 2025. The CLT would actively engage affected community members to educate and keep them apprised of the EXPO and its impacts (e.g. road closures, detours, etc.) This function mitigates issues that may range from minor complaints to violent conflict. The CLT would also liaise with activists to establish open lines of communication. This dialogue acknowledges activist right to protest and ensures they are advised of police expectations, actions and consequences.

### Internal Communications

Effective communications is the responsibility of all Partners and is critical during all phases. Timely broad-based communication is essential to ensuring a harmonization throughout the mitigation and planning phase, while crucial during operations phase. The establishment and maintenance of regular communication through meetings, teleconferences, working groups, planning teams, newsletters, etc. would form the cornerstone of ongoing internal communications.

### Security Operational Zones

The area surrounding and containing EXPO 2025 would be divided into operational zones for the application of environmental monitoring, traffic management, and public signage/wayfinding.

#### Outer Zone (OZ)

The purpose of the Outer Zone would be to divert unnecessary traffic away from the EXPO 2025 Site, and control the traffic that requires access to locations within the OZ or the EXPO grounds. This would be achieved through strategically located traffic control points at intersections allowing access to the OZ. Under a Medium threat environment, pedestrian movement through this area would be unrestricted however vehicle movement could be controlled.

#### Interdiction Zone (IZ)

The Interdiction Zone (hereafter called the “Perimeter”) would encompass the actual EXPO 2025 Site and will encompass all EXPO Zones:

- Entrance Plaza(s)
- EXPO Centre
- Theatre
- Educational Centres
- Media Centre
- EXPO Pavilions
- Food and Beverage Zones
- Support Ancillary Zones

If EXPO 2025 planned to include a Residence or EXPO Village, it is assumed that those structures would also be contained within the perimeter.



### Perimeter Control

Generally speaking, no aspect of the major event security is more physically and optically imposing than a security perimeter. However, to ensure EXPO 2025 security and integrity, a key assumption would be that the entire EXPO Site would have a defined and secured perimeter. The intent of a perimeter is to establish a point beyond which no person or vehicle may proceed without appropriate security inspection / validation.

The scope of the site perimeter would be defined by current / ongoing Threat Assessments specific to the Site, and should include:

- Physical barriers such as fencing, gates and concrete barriers
- Natural geographic barriers (e.g. Lake Ontario, Keating Channel, etc.)
- Physical construct of buildings themselves

The primary purpose of this perimeter would be to interdict vehicles and people wishing to enter and control their access.

### Access Control

Access control would be an integral component to the EXPO 2025 Site Security Plan. The intent of access control is to ensure that all persons and vehicles entering the site security perimeter have undergone appropriate security inspection / confirmation.

Access control plans would be scalable to address emerging situations.

The EXPO Site Security Commander in consultation with the operational level command centre (TBD), would continually assess and determine the scope of access control measures to be applied.

This would be achieved through:

#### Pedestrian Screening Areas

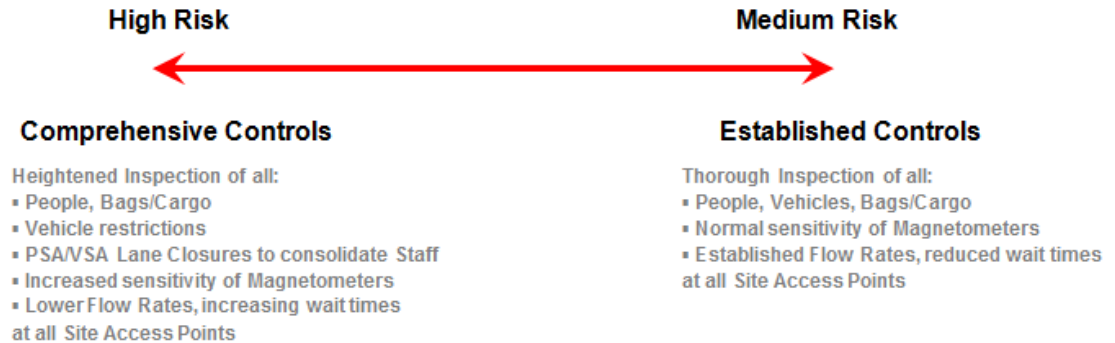
There would be two types of Pedestrian Screening Areas (PSA), Front of House (FoH) and Back of House (BoH).

The FoH is an area generally open to all of the EXPO 2025 visitors and guests who have a ticket, but would also include all those with valid accreditation. The FoH generally commences once an individual has gone through the security screening. FoH areas, owing to the duration of the event and variations of weather should be indoor either in a building or a tent.

The EXPO 2025 Site Security Commander would ultimately be responsible for interpreting the FoH access privileges and screening requirements.



**EXPO 2025  
SITE ACCESS CONTROL CONTINUUM**



**Controlled Access Zone (CAZ)**

The inner Controlled Access Zone (CAZ) (hereafter called the “Back of House – BoH”) would encompass the EXPO administrative, logistical, work/staff, preparation and areas that support the EXPO operations.

The Back of House (BoH) would be defined as those areas to which public access would not be permitted and is only accessible by a valid accreditation or as authorized by the EXPO 2025 Site Security Commander.

This BoH would only be accessed through Accreditation, and would be otherwise closed to the public. The access to this BoH zone – or between zones in the BoH area would be controlled by accreditation management points, allowing only specific accreditation into specific areas. (i.e. press areas, staff meal areas, security Command Post, etc.), this would be managed / conducted by the EXPO 2025 Staff.

The EXPO 2025 Site Security Commander would be ultimately responsible for interpreting the BoH access privileges and screening requirements.

**Vehicle Screening Area**

The EXPO 2025 BoH area would include 3 Vehicle Screening Area (VSA), each containing:

- 2 vehicle lanes, with the capacity to conduct, vehicle/cargo inspections and driver/passenger accreditation checks.
- 2 pedestrian lanes with the capacity to conduct accreditation checks, and personal screening (e.g. magnetometer search of people, and physical search of all bags).

The VSA is the point where EXPO 2025 service vehicles that need to enter the site perimeter do so. Similar to an individual’s accreditation or ticket, each vehicle must display a valid Site Access Parking Permit



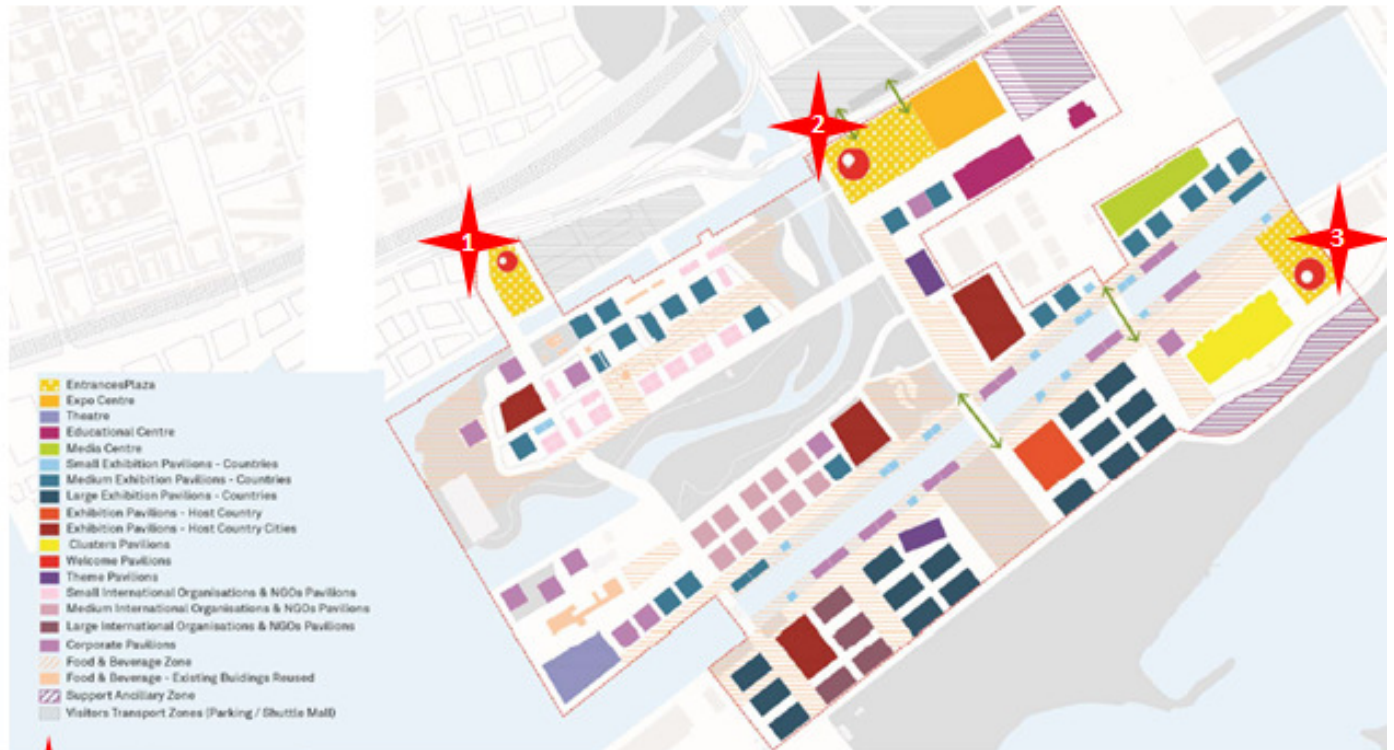
(SAPP) in order to pass through the VSA. SAPPs are limited to those constituent groups that require access, notably, police, media broadcast, EXPO 2025 operational management, service and delivery vehicles, this SAPP program would be managed by the EXPO 2025 Staff.

The Site Security Commander would ultimately be responsible for interpreting vehicle access privileges and screening vehicles at VSAs.

### Exclusion Zone (EZ) (To be determined)

Exclusions Zones (EZ) could be a security mitigation strategy considered in partnership with the ISU federal security partners and in coordination with the EXPO 2025 OC. Those EZs prohibit unauthorized vessels from operating in designated air and/or on the water zones, under existing Federal Acts / Regulations.

## SECURITY PLANNING ENTRY / EGRESS ACCESS CONTROL POINTS



**3 x PSA / VSA GATES - LANE QUANTITIES & TYPES ARE DRIVEN MY ANTICIPATED ATTENDANCE, TYPE OF DAY, FLOW RATE, SECURITY PLANNING PRINCIPLES AND OVERARCHING ASSUMPTIONS, ETC.**

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### Prohibited Items List

A Prohibited Item List (PIL) would be developed by the Security Pillar in coordination with EXPO 2025 management/staff. The PIL would list items that are not permitted within the EXPO 2025 Site. It would also make accommodations for “Tools of the Trade”, to allow the workforce to bring in items that would be inadmissible by the general public. These tools must be consistent with the person’s role onsite and in the case of persons entering with an emergency pass, consistent with the issue to be resolved.

The PIL should be developed and agreed to early in planning between the Security Pillar so that EXPO 2025 can incorporate it within marketing and ticket sales, develop notice boards at all PSA/VSA entrances and to further inform stakeholders and manage the expectation of all participants.

### Accessibility

EXPO 2025 Security Pillar operations would consider accessibility during the entirety of EXPO 2025 security planning and operations. All PSAs would have a minimum number of accessible lanes open 24/7 to accommodate both the workforce and visitors with ability impairments. Deployed law enforcement would also be provided training and materials on managing emergent non-verbal communications.

### CONOPS Summary

A CONOPS is a valuable tool in Strategic Planning, as all internal ISU partners endorse and approve the joint missions, aim, scope, objectives, etc. and has the added benefit of preventing differences and variations in the application of security amongst partners. It would assist in aligning the efforts and planning with the OC and consequence management partners, and builds a foundation for joint coordination, community outreach, communications, and messaging.

A CONOPS also serves in providing the ISU Commanders and Planners necessary strategic direction for the transition into the Operational Planning Phase.



### 3. STRATEGIC SECURITY FORECAST (Preliminary Estimate)

For the purposes of this forecasting model, some planning principles were developed along with some overarching assumptions which are attached at Appendix B, and Annex A to Appendix B. This was a fairly conservative estimate, developed in today's threat environment with a moderate risk aversion. It should be noted that the equipment identified in the "Requirements from EXPO 2025 Organizing Committee" at Appendix C were not built-in costs. Beyond that there are some areas where savings could be captured if logistical, staging and storage space could be found for the ISU on the EXPO 2025 Site. Also, limitations were put in place for deployed specialized resources, costing most of those out at 60 operational days, depending on the active threat environment in 2025, those figures could reasonably expected to be reduced to 30-40 days in a good environment or if our threat level increase / or there is a credible targeted threat to EXPO 2025, that figure could expand significantly.

The initial forecast developed to secure EXPO 2025 is \$157,584,239 (unadjusted 2016 dollars), see the attached Draft Strategic Security Forecast at Appendix D. If a scale is preferred, this range would be \$140 to \$180 million dollars.



#### 4. SUMMARY

From a security perspective, there will be significant challenges to overcome in the planning, resourcing and sustaining such a large scale major event, in excess of 6 months. The international nature of the event could draw the interest of “would be” terrorists from a local, domestic or international perspective, and at a minimum would create a viable target in need of heightened surveillance, security protection and dedicated resourcing.

Many nations continue to fight amongst each other, inside their borders and as witnessed more frequently in recent years, those conflicts spill beyond borders that once served to contained them. If some of those countries, interests or groups participated within an EXPO, it could serve to transpose regional disagreements and conflicts and/or exacerbate some resident demographic groups and/or expatriate Diasporas in Toronto and area.

Public Order and extremism has been experienced recently in Canada at large scale events with an international nexus, it was also experienced in the last city to host a Registered World Exposition (Milan, Italy). This would be the most probable threat to face the EXPO, domestic public image, and intelligence/security partners.

Having said that, the lead up time for EXPO 2025 (once announced in 2018), would allow for detailed, comprehensive planning and the integration of those efforts between partners. There is great capacity and resource base within Southern Ontario for cooperative / joint policing operations. This expanded in the last decade and become more engrained within the policing culture, in no small part due to some recent and very successful joint security operations (e.g. 2016 North American Leaders Summit, 2015 Pan/Parapan American Games, 2010 G8/G20 Summits, etc.). Indeed, many lessons learned from past operations, internal to security partners and drawn from external experiences/operations with organizers and consequence management partners, will aid in leveraging a culture of even greater cooperation, efficiency and accomplishment.

## Toronto 2025 World Expo Feasibility Study Security Review Terms of Reference July 29, 2016 - Draft

### **Purpose:**

A feasibility study is being carried out to assess the costs and benefits of Toronto putting forth a bid to host a World Exposition in 2025. The World Exposition would likely be held in the vicinity of the Toronto Port Lands in a contained and fenced / or bound by water on a site of approximately 250 acres over a six month period (May-Oct) in 2025. The feasibility study will help Toronto, Ontario and Canada make a decision on whether to proceed with a bid for World Expo 2025.

As part of the feasibility study, it is proposed that a high level strategic review of security be undertaken. The purpose of the review is to provide an:

- overview of the likely threat assessment for an event of this nature (\*acknowledging that over the next nine years the operational environment may change dramatically),
- outline of the potential security planning – both in terms of expectations for the event organizers and in terms of police requirements
- estimate, at a high level, the potential costs (in 2016 dollars) for the police requirements – by providing a bandwidth of potential cost ranges

### **Security Review Scope:**

The security review is intended to provide decision makers with an overview of a potential public safety and security plan that responds to the potential risks associated with hosting a six month long international event.

For the threat/risk assessment, the goal of the report is to highlight potential risks that would accrue to the hosting of the event. It would be helpful to put the overall threat assessment in the context of other recent events hosted in Toronto, including the Pan American Games, the Canadian National Exhibition and the G-8. Given the rising concerns over the threat of terrorism on a global basis, the threat assessment needs to specifically address this concern.

Given the length of the fair (180 days) and the large number of attendees and political figures, an overview of a public safety and security plan needs to be outlined in the report. The overview should address the probable requirements of the World Exposition organizers in terms of site security as well as the key roles that police forces would be required to fulfill to support the staging of the event. The responsibilities for protection of Internationally Protected Persons who visit the event (i.e. Heads of State and Royalty) should also be outlined. This section of the report could take the form of a conceptual concept of operations.

**Toronto 2025 World Expo Feasibility Study  
Security Review Terms of Reference  
July 29, 2016 - Draft**

Consultation with key security stakeholders, i.e. the RCMP, OPP and Toronto Police Service should occur as part of the development of the high level public safety and security plan.

A high level estimate of costs needs to be established. Given that the review is conceptual in nature, this cost estimate can be set out as a bandwidth or range. The basis for the cost estimate will need to be set out in an appendix to the report and any major assumptions that underline the cost estimate should be highlighted.

**Timing:**

The draft report is required by August 18, 2016 and the final report by August 31, 2016

Toronto 2025 World Expo Feasibility Study  
Security Review

**SECURITY PLANNING PRINCIPLES / ASSUMPTIONS**

**1. Dates**

- EXPO 2025 will take place from May 1<sup>st</sup> to October 31<sup>st</sup>
- EXPO 2025 Security Operations would be conducted from April 25<sup>th</sup> – 29<sup>th</sup> with:
  - Establishment of perimeter security
  - Initiation of Accredited access (with some restrictions)
  - Site Sweep and Hold operations
- EXPO 2025 Security will commence with final staff training, and a full functional exercise on April 30<sup>th</sup>
- EXPO 2025 security operations will cease at 1300hrs, October 31<sup>st</sup>, but security will maintain a site presence until demobilization is completed November 2<sup>nd</sup>

**2. Timings**

- EXPO 2025 Site will be open daily for the public (FoH) from 1000-2300hrs
- EXPO 2025 Site will be open (to some degree) for accredited access on a 24/7 basis (to be defined)

**3. Attendees**

- 30 million EXPO 2025 site visits are expected (split between single access tickets and seasonal passes)
- Number for workforce, exhibitors, sponsors, media, etc. will be provided once known to assist in security planning

**4. Daily Demographics / Flow Rates**

- Flow rates through the Pedestrian Screening Areas will be planned to fluctuate (seasonally) owing to temperatures, weather and clothing:
  - SPRING/FALL (May – September – October) – Flow Rate 250 per lane/hour
  - SUMMER (June – June – August) – Flow Rate 300 per lane/hour
- Two Separate – 5 hour pedestrian surge periods will generally account for 80% of daily guests
- Not all days of EXPO 2025 are anticipate at the same level of attendance, to facilitate staffing/fiscal forecasting a planning has been developed
- Police shifts will operate the following shift schedules:
  - AM SHIFT – 0800-1630hrs (in assigned locations 0900-1600hrs)
  - PM SHIFT – 1500-2330hrs (in assigned locations 1600-2300hrs)
  - OFF HRS SHIFT – 2300-0930hrs (in assigned locations 2300-0900hrs)

Toronto 2025 World Expo Feasibility Study  
Security Review

**SECURITY PLANNING PRINCIPLES / ASSUMPTIONS**

- Shifts overlap to account for officer picking up equipment, being transported to/from staging areas/EXPO 2025 Site, shift briefings, inspections, breaks, meals, etc.
- Contracted Private Security will schedule their own shifts to mirror the Police “in assigned location” timings, and will only be paid for those hours. Transportation, briefing, meal, breaks, etc. will be built into the Project Management fees of the contract.

**Annexed Documents, noted above (found at the end):**

- Security Planning Calendar
- Attendance Breakdown Summary & Day Type
- Security Perimeter – Planning Map
- Security Planning – Entry /Egress Access Control Points

**5. Accreditation Program**

- EXPO 2025 will institute an Accreditation Program for the EXPO workforce, exhibitors, sponsors, etc. (all persons that are required to enter the Back of House areas)
- Accreditation Program will have police involvement and involve enhanced reliability screening / vetting in a process to be approved by police
- Accreditations will be scanable, internet based, and interoperable
- EXPO 2025 will supply Accreditation scanners for the use of the Security Pillar in security operations
- EXPO 2025 will resource sufficient staff/resources to collect/secure personal information, as well as distribute and manage the Accreditation Process

**6. Planning/Operational Phases**

Planning and delivery of security for EXPO 2025 will take place in five phases:

- Strategic Planning – July 1<sup>st</sup>, 2018 – July, 1<sup>st</sup> 2021
- Operational Planning – July 2<sup>nd</sup>, 2021 – April 1<sup>st</sup>, 2025
- Mobilization – April 2<sup>nd</sup>, 2025 – April 25<sup>th</sup>, 2025
- Operations – April 25<sup>th</sup>, 2025 – October 31<sup>st</sup>, 2025
- Demobilization – November 1<sup>st</sup>, 2025 – May 1<sup>st</sup>, 2026

**7. Financial Forecasting**

- Forecasting was done in 2016 dollars (uninflated to 2025), for salary the OPP 2014 Collective Agreement Rates were utilized

Toronto 2025 World Expo Feasibility Study  
Security Review

**SECURITY PLANNING PRINCIPLES / ASSUMPTIONS**

- No contingencies were incorporated in the forecast
- Planning and Demobilization is forecasted without overtime, Operations (with only some minor exceptions) is forecasted at overtime (time and a half)
- Wherever practical, Specialized Operational Resources were forecast for 60 Operational days, opposed to 180.
- Minimal meals and accommodations were forecast (pending discussion/agreements with the EXPO 2025 OC)

**8. EXPO Site Security**

- Access control will form the cornerstone of site security
- EXPO 2025 Site will have a Security Commander during both AM and PM Shifts
- Site Security Commander to determine the level of MAG/BAG screening to be conducted at any given time as threat levels and other circumstances dictate
- Security operations for EXPO 2025 will be delivered by a combination of law enforcement and licensed private security
- The majority of EXPO 2025 police requirements will be provided by off-duty police officers on an overtime basis; most officers will travel to their assigned site, staging area or security detail and return home at the conclusion of their shift
- The EXPO Police/Security Partners will provide perimeter security, access control with limited patrol internal to the Site, but with immediate response capability.
- Any/all additional Pavilion security requirements are beyond the scope of the EXPO Police/Security Partners
- EXPO 2025 Asset Management / Loss Control programs are beyond the scope of the EXPO Police/Security Partners
- All persons entering the EXPO 2025 Site will be required to submit to a personal search (magnetometer, wand, physical (as required))
- All persons entering the EXPO 2025 Site will be required to submit to a baggage inspection (magnetometer, visual and/or hand (as required))
- All persons entering the Front of House will have either a valid ticketed or seasons pass
- All access points will have the capacity to conduct full magnetometer and baggage search (Mag and Bag) operations
- Vehicles entering EXPO 2025 will submit to security screenings that may differ depending on size/utilization/type of vehicle, but include:
  - Access control of the drivers (and, if present other occupants) through the security personnel for pre-issued accreditation



## Toronto 2025 World Expo Feasibility Study Security Review

### **SECURITY PLANNING PRINCIPLES / ASSUMPTIONS**

- Security inspection of the vehicle (internal and external) inclusive of cargo/freight and may involve opening of containers
- All PSA/VSA's will have lockable/securable gates installed to securely close them when not in use

#### **9. Overarching Planning Principles / Assumptions**

- Government of Canada, Province of Ontario, and City of Toronto cooperate of bid/funding through a tripartite agreement with respect to the project, with one or more being designated as the Financial Guarantor for the EXPO
- Designation of the Fiscal Guarantor may determine what agency is designate the Security Lead Planner
  - City of Toronto – Toronto Police Service
  - Province of Ontario – Ontario Provincial Police
  - Government of Canada – Royal Canadian Mounted Police (RCMP)
- If the RCMP is designated as the Security Lead Planner, in accordance with the Foreign Missions International Organizations Act (FMIOA) – the current forecast would need to be revised to account for anticipated increased travel/transportation, accommodation, per diem and resource costs.
- Current National Medium Threat Level does not increase
- Site Command Facility – Provided by EXPO 2025 OC
- Alcohol Sales in designated licenced areas, not the entire EXPO 2025 Site
- Pavilions, Village(s) and events are all contained within EXPO 2025 Site
- Vendor Screening Program with off hour deliveries
- Site Access & Parking Permits for Vehicles
- Prohibited Item List - Led by Police and incorporated in OC ticketing & marketing program
- Fence Perimeter with CCTV
- Limited X-ray Capability
- Transit Focused – Very limited parking
- Police Imbedded in OC

**Toronto 2025 World Expo Feasibility Study  
Security Review**

**SECURITY PLANNING – SUPPORTING MATERIALS**

- Load In/Load Out Days (No Front of House Operations)
- Peak Attendance Days (Estimated daily attendance 185,000 visits)
- Intermediate Attendance Days (Estimated attendance 147,000 visits)
- Reduced Attendance Days (Estimated attendance 103,000 visits)

<b>APRIL 2025</b>						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

- April 18 – Good Friday
- April 21 – Easter Monday
- April 25 – EXPO Secure, Sweep & Hold
- April 25-30 – Back of House Operation Only
- April 30 – Final Collective Training & Readiness Exercise Day
- Average (Spring/Fall) Flow Rate – 250 per lane/hour

<b>MAY 2025</b>						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

- May 4\* – Toronto Marathon
- May 11 – Mother's Day
- May 19 – National Aboriginal Day
- May 1 – Front of House Opens
- May 1-19 – Peak Operations
- Average (Spring/Fall) Flow Rate 250 per lane/hour

<b>JUNE 2025</b>						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

- June\* – Pride Month
- June 15 – Father's Day
- June 19 – National Aboriginal Day
- Average (Summer) Flow Rate 300 per lane/hour

<b>JULY 2025</b>						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

- July 1 – Canada Day
- July 1-12 – First two weeks of School Summer Vacation
- July 20\* - Honda Indy Toronto
- Average (Summer) Flow Rate 300 per lane/hour

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Toronto 2025 World Expo Feasibility Study  
Security Review

**SECURITY PLANNING – SUPPORTING MATERIALS**

AUGUST 2025						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

- August 4 – Civic Holiday
- August 15-September 1 – CNE
- August 29-Sept 1\* – Toronto International Buskerfest
- Average (Summer) Flow Rate 300 per lane/hour

SEPTEMBER 2025						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

- September 1 – Labour Day
- September 1 – Last Day of Canadian National Exhibition
- Sept 1\* – Toronto International Buskerfest
- Sept 4-7\* – Fan Expo
- Sept 4-14\* – Toronto International Film Festival
- Average (Spring/Fall) Flow Rate 250 per lane/hour

OCTOBER 2025						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- October 3-4\* – Toronto Oktoberfest
- October 13 – Thanksgiving
- October 31 – Halloween
- October 31 – Expo Ending / Closing Ceremony
- Average (Spring/Fall) Flow Rate 250 per lane/hour
- Expo ceases operations 31 Oct at 2300hrs

NOVEMBER 2025						
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

- EXPO Closed to public
- FOH/BOH Security Operations ended
- Activity focused on demobilization, removal of equipment, technology, assets, etc.

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**SECURITY PLANNING – SUPPORTING MATERIALS**

# Attendance Breakdown Summary

Day Type	May	June	July	Aug	Sept	Oct	TOTAL DAYS BY ATTENDANCE TYPE
Peak	22	11	22	25	13	18	111 (53 low / 58 high)
Intermediate	4	11	9	6	7	7	44 (18 low / 26 high)
Reduced	5	8	-	-	10	6	29 (21 low / 8 high)
Days per Month	31	30	31	31	30	31	184/184

**Day Type**

Day Type	Average Daily Attendance
Peak	185,000
Intermediate	147,000
Reduced	103,000

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**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>										
<b>PEAK DAY (185,000 Attendees) - Low Flow Rate @250 Per/lane - per/hour</b>										
<b>EXPO - PEAK AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>				
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>	
ONSITE C2		6	3	3	1					
GATE 1 FOH PSA	26	4	1			40		6	1	
GATE 1 VSA / BOH PSA	2	1				2				
GATE 2 FOH PSA	26	4	1			40		6		
GATE 2 VSA / BOH PSA	2	1				2				
GATE 3 FOH PSA	22	3	1			32		5		
GATE 3 VSA / BOH PSA	2	1				2				
General Venue Security		8	2				12			
Perimeter Gates							4			
Traffic		6	2	1						
Area/Offsite Parking		4								
Functional Area & Support		6	3				6	1		
<b>Total Set-up On</b>	<b>74</b>	<b>44</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>118</b>	<b>22</b>	<b>18</b>	<b>1</b>	
<b>EXPO - PEAK PM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>				
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>	
ONSITE C2		6	3	3	1					
GATE 1 FOH PSA	26	4	1			40		6	1	
GATE 1 VSA / BOH PSA	2	1				2				
GATE 2 FOH PSA	26	4	1			40		6		
GATE 2 VSA / BOH PSA	2	1				2				
GATE 3 FOH PSA	22	3	1			32		5		
GATE 3 VSA / BOH PSA	2	1				2				
General Venue Security		8	2				12			
Perimeter Gates							4			
Traffic		6	2	1						
Area/Offsite Parking		4								
Functional Area & Support		6	3				6	1		
<b>Total Set-up On</b>	<b>74</b>	<b>44</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>118</b>	<b>22</b>	<b>18</b>	<b>1</b>	
<b>EXPO - PEAK NIGHT LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>				
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>	
ONSITE C2		2	1	1						
GATE 1 FOH PSA							1	1		
GATE 1 VSA / BOH PSA										
GATE 2 FOH PSA										
GATE 2 VSA / BOH PSA										
GATE 3 FOH PSA										
GATE 3 VSA / BOH PSA	2	2				2				
General Venue Security		2					4			
Perimeter Gates							2			
Traffic										
Area/Offsite Parking										
Functional Area & Support										
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>	
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>			<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
			<b>94</b>	<b>27</b>	<b>9</b>	<b>2</b>	<b>238</b>	<b>52</b>	<b>37</b>	<b>0</b>

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**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>									
<b>PEAK DAY (185,000 Attendees) - High Flow Rate @300 Per/lane - per/hour</b>									
<b>EXPO - PEAK AM HIGH FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	21	3	1			30		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	21	3	1			30			
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	20	3	1			28			
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		8	2				12		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	3				6	1	
<b>Total Set-up On</b>	<b>61.7</b>	<b>42</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>94</b>	<b>22</b>	<b>16</b>	<b>1</b>
<b>EXPO - PEAK PM HIGH FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	21	3	1			30		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	21	3	1			30			
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	20	3	1			28			
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		8	2				12		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	3				6	1	
<b>Total Set-up On</b>	<b>61.7</b>	<b>42</b>	<b>13</b>	<b>4</b>	<b>1</b>	<b>94</b>	<b>22</b>	<b>16</b>	<b>1</b>
<b>EXPO - PEAK NIGHT HIGH FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		2	1	1					
GATE 1 FOH PSA							1	1	
GATE 1 VSA / BOH PSA									
GATE 2 FOH PSA									
GATE 2 VSA / BOH PSA									
GATE 3 FOH PSA									
GATE 3 VSA / BOH PSA	2	2				2			
General Venue Security		2					4		
Perimeter Gates							2		
Traffic									
Area/Offsite Parking									
Functional Area & Support									
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
		<b>90</b>	<b>27</b>	<b>9</b>	<b>2</b>	<b>190</b>	<b>52</b>	<b>33</b>	<b>0</b>

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**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>									
<b>INTERMEDIATE DAY (147,000 Attendees) - Low Flow Rate @250 Per/lane - per/hour</b>									
<b>EXPO - INTERMEDIATE AM HIGH FLOW RATE</b>	Lanes	Police				Private Security			
		PC	Sgt	S/Sgt	INSP	Screener	Guard	Supervisor	Coordinator
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	20	3	1			30		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	20	3	1			30		5	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	19	3	1			28		5	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>58.8</b>	<b>40</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>94</b>	<b>20</b>	<b>16</b>	<b>1</b>
<b>EXPO - INTERMEDIATE AM HIGH FLOW RATE</b>	Lanes	Police				Private Security			
		PC	Sgt	S/Sgt	INSP	Screener	Guard	Supervisor	Coordinator
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	20	3	1			30		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	20	3	1			30		5	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	19	3	1			28		5	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>58.8</b>	<b>40</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>94</b>	<b>20</b>	<b>16</b>	<b>1</b>
<b>EXPO - INTERMEDIATE AM HIGH FLOW RATE</b>	Lanes	Police				Private Security			
		PC	Sgt	S/Sgt	INSP	Screener	Guard	Supervisor	Coordinator
ONSITE C2		2	1	1					
GATE 1 FOH PSA							1	1	
GATE 1 VSA / BOH PSA									
GATE 2 FOH PSA						1			
GATE 2 VSA / BOH PSA									
GATE 3 FOH PSA									
GATE 3 VSA / BOH PSA	2	2				2			
General Venue Security		2					4		
Perimeter Gates							2		
Traffic									
Area/Offsite Parking									
Functional Area & Support									
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>		PC	Sgt	S/Sgt	INSP	Screener	Guard	Supervisor	Coordinator
		86	25	9	2	190	48	33	0

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**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>									
<b>INTERMEDIATE DAY (147,000 Attendees) - High Flow Rate @300 Per/lane - per/hour</b>									
<b>EXPO - INTERMEDIATE NIGHT FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	18	3	1			28		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	18	3	1			28		5	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	13	2	1			20		5	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>49</b>	<b>39</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>82</b>	<b>20</b>	<b>16</b>	<b>1</b>
<b>EXPO - INTERMEDIATE NIGHT FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	18	3	1			28		5	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	18	3	1			28		5	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	13	2	1			20		5	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>49</b>	<b>39</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>82</b>	<b>20</b>	<b>16</b>	<b>1</b>
<b>EXPO - INTERMEDIATE NIGHT FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		2	1	1					
GATE 1 FOH PSA							1	1	
GATE 1 VSA / BOH PSA									
GATE 2 FOH PSA									
GATE 2 VSA / BOH PSA									
GATE 3 FOH PSA									
GATE 3 VSA / BOH PSA	2	2				2			
General Venue Security		2					4		
Perimeter Gates							2		
Traffic									
Area/Offsite Parking									
Functional Area & Support									
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
		<b>84</b>	<b>25</b>	<b>9</b>	<b>2</b>	<b>166</b>	<b>48</b>	<b>33</b>	<b>0</b>

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**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>									
<b>REDUCED ATTENDANCE DAY (103,000 Attendees) - Low Flow Rate @250 Per/lane - per/hour</b>									
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	15	2	1			22		4	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	15	2	1			22		4	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	12	2	1			18		4	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>41.2</b>	<b>37</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>68</b>	<b>20</b>	<b>13</b>	<b>1</b>
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	15	2	1			22		4	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	15	2	1			22		4	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	12	2	1			18		4	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>41.2</b>	<b>37</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>68</b>	<b>20</b>	<b>13</b>	<b>1</b>
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		2	1	1					
GATE 1 FOH PSA							1	1	
GATE 1 VSA / BOH PSA									
GATE 2 FOH PSA							1	1	
GATE 2 VSA / BOH PSA									
GATE 3 FOH PSA								1	
GATE 3 VSA / BOH PSA	2	2				2			
General Venue Security		2					4		
Perimeter Gates							2		
Traffic									
Area/Offsite Parking									
Functional Area & Support									
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>0</b>
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
		<b>80</b>	<b>25</b>	<b>9</b>	<b>2</b>	<b>138</b>	<b>48</b>	<b>27</b>	<b>0</b>

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Security Review




**SECURITY PLANNING – SUPPORTING MATERIALS**

<b>DRAFT EXPO - SECURITY STAFFING MODEL &amp; FORECAST</b>									
<b>REDUCED ATTENDANCE DAY (103,000 Attendees) - High Flow Rate @300 Per/lane - per/hour</b>									
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	12	2	1			19		4	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	12	2	1			19		4	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	11	2	1			17		4	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>34.3</b>	<b>37</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>61</b>	<b>20</b>	<b>13</b>	<b>1</b>
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		6	3	3	1				
GATE 1 FOH PSA	12	2	1			19		4	1
GATE 1 VSA / BOH PSA	2	1				2			
GATE 2 FOH PSA	12	2	1			19		4	
GATE 2 VSA / BOH PSA	2	1				2			
GATE 3 FOH PSA	11	2	1			17		4	
GATE 3 VSA / BOH PSA	2	1				2			
General Venue Security		6	2				10		
Perimeter Gates							4		
Traffic		6	2	1					
Area/Offsite Parking		4							
Functional Area & Support		6	2				6	1	
<b>Total Set-up On</b>	<b>34.3</b>	<b>37</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>61</b>	<b>20</b>	<b>13</b>	<b>1</b>
<b>EXPO - REDUCED ATTENDANCE AM LOW FLOW RATE</b>	<b>Lanes</b>	<b>Police</b>				<b>Private Security</b>			
		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
ONSITE C2		2	1	1					
GATE 1 FOH PSA							1	1	
GATE 1 VSA / BOH PSA									
GATE 2 FOH PSA							1		
GATE 2 VSA / BOH PSA									
GATE 3 FOH PSA									
GATE 3 VSA / BOH PSA	2	2				2			
General Venue Security		2					4		
Perimeter Gates							2		
Traffic									
Area/Offsite Parking									
Functional Area & Support									
<b>Total Set-up On</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>8</b>	<b>1</b>	
<b>TOTAL PERSONEL REQUIRED FOR 24 HOUR PERIOD</b>		<b>PC</b>	<b>Sgt</b>	<b>S/Sgt</b>	<b>INSP</b>	<b>Screener</b>	<b>Guard</b>	<b>Supervisor</b>	<b>Coordinator</b>
		<b>80</b>	<b>25</b>	<b>9</b>	<b>2</b>	<b>124</b>	<b>48</b>	<b>27</b>	<b>0</b>

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Security Review

**SECURITY PLANNING – SUPPORTING MATERIALS**

GATE NUMBER	FOH PEDESTRIAN SCREENING AREAS	PSA TYPES	Lanes Open by "Attendance Type" of Day (MAY – SEPT – OCT) 250 per lane / per hour	Lanes Open by "Attendance Type" of Day (JUNE – JULY – AUG) 300 per lane / per hour	BOH PEDESTRIAN SCREENING AREAS *	VEHICLE SCREENING AREAS
	26	6 Accessibility Lane 8 Small Bag Lane 12 No Bag Lane	Peak – 26 Intermediate – 20 Reduced - 15	Peak – 22 Intermediate – 18 Reduced - 13	2	2
	26	6 Accessibility Lane 8 Small Bag Lane 12 No Bag Lane	Peak – 26 Intermediate – 20 Reduced - 15	Peak – 22 Intermediate – 18 Reduced - 13	2	2
	22	4 Accessibility Lane 6 Small Bag Lane 12 No Bag Lane	Peak – 22 Intermediate – 19 Reduced - 12	Peak – 20 Intermediate – 13 Reduced - 9	2	2

**\* ONLY ONE BOH VSA/PSA LANE OPEN AT NIGHT (OFF HOURS)**

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### Toronto 2025 World Expo Feasibility Study Security Review

#### **REQUIREMENTS FROM THE EXPO 2025 ORGANIZING COMMITTEE**

The following is a list of essentials that the ISU would look to the EXPO 2025 OC for and would look to establish early on through a binding MOU:

1. The ISU would want to establish within the EXPO 2025 OC, senior police officers to act both as liaison with the ISU, but also to become an active part in the EXPO 2025 Management Team. These police members, through matrix reporting (negotiated/coordinated later) could also serve as the Leads/Managers of the EXPO 2025 – Security Integration Section, thereby ensuring that all EXPO 2025 functional areas, their planning activities and procurements are aligned to the ISUs.
2. The ISU would require the EXPO 2025 OC to develop, coordinate and deliver an Accreditation Program for the EXPO workforce.
3. There are equipment and resource requirements within this Review that have not been forecasted for, as it was assumed they would be provided by the EXPO 2025 OC. This was done for two reasons, firstly the organizers have provided for such equipment in similar past events, and secondly the EXPO 2025 OC would have the ability to procure these items through sponsorship or value in kind agreements with companies, vendors or EXPO sponsors or at an improved price point. Those items include and would be to the quantities and specifications as required by the ISU:
  - Site Fencing with lockable gate system (and locks) for all access points
  - CCTV cameras and monitoring equipment
  - Golf carts or similar type in internal Site transportation
  - Photo Accreditation Passes (with software, interconnectivity and physical devices with scanning technology) for all perimeter access points
  - Magnetometer portals and hand held wands
  - Infrastructure for PSAs:
    - Structure (building/tend), tables, chairs, garbage cans, lighting, heat source, fan, power receptacles with surge protection, stanchions,
  - Infrastructure for VSAs:
    - The same as PSAs but also include, stop signs, vehicle inspection mirrors, wheel chocks, traffic barricades/cones, mobile ladder system, spill kits, under vehicle creeper, and other requirements

Toronto 2025 World Expo Feasibility Study  
Security Review

**REQUIREMENTS FROM THE EXPO 2025 ORGANIZING COMMITTEE**

4. The following are space/area or minor requirements that the ISU would have for the EXPO 2025 OC that could be incorporated into the physical site design and construction:
- Allocated Building space for a Security Site Command Centre, proximate to the OC Site Operations Centre, and other space for:
    - Briefings, breaks, meals
    - Storage of equipment
    - Staging of resources
  - Internal FoH EXPO site space to place 2 x police Mobile Command Units
  - Land line telephone connectivity at the Site Security Command Centre
  - Internet connectivity at the Site Security Command Centre and all perimeter access points
  - Power at all perimeter access points
  - Power / installation for CCTV
  - Space allocations for PSAs/VSAs
  - Parking for operational police vehicles
  - Prohibited Item List – Signage prior to all access points

Toronto 2025 World Expo Feasibility Study  
Security Review

**DRAFT – STRATEGIC SECURITY FORECAST**

<b>EXPO 2025 - STRATEGIC SECURITY FORECAST</b>						
		<b>Salaries &amp; Wages</b>	<b>ODOE</b>	<b>Total</b>		
<b>POLICE</b>	Police Planning	General Planning	\$ 40,434,401	\$ 8,168,390	\$ 48,602,791	
		Facilities	\$ 905,844	\$ 10,940,000	\$ 11,845,844	
		Training/Exercising	\$ 1,867,650	\$ 2,171,400	\$ 4,039,050	
		<b>TOTAL PLANNING</b>	<b>\$ 43,207,895</b>	<b>\$ 21,279,790</b>	<b>\$ 64,487,685</b>	
	Police Operations	Strategic Command & Intellegece		15,844,722	1,447,600	\$ 17,292,322
		EXPO 2025 Venue Command Posts x 2				
		Operational Site Command (space provided by EXPO)	\$ 19,159,393	Covered off in Logistics & w with equip from EXPO 2025 OC		\$ 19,159,393
		Deployed Site Police				
		Specialized Services	\$ 13,581,237	3,626,300	\$ 17,207,537	
		Logistics & Support	1,771,797	1,001,800	\$ 2,773,597	
		Communcations & Telecommunications	281,650	158,400	\$ 440,050	
		Investigations	304,487	60,200	\$ 364,687	
		Private Security Audit Teams	848,694	133,200	\$ 981,894	
		Accreditation Program and ASVT Team	2,560,227	480,800	\$ 3,041,027	
	Parking & Traffic Management	911,588	271,800	\$ 1,183,388		
	<b>TOTAL POLICE OPERATIONS</b>		<b>\$ 55,263,795</b>	<b>\$ 7,180,100</b>	<b>\$ 62,443,895</b>	
	De-Mobilization	<b>DE-MOBILIZATION</b>	<b>\$ 1,866,059</b>	<b>\$ 2,721,223</b>	<b>\$ 4,587,282</b>	
	<b>PRIVATE SECURITY</b>	All inclusive Private Security Forecast	Private Security (Project Mangement, Planning, Demobilization & built in costs)		\$ 9,800,000	
			Total Days at HIGH high flow		\$ 7,713,128	
TOTAL Days at LOW flow rate			\$ 8,552,250			
<b>TOTAL PRIVATE SECURITY OPERATIONS</b>			<b>\$ 26,065,378.00</b>			
<b>TOTAL</b>	<b>TOTAL EXPO 2025 SECURITY FORECAST</b>			<b>\$ 157,584,239</b>		

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# *World Expo Canada 2025*

## Governance Overview

October 2016



# Governance Overview

## Preamble

The suggested Governance Overview is based on the assumption that all three levels of Government – Toronto, Ontario and Canada, will actively participate as committed members in the funding and oversight of the preparations for and hosting of the 2025 Toronto World Exposition and further that the three levels of Government will have a shared view that hosting the 2025 World Exposition represents an opportunity to showcase Canada, Ontario and Toronto as a major tourist destination and reinforce the role of Toronto and Ontario as a major economic player in the North American and global economy and Canada as a leader in the international community. Hosting the World Exposition should be a major catalyst for strengthening community through new infrastructure and facility development that is aligned with the communities' long term needs, increasing community spirit and cohesion and creating greater economic opportunities for Canadians.

Recent practice in Canada and abroad for major events suggests that a tripartite agreement should be developed between the three levels of government (Toronto, Ontario, and Canada) as part of the bidding process. This agreement would outline the objectives, responsibilities and contributions of each party, as well as the proposed governance model. This agreement should also outline the broad operating parameters of the World Exposition Corporation and the proposed division of responsibilities between the World Exposition Corporation and the three levels of government as well as any pre-existing entities such as Waterfront Toronto, which may play a role in the preparation and delivery of the infrastructure, facilities or operations of the World Exposition.

In addition to the World Exposition Corporation, it is strongly recommended that the three levels of Government establish a Coordinating Committee to coordinate the overall planning during the bid and organizing phases and ensure that legacy and long term urban plan alignment are managed and prioritised throughout the bidding and organizing phases. Ideally the Coordinating Committee would be comprised of the Toronto City Manager and the respective Deputy Ministers at the Provincial and Federal level.

## World Exposition Corporation – Governance Model

A World Exposition Corporation (“WEC”) would need to be created to oversee the planning, facility preparation and operations of the 2025 World Exposition. Based on past precedent in Canada a potential structure is outlined below:

- a. The WEC would be established as a not for profit corporation and will have the responsibility of:
  - i. Planning, organizing, financing and staging the World Exposition in and around the City of Toronto
  - ii. Working with the funders to promote Toronto, Ontario and Canada
  - iii. Providing and assisting in the preparation of facilities for the World Exposition and assisting with infrastructure as may be required
- b. The WEC structure will consist of nine Members who are to be appointed as follows:
  - i. Three by Canada
  - ii. Three by Ontario
  - iii. Three by Toronto
- c) The WEC Board of Directors will consist of those persons appointed as Members pursuant to 1(b) above, along with up to four additional persons appointed by the Board, to provide the Board with the range of skills and experience necessary to assist the WEC in fulfilling its mission and to ensure that the Board is fully representative of the community
- d) The WEC may provide for one ex officio member from the B.I.E. to participate in Board meetings as required.
- e) The Board of Directors shall select its Chair from among its members, subject to approval by each of Toronto, Ontario and Canada.
- f) The appointment of Directors and Members will be made having regard to the principle that at all times the Directors and Members of the WEC should include women and men who are able to contribute to the achievement of the objectives of the WEC



## **Community and Stakeholder Consultation**

- g) Membership on committees of the Board of Directors will include at least one person appointed as Member and Director by each of the appointing parties (Toronto, Ontario and Canada), if such parties request
  - h) In keeping with recent precedents in Canada, members of the Senate or the House of Commons, persons elected to a provincial or territorial legislature or municipal council of Toronto cannot be appointed as a Director or Member of the WEC.
  - i) The application for incorporation of the WEC, including the Articles of Incorporation and details of any other prescribed forms, and any subsequent changes thereto, are subject to the written approval of Toronto, Ontario and Canada.
- ii. Prepare an overall legacy plan for the hosting of the World Exposition and ensure, in conjunction with the WEC, a “whole of government” coordination with respect to the legacy plan.
  - iii. Facilitate and assist in the preparation of the respective business plans of each member in relation to the World Exposition
  - iv. Facilitate the provision of services by Governments in support of the World Exposition
  - v. Undertake such other tasks provided for in the multi-party agreement established by the three levels of government or as the Coordinating Committee deems necessary and expedient to assist the members and the WEC to achieve their respective goals for the Games.

### **Government Coordinating Committee**

The Government Coordinating Committee is an important element of the overall governance of the World Exposition project, given the fundamental importance of legacy to the three levels of government and the need for significant coordination of planning and development, particularly for infrastructure works and the delivery of government services and programs, such as tourism promotion.

- a. The three levels of government will establish a Coordinating Committee that will be comprised of a senior representative appointed by each of Toronto, Ontario and Canada and include ex officio membership of the head the Bid Committee (and once awarded the head of the WEC)
- b. The three levels of government may invite other interested parties to become members of the Coordinating Committee from time to time.
- c. The purposes of the Coordinating Committee are to:
  - i. Promote effective coordinated planning and communication among the Parties with respect to financial, operational and legacy matters in their activities and interest in support of the World Exposition
- d. The Coordinating Committee shall, within eighteen months of the award of the World Exposition, and thereafter annually, report on the Legacy goals of the members, the development of business and operational plans to achieve those goals, and the progress made towards achievement. This report shall be rendered to the Mayor of Toronto and the respective Ministers with prime responsibility for the World Exposition at the Provincial and Federal level.

# TORONTO WORLD EXPO 2025

## HEALTH & MEDICAL SYSTEM

### PREPAREDNESS AND COST ANALYSIS

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#### CONSULTANT:

Steve Urszenyi is a member of the World Health Organization (WHO) Virtual Interdisciplinary Advisory Group on Mass Gatherings. He has been the Incident Commander for the Province of Ontario's disaster response team, EMAT; a Senior Consultant with the Ontario Ministry of Health and Long-Term Care's Emergency Management Branch; the Emergency Medical Manager for the Toronto 2015 Pan and Parapan Am Games; a tactical paramedic with the Ontario Provincial Police; and an Advanced Care Paramedic in the Greater Toronto Area for over thirty years.

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#### DATE PREPARED:

August 22, 2016

## INTRODUCTION

Preparing for the influx of large numbers of people to any *mass gathering* event requires thorough planning and consideration of the health care system context in which the event is being staged. The Province of Ontario has a robust system of emergency preparedness, mitigation and response. Nevertheless, prospective event organizers should understand what additional measures would need to be put in place to protect the system from surges in demand that would threaten the routine delivery of health care to Ontarians, as well as to other visitors to the event from abroad.

The focus of this document will be on health preparedness and enhancements, as well as an approximation of associated costs, that might be required during an event of the magnitude of a World Expo, with tens of millions of visitors expected over a timeframe of several months.

## PUBLIC HEALTH PREPAREDNESS

Toronto Public Health (TPH) would assume the role of lead agency in matters related to public health within the City of Toronto during World Expo 2025. Its activities are primarily focused on disease prevention, health protection and health promotion. Mandated services and programs include communicable disease control, family health, chronic disease and injury prevention, and environmental health.

Public health departments and boards of health are governed by two primary documents:

- 1. *Health Protection and Promotion Act***
- 2. *Ontario Public Health Standards***

As stated within the *Health Protection and Promotion Act*, the purpose of the Act is to provide for the organization and delivery of public health programs and services, the prevention of the spread of disease and the promotion and protection of the health of the people of Ontario.

The Ontario Public Health Standards further establish requirements for fundamental public health programs and services, which include:

- assessment and surveillance
- health promotion and policy development
- disease and injury prevention, and
- health protection

In the context of a World Expo held in Toronto, Toronto Public Health's activities would largely be focused on:

1. Performing public health surveillance, the routine and systematic collection, analysis and interpretation of health-related data, including syndromic surveillance, which monitors for the early signs of an emerging concern preceding laboratory diagnosis and signals a sufficient

probability of a case or an outbreak to warrant further public health response. This surveillance would be performed in concert with both the Ministry of Health and Long-Term Care and Public Health Ontario, a Crown agency dedicated to providing scientific research and expertise, as well as laboratory analysis of suspect cases

2. Performing case and contact management of known reportable diseases, as well as disease outbreak management and response
3. Ensuring food and water safety through proactive programs and onsite inspections and enforcement to prevent food- and water-borne illnesses
4. Engaging in health promotion activities to mitigate against the development of systemic health challenges
5. Issuing heat messaging and alerts to protect the health of residents and visitors to World Expo 2025; and to mount an appropriate response to such challenges

New strategies and technologies would also need to be implemented to augment those currently in place to achieve the desired outcomes during an event of the magnitude of a World Expo. Toronto Public Health will be a crucial planning partner in the lead-up to this event.

Based on the recent Pan Am Games that were held in Toronto in 2015 it is anticipated that a dedicated monitoring team would be put in place by Toronto Public Health with the equivalent of two FTEs for a year-long period to prepare for and monitor any disease outbreak and coordinate the required surveillance activities. In addition, we would recommend another two FTEs be dedicated for a year-long period to prepare for and manage the food outlet inspection program based on an anticipated 150-200 food outlets that will operate onsite during the World Exposition. (Expo 86, a smaller World Exposition, had approximated 125 food outlets.)

In addition to these four dedicated FTEs, we would anticipate an FTE dedicated to program management within Toronto Public Health. To allow for surge capacity in the start-up phase as well as addressing potential incidents, we would suggest an allowance for two additional FTE's – which may be drawn down on an as-needed basis over the duration of the operating period (i.e. it would provide for up to four additional staff during the six month operating window to be dedicated to supporting the World Exposition operations and incident management).

Assuming a total of 7 FTE's and an average cost in 2016 dollars of \$120,000 per FTE, the impact on TPH would amount to approximately \$840,000.

## ONTARIO'S HEALTH CARE SYSTEM

Ontario delivers a high standard of care to residents and visitors through a complex and highly integrated framework of primary care, public health oversight, hospital and medical services, emergency response, and preparedness. The Ministry of Health and Long-Term Care is the governing body within the province and also has the responsibility to back-stop large events such as a World Expo through enhanced local and system-wide coordination efforts.

The level of preparedness required for a World Expo will largely be determined by a provincial, national and local Hazard Identification and Risk Assessment. This HIRA would be performed in concert with the various levels of government through their respective emergency management and partner agencies.

Provincial coordination of system readiness should not yield incremental costs to be borne by the World Expo Corporation.

## ONSITE MEDICAL SERVICES

With an expected 30 million visitors, Toronto's World Expo would see a range in daily attendance of between 25,000 and 200,000 visitors. The site would require dedicated onsite medical care to respond to myriad medical incidents, from minor injuries to life-threatening medical conditions.

A robust and costly presence will not be required onsite, but services should adequately reflect the anticipated volume of visitors each day. Essentially, a model that utilizes a network of volunteer medical first responders, professional paramedics and licensed physicians and other health professionals in a scalable model of service delivery would accomplish the task of safeguarding visitors to World Expo 2025.

In keeping with past World Exposition practice, the Toronto World Expo Corporation should develop an internal capacity for first aid and emergency medical services onsite. Emergency medical transport would be provided through a combination of utilizing the 911 system and a contracted arrangement with the local paramedic service provider, particularly during peak attendance periods. Resources should be able to be scaled up or down in response to exogenous factors, such as heat alerts, severe weather, or other known circumstances that would dictate a requirement for greater vigilance and preparedness by organizers, such as a change to the security level as established by the federal government and/or the Integrated Security Unit.

The cost of first aid and onsite medical services should be provided for within the World Exposition Operating Budget. As such, the World Expo Corporation can anticipate daily costs for onsite medical services to be \$5,120 per day during operations. Over a 180-day period and assuming 16 hours per day of operations this would cost \$921,600.

Additionally, two dedicated paramedic units (ambulances) for 16 hours per day over the same period would cost an estimated \$921,600, but event attendance and other onsite activities would drive the actual numbers up or down on any given day.

Allowance should also be made for a small organizing team of one medical services manager and two deputy managers to be brought on board 12 months prior to a World Expo and to remain in place throughout the duration of the event.

## CONCLUSION AND COST ANALYSIS

Toronto's health and medical landscape provide many resources and tools to adequately respond to the needs of hosting a World Expo. Early engagement with important planning partners, like Toronto Public Health, Toronto Paramedic Services, and the MOHLTC's Emergency Management Branch, will help ensure appropriate stewardship of the necessary health and medical services to safeguard municipal and provincial system capacity.

Local and provincial systems are in place to help mitigate against circumstances that would overburden the health system, but these systems would need to be augmented with enhanced systems and technologies, as well as health human resources, to ensure safe and smooth operations of the health care system at large and to leave a legacy of a more resilient framework to cope with future challenges.

Anticipated costs can be summarized as follows:

WORLD EXPO 2025 HEALTH AND MEDICAL SERVICES COST FORECAST	
Entity or Service	Direct or Incremental Costs
Toronto Public Health	\$840,000
Onsite Medical Services	\$921,600
Onsite EMS (Paramedic Service) Stand-by	\$921,600
Provincial Coordination (MOHLTC, etc.)	\$0
World Expo Corporation Medical Planner(s)	\$465,000
<b>TOTAL</b>	<b>\$3,148,200</b>
<b>Notes and Assumptions</b>	
1. TPH: Approximately 7 FTE pre- and during Expo at \$120,000/yr.	
2. On-site medical: 8 medics @ \$40/hr. for 16 hours/day x 180 days	
3. EMS stand-by: 2 units @ \$160/hr. for 16 hours/day x 180 days	
4. Medical planners: 1 manager @ \$130,000/yr. and 2 assistants @ \$90,000/yr. for 18 months	

This analysis forms a snapshot of the anticipated costs that would be incurred during a World Expo. It is not exhaustive, however, and a more detailed analysis should be performed when a site plan is more fully realized.

## **Expo 2025: Health and Health Equity Impact Assessment**

**Submitted by Wellesley Institute**

Wellesley Institute aims to improve health and health equity in the Greater Toronto Area through policy and knowledge translation based on social determinants of health research.

We have undertaken a health and health equity impact assessment of the plans for Expo 2025. This assessment takes into account the 6 month Expo and the potential impact Expo has to be a catalyst for City development and the Port Lands legacy projects.

Expo 2025 presents Toronto with an opportunity to move forward initiatives that leverage the City's diverse population and neighbourhoods and drive the City forward socially and economically. In addition to leaving a site ready for further development, Expo 2025 could deliver more affordable housing, a stronger transportation network, and more green space as part of its legacy. There is potential for job creation, some of which would stay in Toronto beyond 2025. In order to best make use of the substantial investments that will be made in Toronto as an Expo host, the Coordinating Committee will need to carefully consider the potential health and health equity impacts of any developments associated with hosting Expo 2025.

### **Improving Health and Health Equity**

The main drivers of differences in health are in the social environment. The social determinants of health, which include income, employment, housing, transportation, education, gender and ethnicity, have impacts on our exposure to risk factors for diseases, access to care and outcomes from medical interventions. They change the chance of developing an illness and influence life expectancy. In Toronto the life expectancy of a man living in a low income area is about five years less than a man living in a high income area.

Well-researched, but lesser known, is the collective impact of community, trust and sense of belonging on our health. Together, community, trust and sense of belonging make up what we call social cohesion and social capital, and these have been shown to have a significant impact on the public's health. Most people are aware that on average smoking decreases a person's

life expectancy by 7.5 years, but they are less aware that factors linked to low social cohesion and social capital, such as anxiety or isolation, also impact life expectancy to almost the same degree. Canadian research has found that a strong sense of community belonging is closely linked to better health outcomes. Canadians who reported their mental health as excellent or very good were more than twice as likely to feel a sense of belonging to their local community.<sup>i</sup> The World Health Organization states that policy interventions that improve social capital directly improve health and improve communities.<sup>ii</sup>

When assessing how changes to a city affect health it is important to consider the social determinants of health as well as social capital and social cohesion.

At Wellesley Institute we strive to improve health and health equity. So after considering the likely impacts on health of a particular initiative we then consider what the impacts will be for diverse populations and health equity.

It is difficult to calculate the exact health impacts of the Expo 2025 proposals because more detail is needed, but it is possible to consider the likely direction of the impacts of Expo 2025 on health and health equity in the GTA.

## Expo Timeline: Health and Health Equity Considerations

For the purposes of a health and health equity impact assessment, Expo 2025 can be considered in three phases.

**Phase 1:** planning and development of Expo 2025 from 2018-2025;

**Phase 2:** 6 months of the Expo itself in 2025; and,

**Phase 3:** development of the legacy site from 2025 onwards.

There are potential health impacts in each phase of development. The exact level of health or health equity challenges or benefits will depend on the way that each phase is implemented.

Phase 1 includes Toronto moving forward with planned transit improvements, flood protection, soil remediation, and waterfront revitalization. There may be a benefit from environmental remediation. This phase also includes the construction of the site and new local-global companies to populate country pavilions.

A forward thinking plan would use the development of the concept for Expo 2025 as a hub for innovation and community ownership. It would also include strategic management of



communications, the use of competitions, and ideas to create population buy-in. The aim would be to produce a shared societal experience, which could include school lesson plans to excite students over the course of the development of Expo 2025 and volunteering opportunities. Expo is a chance for Toronto to do something for itself and to do something for Canada. The important business of being a standard bearer for Canada should not be lost.

Phase 2 includes the running of the Expo, the jobs which are produced specifically on the Expo site and attached local sites as well as through the influx of tourists and other industry linked to tourism.

Phase 3 includes the decommissioning of Expo, the development of legacy companies and the impacts of investment. It also includes the legacy projects. The resulting Port Lands are envisioned as an active port nestled within a vibrant mixed-use community. The site would be linked to Union Station and public and recreation spaces would be expanded and built upon. Both the pavilions and accommodation buildings provided for Expo have the potential to be converted into affordable homes. This new infrastructure would also be an attractive proposition to private developers and businesses. A robust digital infrastructure could offer opportunities for residents and businesses to be linked in the new community. An Aboriginal museum, park, art gallery, performance space, conference centre and pow-wow grounds are proposed. Of the many heritage buildings to be retained and repurposed across the Port Lands, the Hearn Building presents an opportunity to provide the City of Toronto with a new cultural anchor at the heart of its newest neighbourhood. The Hearn would become a technology hub where scientists, artists, engineers and designers work together to develop a sustainable energy future. Post Expo, the Port Lands will benefit from the continuing use of the Passenger Marine Terminal as a passenger port to Toronto from other parts of the Golden Horseshoe, Ontario, the U.S. and beyond.

## **Health and Health Equity Impacts of Expo 2025 in Toronto**

Large scale projects have a physical and psychological impact on health. The deleterious physical impacts can be decreased by good planning and the use of the normal health protections used in construction. The psychological impact can be decreased by active social inclusion. The more people feel they have a stake in a project the more tolerant they are of its impact on their lives and the lower the potential health impacts.

Toronto will face construction and disruption challenges linked to Expo. It is easy to envisage the usual problems with dust and noise pollution to the Port Lands and surrounding areas.

There will also be the impact of heavy machinery transportation. Dust is linked to increases in allergies and respiratory problems and noise is associated with psychological problems. There are also possible problems with commuter and other transportation delays which may be linked to the numerous projects that will all be striving to be completed by 2025. Such delays are stressful and have impacts on health. Noise, dust and disruption of everyday life may disproportionately affect those around the Port Lands and those working on the Port Lands given the nature of particulate air pollution, but will also have effects further afield linked in part to commuting.

A focused strategy to use Expo 2025 developments as a way to bring Torontonians together behind a shared vision of a better, healthier version of the City may decrease the impacts of disruptions during Phase 1. But, more than that, large scale projects within a city can be a significant opportunity for improving health. Studies have demonstrated health benefits linked to major sporting events. Studies have also shown that communities that work together to deliver a common goal have better health. Community efficacy and pride are important factors in the development of resilient neighbourhoods and that benefits both physical and psychological health.

The development of an overarching strategy to use Expo2025 as a catalyst for the improvement of social cohesion and social capital in the City would decrease the negative impacts of Phase 1 of the development and may also increase any positive impacts on health of the rest of Expo 2025.

There are other possible benefits including new employment, green space, transit and affordable housing. There may be increased revenues for the City through tax as well as through the development of international collaborations and legacy companies.

Expo has the potential to improve health in the City through all of these areas, but there are safeguards that need to be in place to ensure this. For instance, if the jobs that are produced are mainly precarious and temporary this would not have a positive health benefit but if they are good permanent jobs then they could. Similarly the development of an inclusive mixed income community with affordable housing on Port Lands would have a more significant impact on health and health equity than the development of a new exclusive upscale neighbourhood. The development of new parkland could improve health, but it would need to be accessible to all and maintained. Similarly, the maximum benefit of transit on health is if it helps people on lower incomes to get to their jobs. The health benefits of any acceleration in transit infrastructure or any new transit hubs would depend on how they fit into the wider picture of commuter need in Toronto.

## Health and Health Equity Implications by Each Social Determinant

### SOCIAL COHESION AND SOCIAL CAPITAL

Greater Toronto is among the most diverse urban areas in the world. However, Toronto is experiencing deepening social, economic, and ethnic divisions. There is not one Toronto; there are several Torontos with different trajectories. These divisions lead to health disparities.

#### Health and Health Equity Implications

There is a health benefit from people feeling part of society and from being part of a project that delivers benefit to their community. Canadian research has found that a strong sense of community belonging is closely linked to better health outcomes. Canadians who reported their mental health as excellent or very good were more than twice as likely to feel a sense of belonging to their local community.<sup>iii</sup> The World Health Organization states that policy interventions that improve social capital would directly improve health and would improve communities.<sup>iv</sup>

Expo 2025 could be an engine for the improvement of social cohesion and social capital. Through this means it could improve the health of Toronto. A strategy to develop population participation in the concept and implementation of Expo 2025 between 2018 and 2025 could improve the health of Toronto and, if properly thought through, could specifically ensure inclusion, thus improving health and health equity.

If Expo 2025 is not truly inclusive in its development and in its legacy it runs the risk of exacerbating existing inequalities and fueling further disparities in health.

### EMPLOYMENT

Good jobs are needed in Toronto, with more and more workers employed in low-pay, part-time, and precarious jobs. In Toronto in 2010, 23 percent of people lived with incomes below the Low Income Measure.<sup>v</sup> Precarious jobs do not offer stability and predictability, and usually do not provide high enough pay in order for workers to afford the basic necessities they require to lead a healthy life. Jobs are also more than just about income: our healthcare system

depends on individuals receiving access to drug, dental and vision benefit insurance to meet these gaps.

Expo 2025 will produce jobs and it is possible to ensure they are good jobs. It also represents an opportunity to connect workers and communities to middle income jobs, while also improving our environment and helping to enhance connectedness amongst social, economic and health sectors.

### Health Implications

Having a good job and an adequate income is an important factor in determining if a person will enjoy good health. Research in Ontario consistently shows that individuals with lower income are likely to die earlier, spend more days in hospital, and have higher rates of chronic diseases like diabetes and cardiovascular disease and poor mental health than individuals with higher incomes<sup>vi</sup>. The benefits of good jobs extend beyond income: having job security, and a job which offers benefits such as prescription drug and long-term disability coverage, are essential to ensure individuals' resilience in the face of health problems associated with the "precarity penalty." The precarity penalty involves a number of negative impacts on Toronto's precariously employed groups, resulting from an increasingly unstable labour market, the chronic underfunding of community-based employment and training services, and an increasingly inaccessible housing market. Precarious work status is also correlated with the one-third of working Ontarians who lack prescription drug coverage.

### Health Equity Implications

In Toronto, some populations face more significant barriers to good jobs and high income than others. Youth are particularly vulnerable to the recent shifts in the labour market away from full-time work towards precarious employment arrangements. Toronto's youth unemployment rate is 18.1 percent - the worst of any region of the province, and the widest gap between youth and adult employment, with a difference of 21.8 percent.<sup>vii</sup> Not being able to enter the labour market and have a decent job at an early stage of life has the potential to have health impacts throughout the life course.

Racialized individuals are more likely than others in Toronto to have a low income, and to be unemployed than non-racialized individuals.<sup>viii</sup> Within racialized communities there is a further gender divide: racialized women earn 21 percent less than racialized men and 32 percent less

than non-racialized men.<sup>ix</sup> This puts racialized individuals at higher risk of poor health outcomes. Immigrants also have lower levels of unemployment, and this is exacerbated by de-credentialing and other barriers to employment, which may lead to a loss of pride, loss of hope and feelings of helplessness amongst residents.

Women in Canada working full time make 72 percent of what men earn on average.<sup>x</sup> Women are over-represented in low-wage jobs, representing 59 percent of minimum wage workers.<sup>xi</sup> Women may be particularly at risk of the health impacts of low-income if they have children, and are single parents. Research shows that women are likely to skip meals to ensure children and other family members have enough to eat, which can lead to poor health.<sup>xii</sup>

These trends become more pronounced within inner suburban neighbourhood improvement areas (NIAs), where a disproportionate share of low-income, racialized and immigrant groups are classified as “working poor.”<sup>xiii</sup>

***With a secure and dedicated local revenue stream, Toronto’s Expo 2025 could drive the development of a national model for creating equitable opportunities for goods jobs while enhancing public transit and connecting communities.***

### **Phase 1: 2018-2025**

Infrastructure projects during Phase 1 of Expo 2025 could provide the opportunity ensure that disadvantaged workers (i.e. the precariously employed and the working poor) and disadvantaged communities benefit from local transit development and construction projects. A more equitable labour market will prioritize better jobs and employment security, improved income support programs, reduced discrimination, and increasing people's access to important health and social services.

In Toronto there are currently no targeted employment strategies in relation to need (e.g. in low income neighbourhoods with comparatively high levels of unemployment, immigrant and new immigrant populations, aging apartment towers and health risks). At the provincial level, the Employment Standards Act and the Ministry of Labour’s Changing Workplace (2016) report make no mention of the need to target good jobs to low-income areas. Toronto has an opportunity to follow in the steps of cities like Los Angeles, which has instituted a construction employment policy in which 40 percent of work must go to individuals who live in economically disadvantaged communities and in which journeywomen and men earn a living wage. The

Coordinating Committee can also use this opportunity to build on the City's Youth Employment Action Plan to develop jobs that will enable work-based learning for youth to prepare them for the labour market. If Expo 2025 were to embrace new legislation linked to the use of local people to work infrastructure projects and followed the City's decision to look at the diversity of companies before awarding contracts, Expo 2025 could maximize local benefits to health and health equity.

In addition to infrastructure development projects there will also be an influx of opportunities for local workers to work in local-global companies set up by international delegations in preparation for the Expo. The opportunity for the Coordinating Committee is to ensure that these companies meet defined standards for employment of these workers, and that these jobs are available to people from across the City, including those living in NIAs and living on low-incomes.

### **Phase 2: Expo 2025**

During the Expo, there will be opportunities for a wide variety of short-term jobs. In order to ensure that the City as a whole benefits from this influx of jobs, it would be essential that these jobs offer fair pay, and employ fair hiring practices. Employing individuals from across Toronto, and targeting those in NIAs who have higher barriers to accessing employment would be a benefit.

### **Phase 3: Legacy**

The employment legacy of Expo will be two-fold: in the lasting impact of the opportunities offered during the development stage of Expo and also in the jobs created which will remain in the new institutions and developments across the City.

The short-term jobs created by Expo 2025 for infrastructure development, hospitality, and administration could serve as important gateway opportunities for youth and other individuals currently unemployed or in precarious work. In particular, these jobs can be structured to coordinate with the City's Youth Employment Action Plan to create opportunities for youth to build skills and transition into the workforce. These jobs will also provide an opportunity for individuals living in NIAs and other areas outside the downtown core to connect with employers and coworkers from across the City, and gain experience working on an international exposition.

In the long term, Expo 2025 development projects hold the potential for creating lasting jobs in Toronto. By developing museums, recreation facilities, expanding affordable housing and transit networks, permanent jobs will be a legacy of the Expo. With careful planning and budget allocations now, there is an opportunity for an influx of good jobs that will be available to Torontonians from across the City, offering a wide variety of skillsets.

## HOUSING

Good housing is essential for maintaining good health and well-being and developing communities where people feel safe and included. In Toronto, good quality affordable housing is out of reach for most. The costs of housing have increased much faster than Torontonians' incomes. The current supply of affordable housing units is simply too low to meet the pressing need: Forty-four percent of all renter households and 28 percent of owner households spend over 30 percent of their income on housing.<sup>xiv</sup> The waiting list for social housing continues to grow: As of March 2016, 97,433 households or 177,502 people were on the waiting list. Nearly 40 percent of these households include children under the age of 17.<sup>xv</sup> A homelessness survey estimated that there were 5,253 homeless people in Toronto as of April 2013.<sup>xvi</sup>

Due to declining funding for social housing providers and housing agencies, the quality of existing social housing and low-cost rental units has deteriorated. It is estimated that Toronto Community Housing alone will require \$2.6 billion in capital funding over 10 years, without which 91 percent of their units will deteriorate into critical condition.<sup>xvii</sup>

## Health Implications

Access to housing that is affordable, accessible, safe and in good repair has a direct, significant impact on the health and well-being of individuals, families and communities. It also affects public health care costs. Research shows that poor housing conditions can increase people's chances of ill health and disease.<sup>xviii</sup> It can increase chances of developing respiratory conditions such as asthma and negative health effects from factors such as dust mites, cockroaches, heat and cold issues, and poor ventilation.<sup>xix</sup> Also, unaffordable housing can increase stress and financial constraints.<sup>xx</sup>

## Health Equity Implications

The health effects of poor housing disproportionately affect those with low income. Because the current housing system offers so few options to people with low incomes, many find their choices are limited to aging, low-quality rental buildings within less attractive neighbourhoods, which can further contribute to poor health. In this way, the housing system contributes to rising urban neighbourhood polarization, segregation, and concentrations of poverty.<sup>xxi</sup> Particularly, Aboriginal peoples, racialized persons, newcomers, seniors, youth, and single-mother families are more likely than the general population to live in housing need.<sup>xxii</sup>

The proposed Expo site could become an important new community where people with a mix of incomes live in a range of good housing types as members of vibrant neighbourhoods. A plan that addresses the issue of housing unaffordability and ensures improved access to affordable housing in legacy of Expo 2025 would significantly enhance the health of Torontonians.

Affordable housing is an important, investment in people's health. Research shows that providing people who are homeless with permanent housing and support significantly improved their physical and mental health and reduced their use of health and emergency services. Investments in housing are cost-effective: Every dollar spent on housing investments results in a \$1.52 increase in real GDP.<sup>xxiii</sup>

***The proposed Expo 2025 plan to revitalize the under-utilized Port Lands into a vibrant mixed-use residential, business and commercial area has the potential to improve the health and health equity of Torontonians.***

## Phase 1: 2018-2025

The Expo site planning would need to be integrated into long-term city planning in order to meet critical public policy goals. For maximum health benefit, leading up to Expo, the Coordinating Committee has the opportunity to set up a clear strategic plan for the Port Lands site to achieve the proposed housing goal and monitor the progress of a vibrant, healthy communities development. The Committee should also consider working towards the goal of improved access to affordable housing for low-income, marginalized populations by offering new social housing units and various affordable housing options.



Expo 2025 will be a stimulus for the completion of proposed housing and relevant projects in the Port Lands within the next eight years. To build a clean, healthy site for housing and community development, the Expo plan can leverage existing projects for flood protection and contaminated soil remediation such as the Lower Don project by Waterfront Toronto which will naturalize the Don River in order to protect the area from flooding and service infrastructure into the Port Lands site by 2023. Prior to and during the Expo, the Committee should closely monitor that the Expo site remains clean and safe and offers a healthy residential area for current and future residents.

### Phase 2: Expo 2025

During the Expo, the Port Lands will transform into a new vibrant Toronto neighbourhood. New residents will enjoy a neighbourhood which is centrally located, well-connected to transit, and has a wide range of recreation and cultural facilities. The establishment of this neighbourhood will be a cornerstone for moving forward further mixed-income housing developments in the neighbourhood.

### Phase 3: Legacy

Both pavilions and accommodation buildings provided for Expo could be converted into affordable homes after the Expo. Residents of the post-Expo Port Lands would benefit directly from long-term legacies of Expo 2025 including high-quality public transit, digital infrastructure, urban parks, public spaces, cultural activities, as well as affordable housing – each of them important for people’s health.

The new affordable housing units that would be the legacy of Expo 2025 are much needed as Toronto works towards the provincial target of ending chronic homelessness in ten years. With the updated Long-Term Affordable Housing Strategy, Ontario is also committed to provide more affordable, suitable and adequate homes for Ontarians. The *Promoting Affordable Housing Act, 2016*, would, if passed, help increase the supply of affordable housing through various measures, including inclusionary zoning, allowing municipalities to require developers to set aside a percentage of new affordable units in new buildings. The prospect of enhanced funding beyond 2018, under the national housing strategy that is currently being prepared, could support new affordable rental housing on the Expo 2025 site. Much of the Port Lands is also publicly owned. There is a great opportunity for Toronto, Ontario, and Canada to meet the housing needs of many individuals and families, especially those from marginalized groups.

To achieve the long-term goal, it is important to ensure that social housing and affordable housing units stay clean, safe, and in good repair in many more years and decades after the Expo. Long-term legacy benefits for the Expo site will be realized only when there is a concerted and continued effort to maintain stable, affordable, and quality housing for all residents.

## **TRANSIT**

Expo 2025 presents an opportunity to help Toronto prioritize much-needed transit infrastructure development in the GTA. Currently, residents of the GTA commute an average of over one hour per day which is longer than any other Ontarians.<sup>xxiv</sup> The City of Toronto's current plans to expand the subway and LRT lines throughout the City are ambitious and will significantly improve the well-being of Torontonians. The development of the Don corridor ensures that with proper planning North to South and East to West cycle routes are better linked. And the development of a new GO station provides commuters an alternative way to get to the part of the City they need to.

### **Health Implications**

Access to high quality, convenient and affordable public transportation can have significant positive health benefits. Adults who use public transit are more physically active and may have lower BMIs than those who drive. Further, shorter commute times have been shown to allow people to spend more time on physical activity, preparing food, eating with their families, and sleeping.<sup>xxv</sup>

### **Health Equity Implications**

In Toronto, not everyone has access to high-quality public transit. For those who don't have access, this can have inequitable impacts on their health. Torontonians living in the inner suburbs, which have higher poverty rates, have poorer access to transit than those living in the downtown core, where the highest concentration of wealth is found in the city. This is a striking inequity, given that despite poorer access in low-income neighbourhoods, low-income commuters are more likely than high-income commuters to take public transit to get to work.<sup>xxvi</sup>

Toronto's public transit system faces a number of accessibility issues for older people and those with disabilities. Only 34 of Toronto's 69 subway and rapid transit stations are accessible by elevator, and 20 percent of bus stops are not fully accessible because of barriers preventing bus ramps from being deployed, such as narrow sidewalks or stops where a concrete bus stop pad

has not yet been poured. For Torontonians with mobility constraints, this lack of accessibility to the TTC means they are at risk of social isolation and facing challenges getting to work, to the grocery store, or to accessing health care services.

***With targeted revenue and consideration of existing City of Toronto plans, Expo 2025 can drive forward a health enhancing plan for the City that would improve transit in under-served parts of Toronto, ensure all communities are linked to the downtown core, and make transit affordable and accessible for all Torontonians.***

### Phase 1: 2018-2025

Expo 2025 will provide an opportunity to develop Toronto's transit system into one that meets the needs of both visitors and residents. The City is currently taking impressive steps to improve transit, with the Union Pearson Express, plans to complete the Toronto-York Spadina Subway Extension, the Eglinton Crosstown and Finch West LRTs which will dramatically open up the city. With Expo 2025, the City will have the opportunity to develop the downtown Yonge relief line, which will bring visitors down to the Port Lands for Expo, and increase the capacity of the TTC and bring more commuters from the suburbs into the downtown core. The City will need to develop a transit strategy which aligns with Toronto's current and future needs. This will mean prioritizing neighbourhoods with poor transit access, ensuring fare affordability for those who need to use transit the most, and developing a bike lane network throughout the city.

The *Accessibility for Ontarians with Disabilities Act* requires that transit across the province be 100 percent fully accessible by 2025, the year of the Expo. The TTC currently does not have the capital funds necessary to meet this goal.<sup>xxvii</sup> The Coordinating Committee has the opportunity, with Expo transit infrastructure developments, to work alongside existing city projects to help ensure Toronto is able to meet this important goal of universal accessibility.

The substantial transit infrastructure projects which will be slated prior to 2025 will necessitate a significant strategy to mitigate these impacts. Prior to the Expo, the infrastructure developments will lead to further traffic and transit congestion in our already overburdened transit and road networks. The expansion of bus routes and bicycle lanes throughout the city will help ease some of this congestion, but will not be able to eliminate it. By committing to a long-term vision to improve Toronto's transit network alongside transit development required to host Expo 2025, the City will engage all Torontonians in working towards a better, healthier future for Toronto.

## Phase 2: Expo 2025

Expo will be host to over 30 million visitors in a six month period. The increased congestion in the City from these visitors will be mitigated by transit developments in Phase 1. Careful consideration is needed, however, to ensure transit routes run with increased frequency to ensure both visitors and residents are able to move efficiently throughout the city.

## Phase 3: Legacy

The legacy of Expo 2025 to Toronto's transit system will be substantial, but to get it right the Coordinating Committee can take an evidence-based approach to ensuring that transit is expanded in the city to equitably meet the needs of Torontonians both during and after the Expo. Careful analysis is needed of how best to improve access to NIAs from the downtown core, and how to ensure NIAs and other currently under-serviced areas are linked with essential services.

## GREEN SPACE

Access to good-quality green space in urban areas provides significant health benefits for residents, visitors, and communities. Good parks are safe, clean, and well-maintained and they provide a sense of community and access to washrooms and other amenities. In Toronto, access to good-quality green space is not evenly distributed across lower income and higher income neighbourhoods.<sup>xxviii</sup>

## Health Implications

Evidence shows that there is a positive link between the built environment and health in urban areas.<sup>xxix</sup> Improving access to and quality of parks in cities has significant health benefits. Green spaces improve air quality, moderate poor mental health outcomes, reduce the prevalence of cardiovascular diseases and improve physical health.<sup>xxx</sup> A systematic review conducted by Toronto Public Health<sup>xxxi</sup> found that green space improves urban residents' physical health, mental health and well-being and that frequent access to nearby green space is important, especially for children. Proximity to green space is critical: the closer you are, the more likely you are going to use it. The review also pointed out the importance of quality of green space: green space that is perceived to be unsafe and poorly maintained does not provide health

benefits. Green spaces in urban areas can also boost social connectivity by promoting meaningful engagement between residents, their communities and nature.

### Health Equity Implications

In Toronto, access to green space is not equal for all. Wealthy neighbourhoods offer better access to good-quality parks for residents, and this unequal access can contribute to further health disadvantage for low income individuals and families. Studies show that while all segments of the population benefit from exposure to green space, children and low income groups benefit the most from nearby green spaces.<sup>xxxii</sup> Research also shows that populations exposed to the greenest environments have the lowest levels of health inequality related to income deprivation.<sup>xxxiii</sup> Building good-quality parks in NIAs and areas with affordable housing - like the proposed Expo Port Lands - could offer a considerable opportunity for the city to reduce health inequities.

***The revitalization of the Port Lands into a usable green space could significantly improve health and health equity in Toronto. A plan that improves access to green space and quality of urban parks in the Expo site and in marginalized areas throughout the city would contribute to the health of residents within and outside the Port Lands and fundamentally change the face of urban life in Toronto.***

### Phase 1: 2018-2025

In preparing for Expo 2025, the Coordinating Committee should ensure that the plan for building public green space is defined and directed in association with the development of other projects aiming to achieve the City's priorities, such as creating and maintaining a green city, connectivity and inclusiveness.

### Phase 2: Expo 2025

The urban parks at the Expo site would serve as a representation of Toronto's commitment to go green and allow visitors to view Toronto as a leading city that is equally green and urban. In addition, the Indigenous museum and artwork placed throughout the park would engage

visitors in a significant part of Canadian history and introduces them to an important sector of our culture and art. During the Expo, in order for the sustainability for future use of the parks, it is important that the site is monitored closely to mitigate any potential harmful impacts from air pollution, litter and trash. To maintain clean and sustainable communities for the Expo site, there is an opportunity to create local jobs.

### Phase 3: Legacy

Added green space would become an important asset for Torontonians. It would diversify and expand the neighbourhood and provide chances for residents to actively engage with their community. With more affordable housing for low-income households in the Port Lands area, residents of social housing and affordable homes would benefit from accessing nearby parks in their neighbourhoods. The legacy of such a park could mean the creation of community gardens and space for local markets that provide an important opportunity to promote the power of food by connecting communities with more positive food choices. The proposed Indigenous museum would be a valuable legacy of Expo 2025. The museum would fill an important gap between Indigenous communities and the rest of Canada. It creates an interactive way for Canadians and tourists alike to learn more about Indigenous art as well as our colonial past. The museum would enhance Toronto's natural and cultural heritage as well as promote Indigenous employment and business that enhances health equity in Toronto.

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## **Expo 2025: Toronto Fire Services' Estimates, Assumptions & Considerations**

The following includes preliminary estimates, assumptions and considerations, from a fire protection perspective, that would need to be factored into a bid to host Expo 2025 in the City of Toronto. Please note that these are preliminary estimates only, as a comprehensive assessment has not been completed at this time.

Toronto Fire Services (TFS) estimates approximately \$10,800,000 will be required to provide fire protection services on site at Expo 2025 while maintaining service levels across the city. A high-level breakdown of staffing costs is provided below:

### **Planning Team**

2 Platoon Chiefs  
2 District Chiefs  
6 Captains

### **Operations Team**

2 Operations Crews  
1 Hazmat/CBRNE Crew  
1 Marine Crew  
1 Code Enforcement/ Education Crew

### **Estimated Cost: \$2,500,000**

*Note: costs include full-time salary and benefits for 18 months based on 2014 Collective Agreement rates*

### **Estimated Cost: \$8,300,000**

*Note: costs are calculated at Overtime rates for 6 months based on 2014 Collective Agreement*

These estimated costs are based upon the following assumptions:

- This cost estimate only forecasts staffing costs including overtime (as per the Collective Agreement).
- The estimates are provided in 2014 dollars (salaries and benefits for 2025 will depend on Collective Agreement).
- This cost estimate does not include overtime backfill costs for the staff assigned to the Planning Team.
- For 24/7 operational support, a staffed, two-crew fire station onsite is required.
- In addition to having two full-time crews onsite, TFS will require unimpeded road access to the Expo grounds in order to permit the assembly of an effective firefighting force in the event of an incident. Should this not be provided, the requirements outlined above will expand significantly.

- All structures on the Expo site will meet all requirements of the *Ontario Building Code* and the *Ontario Fire Code*, in addition to being fully sprinklered and equipped with monitored fire alarm systems.

The \$10,800,000 cost estimate does not include any capital, construction or equipment costs that may be required. Potential capital costs could include items such as:

- Fire Station construction (approximately \$6 million for one fire station, exclusive of land acquisition costs)
- Purchase of fire apparatus (approximately \$700-750 thousand per truck)

#### Additional Considerations:

- The level of Marine response will depend on the scope and scale of activities in the lake and/or along the waterfront
- Up to two fire stations may be required onsite depending on accessibility to the Expo site; of particular concern is the region surrounded by water with bridge-only access to the mainland
- The use of any temporary structures onsite and/or the use of any structures that do not have full sprinkler systems and/or monitored fire alarm systems will significantly increase resourcing requirements and costing estimates
- The use of any pyrotechnics could increase the number of Fire Inspectors required
- The future population growth and development in this area could further impact resource requirements

In order to provide a detailed risk and needs assessment, TFS will need to conduct a detailed analysis. This will require the provision of detailed plans and information to TFS such that accurate predictive modelling can be completed.

# *World Expo Canada 2025*

## Community and Stakeholder Consultation

October 2016



# Community and Stakeholder Consultation: Reaching Out, Listening In

## Introduction

Expo 2025 Canada is committed to meaningful and sincere consultation with diverse community stakeholders and residents. To demonstrate true success and social inclusion, an international hosting opportunity of this magnitude is one that must involve the active participation and engagement of businesses, government and residents, especially those often marginalized.

Unlike the Olympics, FIFA or other elite international sporting events and unique to Expo 2025 Canada, are its core values and commitment to social justice and human rights. Expo 2025 will intentionally draw Canadians closer together through a renewed culture of discovery and collaboration using our exceptional diversity as the unmatched engine of innovation.

This will be achieved by ensuring that an intersectional social equity lens will guide all planning, designing, building, operating and hosting activities before, during and after the Expo 2025 draws to a close.

Active support of elected official from all three orders of government, in addition to business leaders and the community at large, is required for a successful outcome.

Simply put, the hosting of Expo 2025 should improve the lives of all Canadians. Fundamental to this achievement is the overall health and happiness of the Canadian population in particular those living, learning, playing and working closest to the Expo site.

If Canada decides to pursue a bid for Expo in 2025, it is important that the residents of Toronto region, Ontario and Canada continue to have their voice included in the planning and execution. These discussions are an important first step in the broader community engagement that will need to take place. Consultations continue to be scheduled with stakeholder groups even after the completion of the Feasibility Study.

## Consultations with Port Lands Community Stakeholders and Tenants

The Port Lands are home to many stakeholders who would be directly affected by the hosting of an Expo in that precinct.

The purpose of the consultation meetings with these key stakeholders for the Feasibility Study was to:

- Create/increase awareness of the Expo 2025 Feasibility Study, including why it is an important part of revitalizing Toronto's waterfront
- Create opportunities for meaningful two-way exchange of information between the co-proponents and our consultants
- Review and consider feedback and advice received through the consultation, and demonstrate how that feedback and advice has influenced the project
- Provide opportunity for professionals in the areas of the urban green space design, and large public events to devise options for design, site, construction and operational excellence

## The Feasibility Study Team consulted the following stakeholders:

- Ports Toronto/ Harbour Master
- Waterfront Toronto
- Toronto Port Lands Company (TPLC)
- First Gulf
- Metrolinx
- TTC
- City of Toronto- Major Capital Infrastructure Coordination Office
- City of Toronto - Transportation Services
- City of Toronto - Office of the Mayor
- Toronto Film, Television & Digital Media Board
- Castlepoint Numa
- Pinewood Studios
- Carmen Sylvain, Past President of the BIE

We did not consult with the individual land owners at this phase. The major stakeholders in the Port Lands were consulted, but negotiations with the smaller land owners would need to be held in the coming phases of this project to determine how best to avoid negatively impacting them. However, it is important to note that a legal opinion was provided deeming, if necessary, expropriation would be an option.

# Community and Stakeholder Consultation

The Expo 2025 Committee met with the:

- West Don Lands Committee which consist of the following groups:
  - Citizens for the Old Town/ Ontario Architectural Conservancy
  - Corktown Residents & Business Association
  - Distillery Historic District
  - Dixon Hall
  - Enoch Turner Schoolhouse Foundation
  - Friends of Corktown Common
  - Gooderham & Worts Neighbourhood Association
  - Little Trinity Anglican Church
  - St. Lawrence Market Neighbourhood BIA
  - St. Lawrence Neighbourhood Association
  - Task Force to Bring Back the Don
- IATSE – International Alliance of Theatrical Stage Employees
- Film Ontario

## Port Lands Stakeholder and Tenant Discussions

Stakeholders met with the Feasibility Study Team and are willing to continue to work with the team and consultants to address issues from a fiscally responsible and timing perspective.

### *Harbour and Ship Channel*

- Ports Toronto suggested that the lands that presently accommodate salt storage and the northern portion of the Port are along the Ship Channel could be made available to the Expo
  - Operational solutions to make this viable: much of the salt could be stored at the Port and the delivery of the salt could be adjusted to accommodate the Expo given that it only comes from around the Great Lakes and there are an abundance of boats willing to make these deliveries
  - Also there are salt distribution facilities in Hamilton and Oshawa that could handle more of the demand for the GTA. Regardless of the operational solution, the Harbour Master believes one could be found and should not result in too great an incremental cost.

- Some floating pavilions that are built to be on barges could be accommodated easily.
- Other marine transport options were discussed
- Reviewed the Feasibility Study Masterplan with TPLC to review; no significant concerns were raised noting the recognition of privately owned lands in the master plan

### *Lafarge (concrete campus at the east end of the Ship Channel)*

- Ports Toronto believes there are multiple solutions that can be explored
- It is feasible to reschedule deliveries for the middle of the night so as not to disrupt the Expo activities (this can be accommodated from a security perspective) and Lafarge could operate in this way without too great an incremental cost. They receive no more than 6-7 shipments a month, and this could be managed
- Should this not be feasible and the Ship Channel would have to close for 8-12 months, Ports Toronto believes they could adjust their operations to facilitate this. Namely, they could unload cargo at the Port and truck to Lafarge and elsewhere using Unwin
- Generally trucking is always an option, but comes at a cost
- All of this needs to be vetted in master planning, operational planning and security planning, but Ports Toronto is willing to work with us to find solutions and does not believe any solution would come at too high a cost

### *Transportation*

- With respect to the GO Transit / Smart Track / RER line (Unilever Station); The East Bayfront LRT Waterfront re-set; the changes to the East Gardiner; an improved City of Toronto cycling and pedestrian network, Arup met with the TTC, Metrolinx and City of Toronto Transportation staff to understand and capture all transportation concerns. They are found in the Site Analysis, Masterplan, Transport and Infrastructure Summary

# Community and Stakeholder Consultation

## City of Toronto Film, Television and Digital Media Board Film Board

- The City of Toronto Economic Development Committee requested that the Expo 2025 Feasibility Study Team present to the City of Toronto Film, Television and Digital Media Board Film Board
- We met with the Board on September 9, 2016, presenting the benefits, site analysis, Masterplan, transport and infrastructure summary as well as overall Expo benefits to Canada, and a global opportunity to sell Toronto
- Issues heard: access to film shoot sites (size of Expo precinct), industry trucking during construction, duration of and tear-down of Expo, what infrastructure will be left behind (e.g. repurposed heritage buildings, broadcast/communications centre)

## Expo 2025 Visioning Session

The purpose of the session was to begin to focus and frame the wide ranging and various ideas being discussed with respect to vision, legacy and theme for the feasibility study for a potential Expo 2025 bid in Toronto.

This session, led by global event consultants Event Knowledge Services SA (“EKS”), played an important role in gathering the opinions of this group representing a wide array of views and opinions. Together with a number of other informative meetings that week, EKS used the participant input to help inform a legacy framework, a high level vision and narrative, and assessed the ways in which a theme should integrate with and support these pieces. The invite was sent to a range of community and business stakeholders. The event was held in the last week of July 2016.

The results of the meeting were shared with all participants:

- Waterfront Toronto
- Toronto Region Board of Trade
- West Don Lands Committee
- Pinewoods Studio
- Canadian Council for Aboriginal Business

- Toronto Arts Council
- Paula Dill (formerly CEO of the Expo 2015 Bid Committee)
- Hill+Knowlton Strategies Canada
- MaRS Discovery District
- City of Toronto Planning Department
- Arup
- PwC (PricewaterhouseCoopers)
- Lord Cultural Resources

## Stakeholder and Community Consultations

Members of the Expo 2025 Canada Steering Committee and Feasibility Study have reached out to 1,090 persons, organizations, companies, and groups that resulted in 566 meetings regarding Expo 2025, since 2013.

A complete full list of persons, organizations, companies, and groups consulted can be found in **Appendix 1: Expo 2025 Stakeholder List**

## Social Media & Digital Engagement

The Expo 2025 Canada Communications Team hosts a website [www.expo2025canada.ca](http://www.expo2025canada.ca) that serves as an information repository, blog post updates, information on how to get involved and links to social media profiles on Twitter and Facebook. The group utilizes social media and the hash tag #Expo2025 to continue building awareness and educate the public on Expo by way of engaging posts e.g. What is Expo?, What is Expo not?, and featuring exciting imagery and articles that illustrate Expo as an innovation and technology catalyst.

## Dreaming & Theming: Engaging Toronto Communities / Stakeholders in imagining Expo 2025 Canada

To document the general understanding and feedback about how an Expo 2025 hosted in Toronto can foster civic transformation and social inclusion, stakeholder interviews have been held with service organization leaders with city-wide and regional mandates for this Feasibility Study. Consultations continue to be scheduled with stakeholder groups even after the completion of the Feasibility Study.

# Community and Stakeholder Consultation



**EXPO 2025 CANADA**

TWEETS 862 FOLLOWING 575 FOLLOWERS 673 LIKES 1,125

**EXPO Canada 2025**  
@ExpoCanada2025

Official Twitter account of the pre-bid movement building in Toronto to host a world exposition in 2025.  
expo2025canada.ca  
Joined January 2016

**Tweets** Tweets & replies Media

**Pinned Tweet**

**EXPO Canada 2025** @ExpoCanada2025 · Jun 7

Just in. City Council votes YES unanimously to carry Mayor @JohnTory and exec committee motion to continue exploring Expo. #Expo2025

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One more reason why Expos make sense and are transformative. expo2025canada.ca/news/expo-worl... #expo2025



**Expo World Fairs are urban laboratories**

David Leonard is a PhD candidate at York University researching the economic and cultural impact of Expo World Fairs. Canada can be a globa... expo2025canada.ca

**EXPO Canada 2025** @ExpoCanada2025 · Jul 4

#ICYMI Toronto City Council unanimously supports #Expo2025 feasibility study to be completed over summer months.



**Toronto City Council unanimously supports Expo 2025 feasibility study**

On June 7, 2016, Toronto City Council unanimously voted in support of pursuing a privately funded feasibility study that will review the cost and ... expo2025canada.ca

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Canada's Next Generation of Leaders are Ready for Expo 2025  
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**Canada's Next Generation of Leaders are Ready for Expo 2025**

By Janet Grant, Director, Events @ MaRS Discovery District I was in the Heritage Atrium at MaRS listening to Toronto City Councillor Kristyn Wo... expo2025canada.ca

**EXPO Canada 2025** @ExpoCanada2025 · Aug 17

Want to contribute to what an Expo can be? You can host your own gathering. Here are the discussion tools. expo2025canada.ca /communityconsu... #expo2025



**Engaging Communities & Stakeholders in Imagining Expo 2025 Canada**

PUBLIC ENGAGEMENT & COMMUNITY CONSULTATIONS  
expo2025canada.ca



# Community and Stakeholder Consultation

Over the course of our Expo Community Consultations we consulted with a broad representation of Community groups. This included groups in at risk neighbourhoods; they expressed their views that hosting an Expo in Toronto would help stimulate jobs before during and after the event. A more thorough analysis would need to be done in a Bid Process.

The purpose of these discussions and survey questions was to:

- Educate Toronto residents and stakeholders on what an Expo is and the possible benefits to Toronto region and Canada. Many Canadians have an impression of an Expo as a sporting event much like the PanAm Games or the upcoming Invictus Games.
- Identify and develop the values that Torontonians hold, and how they can be incorporated into an Expo.
- Hear from residents and stakeholders about how an Expo in Toronto should be themed and could contribute to how they imagine the future the future of our City

A comprehensive community benefits agreement was the recommendation from the consultation to consider local hiring, apprentice programs and fair wages. The City of Toronto has a Social Procurement Policy that will be following. It was also recommended through the consultation that as a part of the bid process, we develop a Social Impact Equity lens for the Expo.

There are two recent changes to procurement that the City of Toronto and Province of Ontario have made that would facilitate the prioritization of employment for equity-seeking groups & low-income residents.

1) Provincial: Infrastructure for Jobs & Prosperity Act:

<https://www.ontario.ca/laws/statute/15i15>

- requires all large infrastructure projects to include community benefits agreements - currently being implemented in the Metrolinx Cross-Town LRT project

2) Toronto: Social Procurement Policy:

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=18398a4252522410VgnVCM10000071d60f89RCRD&vgnextchannel=688032d0b6d1e310VgnVCM10000071d60f89RCRD>

- \* This will prioritize vendors that operate as a social enterprise or are owned & operated by equity-seeking groups & require vendors working on larger projects to have a workforce development strategy to increase the representation of equity-seeking groups within their workforce.

Both of these policies would come into play with any Expo 2025 projects.

## **Community Interview Questions:**

- What themes should be explored in a Toronto Expo?
- What values need to shape an Expo in Toronto?
- What should the lasting outcomes of an Expo in Toronto Region be?
- Questions & Concerns

## **What We Heard: Community Survey Results and Summary**

- The following is a sampling of the numerous comments and ideas we heard. The entire report from the Dreaming & Theming meeting held from May – September 2016 including all comments and suggestions, can be found in Appendix 2: Expo 2025 Canada: Dreaming and Theming Community Survey Results and Summary
- The desire to see tangible legacy benefits such as affordable housing, community space, performing arts space, and transit improvements
- Concern about the loss of heritage character to the area
- Desire to see construction job opportunities continue after Expo is completed
- Many individuals expressed excitement and interest in being involved in the planning
- Would like to see opportunities to build capacity and infrastructure within the arts and culture sector before, during and after Expo.
- Well-timed, memorably-executed Expos mark eras in modern human civilization recognizing both pinnacles of national achievement and catapulting ascendant cities, countries, ideas and industries upon the world stage
- Eliminate the digital divide by creating a universally accessible wireless system to access at free to nominal rates of high-speed Internet across the city.
- Stimulate private sector investment, e.g., new hotel construction for the anticipated increase in tourism, and expedite long-term employment.
- That the Port Lands will have been developed with Indigenous involvement – can't be done without it.

# Community and Stakeholder Consultation

- Indigeneity has to be a part of any conversation about the future
- Indigenous Youth are the largest youth population in Toronto – they are the future
- It has to go deeper than cultural tourism and experiencing “international pavilions” and more obvious aspects of culture like food, costume, etc. Less of a showcase and more of a deeper cultural experience
- Should not be a “folk arts festival” type of thing
- Are there training opportunities around water stewardship?
- Perhaps the Expo 2025 isn’t the end of something, it’s actually the beginning.
- Perhaps the Expo legacy is a commitment to future-building
- Expensive structures that nobody ends up using after Expo
- How do you get Torontonians involved and participating, taking ownership?
- How can this event help create the city we want to live in?
- The feeling I get when I go to other events – of beauty, diversity, artistry and culture - like Afrofest, Pow Wows, etc – I want to feel that at Expo. I want to feel like, I don’t want to leave this”. How can Expo have the spirit of community?
- Expo should be an experience that you don’t want to let go of
- The Chairs of the Toronto Poverty Reduction Strategy and Toronto Youth Equity Strategy provided their observations and insights. In addition the following community-based organizations and their leaders participated:
- Agincourt Community Services Association
- Centre for Immigrant and Community Services
- Chinese Canadian National Council Toronto Chapter
- Cultural Leaders Lab
- Goethe-Institut
- Hispanic Development Council
- Luminato
- Native Canadian Centre of Toronto
- Native Women's Resource Centre of Toronto
- Rotary Club of North Scarborough
- Scarborough Arts Council
- Scarborough Community Renewal Organization
- Social Planning Toronto
- Tropicana Community Services

- Toronto Acorn
- Toronto Workforce Innovation Group
- Women's Habitat of Etobicoke
- YWCA Toronto
- Toronto Arts Council
- Toronto Arts Foundation
- North York Arts
- East End Arts
- Toronto Neighbourhood Centres
- Goethe Institute
- Luminato

## Expo 2025 Canada Steering Committee

The Steering Committee is a diverse group of individuals representing a broad range of sectors and communities. The committee has been meeting since 2012 to guide the feasibility study, the community consultations, and raise awareness and educate the public and elected officials on the benefits and opportunities of hosting an Expo.

- Ken Tanenbaum, Vice-Chair, Kilmer Group
- Claire Hopkinson, Toronto Arts Council
- Cynthia Wilkey, Co-Chair West Don Lands Committee
- Andy Manahan, Residential and Civil Construction Alliance of Ontario (RCCAO)
- Mike Yorke, Carpenters Union Local 27
- Stephen Dyck, SNC Lavalin.
- John Duffy, StrategyCorp
- Derek Goring, First Gulf
- Julie Dabrusin MP, Toronto–Danforth
- Art Eggleton, Senator
- Laura Zamprogna, Toronto Region Board of Trade
- Carlo Bonanni, Build Toronto
- Barbara Fox, Enterprise Canada
- Elsa Fancello, Castlepoint Numa.
- Alfredo Romano, Pinewood Studios
- Janet Grant, MaRS Discovery District
- Bob Richardson, Edleman Group
- Lis Pimentel, UNITE HERE Local75
- Marc Hollin UNITE HERE Local75

## Community and Stakeholder Consultation

- Mohamed Dhanani, H+K Strategies Canada
- Phil Gillies, Enterprise Canada
- Tina Panagoulia, Toronto Port Lands Company
- Andre Morriseau Canadian Council for Aboriginal Business
- JP Gladu, Canadian Council for Aboriginal Business
- Nadine Tkatchevskaia, Strategic Communications Inc.
- Lisa Brody Hoffman, YWCA Toronto
- Jacquie Menezes, Public Affairs, Communications Strategist
- Sean Mallen, Communications Consultant
- Brendan Agnew-Iler, Argyle Communications
- Andrew Flint, Liberty Village BIA/ TABIA
- Natalie Kaiser, Toronto Arts Council
- Kendra FitzRandolph, ExpoNext
- Marcello Cabezas, ExpoNext
- Dave Leonard, *PhD candidate, York University*
- Amir Remtulla, Toronto 2015 Pan/Parapan American Games Organizing Committee
- Andrew Misiak, Office of Peter Milczyn, MPP
- Peter Milczyn, MPP, Etobicoke—Lakeshore
- Andrew Sorbara, Chair, Toronto Parks and Trees Foundations
- John Wilson, Co-Chair, West Don Lands Committee
- Jason Dobbin, Toronto Society of Architects

**EXPO Canada 2025** @ExpoCanada2025 · Jul 4

Diversity & inclusion will be driving force behind #Expo2025 - a chance to showcase Canadian values to the world.

**Tomorrow Needs Social Inclusion & Prosperity**  
Diversity & inclusion will be a driving force of Expo 2025.



Toronto enjoys the greatest diversity of races, creeds, and cultures living in relative harmony of any place on the planet. Toronto and Canada are social miracles.

When we involve diverse skills, experiences, and backgrounds, we can achieve that which is beyond the limits of the individual. That is our greatest power. That is our wondrous potential.

**Diversity isn't just sound social policy. Diversity is the engine of innovation.**

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7 10

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List

Members of the Expo 2025 Canada Steering Committee and Feasibility Study have reached out to 1,090 persons, organizations, companies, and groups that resulted in 566 meetings regarding Expo 2025, since 2013. The following is a complete full list of persons, organizations, companies, and groups consulted:

- 8-80 Cities
- 2015 Pan Am Games
- Adamson Associates Architects
- AECOM
- Aecon Group Inc.
- Aga Khan Museum
- Air Canada
- Aird Berlis
- Albion Islington Square Business Improvement Area
- Altas Partners
- AP Public Affairs
- architectsAlliance
- Architectural Conservancy of Ontario
- Argyle Communications
- Artscape
- Ashlar Urban Realty Inc.
- Asitech Inc.
- Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry
- Avison Young Toronto
- AWOL Entertainment
- B+H Architects
- BA Group
- Barry Lyon Consultants Limited
- Beach Business Improvement Area
- Beanfield Metroconnect
- Bell Canada
- Bensimon Byrne
- BILD - Building Industry & Land Development Assoc.
- Black Business and Professional Association
- Bloor Annex Business Improvement Area
- Bloor Yorkville Business Improvement Area
- Bloorcourt Village Business Improvement Area
- Bluegreen Canada
- BMO - Bank of Montreal
- Bondfield Construction
- Borden Ladner Gervais LLP
- Borealis Infrastructure
- Boszko & Verity Inc.
- Bouillet & Associates
- Bousfields Inc.
- Bridgit Inc.
- Brisbin Brook Beynon, Architects
- Brook McIlroy
- Brookfield Properties
- Brown & Cohen Communications & Public Affairs Inc.
- Build Toronto
- Building Magazine
- Building Owners and Managers Association (BOMA)
- Building & Construction Trades Council of Ontario
- Building Union of Canada
- Bureau International des Expositions (BIE), Paris
- Business Development Bank of Canada
- Business for the Arts
- Buzz Buzz
- Cabbagetown Business Improvement Area
- Cadillac Fairview Corporation Ltd.
- Calla Group
- Canada China Business Council
- Canada India Business Council
- Canadian Automatic Sprinkler Association

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Canadian Automobile Association (CAA - Ontario)
- Canadian Centre for Economic Analysis
- Canadian Council for Aboriginal Business
- Canadian Council for Public-Private Partnerships
- Canadian Council for the Americas
- Canadian Council of Chief Executives
- Canadian Electrical Contractors Association
- Canadian Fuels Association
- Canadian Imperial Bank of Commerce (CIBC)
- Canadian Institute of Steel Construction
- Canadian Manufacturers and Exporters
- Canadian Roofing Contractors Association
- Canadian Urban Institute
- Canopy Investments & Real Estate Advisory
- Capital Hill Group
- CARFAC Ontario
- Carpenters District Council
- Carpenters Training Centre
- Carpenters Union
- Cassels Brock & Blackwell LLP
- Castlepoint Numa
- CBRE Limited
- Centennial College
- CentreCourt Developments
- CH2M
- Chinatown Business Improvement Area
- Chinese Business Chamber of Canada
- Church Wellesley Village Business Improvement Area
- CIBC Real Estate Finance Division
- Cicada Design Inc.
- Cisco Canada
- City Building Institute - Ryerson University
- City of Brampton
- City of Hamilton
- City of Mississauga
- City of Markham
- City of Toronto
- City of Vaughan
- Greater Toronto CivicAction
- Clarkson Planning Limited
- CN
- College Promenade Business Improvement Area
- Colliers International
- Community Forward Fund
- Community Residents
- Construction Employers Coordinating Council of Ontario
- Construction Labour Relations Association of Ontario
- Consulting Engineers of Ontario
- Corktown Residents and Business Association
- Corso Italia Business Improvement Area
- Corus Entertainment
- Council of Ontario Construction Associations
- Counsel Public Affairs
- Counterpoint Engineering
- CPPIB Toronto
- Danforth Business Improvement Area
- Danforth Mosaic BIA
- Daniels Corporation
- Daoust Vukovich LLP
- David McKay, MacNaughton Hermsen Britton
- Davies Howe Partners LLP
- Deloitte
- Delta Toronto
- Deltera
- Deputy City Manager, City of Toronto
- Design Exchange
- Desjardins Financial
- Devine Park LLP
- DIALOG Design
- Diamond and Schmitt Architects Inc.
- Diamond Corp
- Dillon Consulting Limited

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Downtown Yonge Business Improvement Area
- DPSI Systems Consultant
- DREAM (formerly Dundee Real Estate)
- DTAH Toronto
- Dundee Kilmer DevelopmentEarth Development
- Edelman Canada
- Eglinton Way Business Improvement Area
- EllisDon Construction
- Empire Communities Vaughan
- EN Consulting Group
- Engineered Assemblies
- Enterprise Canada & Ensiht Canada
- Entro Toronto
- Entuitive
- EnVille Catering
- Ernst & Young LLP
- European Union Chamber of Commerce in Toronto
- Evergreen
- Evergreen City Works
- Executek
- Expo 2005 bid (prior National Capital Region bid)
- Expo 2015 Attendees
- Fairmont Raffles Hotels International Inc.
- Fasken Martineau DuMoulin LLP
- Federal Express Canada Ltd.
- Financial District Business Improvement Area
- First Capital Realty
- First Gulf
- First Gulf (Unilever Project)
- Forgestone Capital
- Former Expo 2015 bid committee
- Former Expo Division, Dept. of Canadian Heritage
- Fortress Real Developments
- Forum Equity Partners Inc.
- Fraser Milner Casgrain LLP
- Fredman Urban Solutions
- French for the Future
- Gardiner Museum
- General Electric Canada
- George Brown College
- Giannone Petricone Associates
- Global Cities Institute
- Global Public Affairs Inc.
- Globe and Mail
- Gooderham & Worts Neighbourhood Association
- Goodmans LLP
- Google
- Gorevale-Quality Community Developments
- Gowlings
- Grant Thornton LLP
- Great Gulf
- Greater Toronto Airports Authority (Pearson Airport)
- Greater Toronto Civic Action
- Greater Toronto Electrical Contractors
- Greater Toronto Hotel Association
- Greater Toronto Marketing Alliance (GTMA)
- Greater Toronto Sewer & Watermain Contractors
- GreekTown on the Danforth
- Green Tomorrow Fund
- Greenberg & Associates
- Greenland Development Company (Canada)
- Sorbara GroupGWL Realty Advisors
- Hamilton-Halton Construction Association
- Hardy Stevenson and Associates Limited
- Hariri Pontarini Architects
- Harris Public Affairs
- Heavy Construction Association of Toronto
- Hemson Consulting, Ltd.
- Hicks Morley Hamilton Stewart Storie LLP
- Hill & Gertner
- Hill+ Knowlton Strategies Canada
- Hines
- Historica

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Hong Kong Economic and Trade Office (Toronto)
- House of Commons - Previous Conservative government
- House of Commons - Key Ministers & MPs
- House of Commons - Toronto Liberal Caucus
- House of Commons Senior Staff
- Housing Lab Toronto
- HSBC
- Hullmark Developments Ltd.
- Humphreys & Partners Architects
- IATSE - International Alliance of Theatrical Stage Employees
- IBEW Construction Council of Ontario
- IBI Group
- Idex Canada
- Indo-Canada Chamber of Commerce
- Infrastructure Ontario
- Inspire Events
- Instar Infrastructure
- Insurance Bureau of Canada
- Intact Financial Corporation
- International Association of Bridge, Structural, Ornamental & Reinforcing Iron Workers
- International Association of Heat and Frost Insulators and Allied Workers
- International Brotherhood of Boilermakers Ship Builders, Blacksmiths, Forgers and Helpers
- International Brotherhood of Electrical Workers
- International Brotherhood of Teamsters
- International Union of Elevator Constructors
- International Union of Operating Engineers, Local 793
- International Union of Painters and Allied Trades, District Council 46
- Invest Toronto
- Ironworkers Local 721
- Italian Chamber of Commerce of Ontario
- Jane's Walk
- Janet Rosenberg and Associates
- Jesse Ketchum School
- John McGrath Communications
- SvN
- Joint Residential Construction Association
- Kilmer Group
- Kim Graham & Associates Communications
- Kinross GoldKnob Hill Plaza Business Improvement Area
- Kobre & Kim
- Kohn Partnership Architects
- KPMG
- Labatts
- Labourers' International Union (LiUNA)
- Lafarge Canada
- Liberty Village Business Improvement Area
- Lifetime Developments
- Live Work Learn Play, Inc.
- Loblaw Companies Limited
- Long Branch Business Improvement Area
- Lord Cultural Resources
- Luminato Festival
- Maclennan Jaunkalns Miller - Architects
- Main and Main
- Malcolm Silver + Company
- Maple Leaf Sports & Entertainment Ltd.
- Mark Guslits & Assoc.
- Marketing Maven PR
- MaRS Discovery District
- Martin Prosperity Institute
- Martin Rendl Associates
- Matrix Search Group
- Mayor's Advisory Committee on International Hosting Opportunities
- Maytree Foundation
- MCAP
- McCracken Executive Search
- Mechanical Contractors Association - Ontario
- Media in Greater Toronto
- Media Headquarters Film and Television

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Mediaco
- The Metis Nation of Ontario
- Metro Toronto Convention Centre
- Metrolinx
- Metropia
- MHPM Project Leaders
- Millbank Ridge Management Corporation
- Millway Lumber
- Millwrights Regional Council of Ontario
- Milobank Ridge Management Corporation
- Minto Urban Communities
- Mississaugas of the New Credit First Nations
- Mitch Gascoyne
- Mizrahi Developments
- MMM Group
- Mount Dennis Business Improvement Area
- NAIOP - Commercial Real Estate Develop. Association
- National Bank of Canada
- National Press & media Council
- National Public Relations
- Nationwide Appraisals
- Navigator
- Nelson Education
- Neptis Foundation
- New Democratic Party (Federal)
- Norm Li Architectural Graphics
- NRU Publishing
- NXTCity
- OAA
- OCAD - Ontario College of Art & Design University
- OHL Construction Canada
- Oliver & Bonacini
- Olivia Chow
- Ontario Bar Association
- Ontario Chamber of Commerce
- Ontario Concrete Pipe Association
- Ontario Construction Secretariat
- Ontario Erectors Association
- Ontario Formwork Association
- Ontario General Contractors Association
- Ontario Good Roads Association
- Ontario Growth Secretariat
- Ontario Industrial Roofing Contractors Association
- Ontario Ministry of Labour
- Ontario Ministry of Training, Colleges & Universities
- Ontario Pipe Trades Council
- Ontario Place Corporation
- Ontario Precast Manufacturers Association
- Ontario Provincial Council, IUBAC
- Ontario Restaurant Hotel & Motel Association
- Ontario Road Builders Association
- Ontario Sewer & Watermain Contractors Association
- Ontario Sheet Metal Contractors Association
- Ontario Sheet Metal Workers' & Roofers' Conference
- Ontario Society of Professional Engineers
- Ontario Sustainable Energy Association
- Ontario Treasury Board Secretariat
- Operative Plasterers' and Cement Masons' International Association
- Osmington, Inc.
- Oxford Properties Group
- Page + Steele / IBI Group
- Park People (Toronto Alliance for Parks)
- PayBySky
- PC Party of Ontario
- PCL Construction
- PCL Construction Inc.
- Pellow-WZMH
- Perkins + Will
- Pididi Design
- Pinewood Toronto Studios
- Pinnacle International
- Porter Airlines
- Ports Toronto (Toronto Port Authority)



# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Postmedia
- Postmedia
- PricewaterhouseCoopers LLP
- Prior Ernst & Young Expo Consultations
- Prior Expo 2005 bid (National Capital Region)
- Prostate Cancer Association
- Province of Ontario
- Provincial Building and Construction Trades Council
- Purolator Courier Ltd.
- Quadrangle Architects
- Queen Street Partners
- Queen's Park All-party Expo Briefing (in 2013)
- R.E. Millward & Associates
- R.J. Burnside & Associates
- Read Jones Christoffersen Ltd.
- Real Property Association of Canada
- Region of Halton
- Reka Sivarajah
- Reliance Construction
- Reliance Construction Toronto
- Remington Group
- ReNew Canada publication
- Residential and Civil Construction Alliance
- Residential Carpentry Contractors Association
- Rislely
- Ritz Carlton Hotel
- Riverside BIA
- Rogers Communications
- Robins Appleby LLP
- Rogers Communications
- Ron Reaman
- Rotman School of Management
- Royal Bank (RBC)
- RP Investment Advisors
- Ryerson University
- Salpam Group
- Samsung Canada Inc.
- Sarah Esler
- Scotiabank
- Scott Torrance Landscape Architect Inc.
- Sean Mallen Communications
- Senate of Canada
- Seneca College
- Sheet Metal Workers International Association
- Sheraton Centre Hotel
- Sick Muse Art Projects
- Sing Tao Daily (Toronto)
- SmartREIT
- SNC Lavalin
- Sobeys Inc.
- Social Planning Toronto
- Sorbara Group
- St. Lawrence Market Business Improvement Area
- St. Lawrence Neighbourhood Association
- Stantec
- Steam Whistle Brewing
- Steer Davies Gleave
- Stephenson Engineering
- Stikeman Elliott
- Strategic Regional Research Alliance
- StrategyCorp
- Sub-Zero/Wolf - Maroline Distribution
- Sue MacKay Empire Communities
- Sun Life Financial
- Sussex Strategies
- Sutherland Corporation
- Swedish Consulate
- Tate Economic Research
- Tate Research Toronto
- TELUS
- The Behar Group Realty
- The TDL Group (Tim Hortons)
- The Walrus
- Torce Financial Group Richmond Hill
- Toronto Environmental Alliance

# Community and Stakeholder Consultation

## Appendix 1: Expo 2025 Stakeholder List (continued)

- Toronto & York Region Labour Council
- Toronto and Area Road Builders Association
- Toronto and Region Conservation
- Toronto Arts Council
- Toronto Arts Foundation
- Toronto Association of BIAs (TABIA)
- Toronto Atmospheric Fund
- Toronto Chinatown Business Improvement Area
- Toronto City Councillors
- Toronto Community Foundation
- Toronto Community Housing
- Toronto Community News
- Toronto Construction Association
- Toronto Dominion Bank
- Toronto Entertainment District BIA
- Toronto Film, Television & Digital Media Board
- Toronto Financial Services Alliance
- Toronto Global
- Toronto Industry Network
- Toronto Media Arts Centre
- Toronto Port Lands Company
- Toronto Port Working Group
- Toronto Prof Firefighters' Association
- Toronto Real Estate Board
- Toronto Region Board of Trade
- Toronto Region Conservation Authority
- Toronto Society of Architects
- Toronto Star
- Toronto Sun
- Toronto Tours Ltd./Toronto Bus Company
- Toronto Transit Commission
- Toronto Zenith Contracting Ltd.
- Torstar
- Torys
- Tourism Toronto
- Town of Oakville
- Transportation Consultant
- Tricon Capital Group
- Tridel
- Triovest Realty Advisors Mississauga
- Turner & Townsend
- Unifor
- United Way of Greater Toronto
- University of Toronto
- University of Toronto Scarborough
- Urban Land Institute
- Urban Strategies
- Urbanation Inc.
- UrbanMetrics Inc.
- UrbanToronto.ca
- Uton Samuels
- UNITE HERE - Hotel & Hospitality Workers Union
- United Chinese Elite Entrepreneurs Association of Canada
- Vandyk Group of Companies
- Via Rail
- VINCI Park Services (Canada)
- Wal-Mart Canada Corp.
- Walnut Assoc.
- Walter & Duncan Gordon Foundation
- Waterfront Toronto
- Waterfront Business Improvement Area
- WeirFoulds LLP
- Wellesley Institute
- Wessex Capital
- West Don Lands Committee
- Weston Village Business Improvement Area
- WJM Counsel
- Woodbine Entertainment Group
- WSP Canada Inc.
- WSP Parsons Brinckerhoff
- WZMH Architects Toronto
- YMCA
- Yonge Street Media
- York U. Department of Design
- York University - Research & Innovation
- York University School of Arts
- York University
- York-Eglinton Business Improvement Area
- YWCA Toronto
- ZAS Architects Inc.
- Zeidler Partnership Architects

# Community and Stakeholder Consultation

## Appendix 2: Expo 2025 Canada: Dreaming and Theming Community Survey Results and Summary

Expo 2025 Canada is committed to meaningful and sincere consultation with diverse community stakeholders and residents. To demonstrate true success and social inclusion, an international hosting opportunity of this magnitude is one that must involve the active participation and engagement of residents, especially those often marginalized.

Unlike the Olympics, FIFA or other elite international sporting events and unique to Expo 2025 Canada are its core values and commitment to social justice and human rights. Expo 2025 will intentional draw Canadians closer together through a renewed culture of discovery and collaboration using our exceptional diversity as the unmatched engine of innovation.

This will be achieved by ensuring an intersectional social equity lens will guide all planning, designing, building, operating and hosting activities before, during and after the Expo 2025 draws to a close.

Simply put, the hosting of Expo 2025 should improve the lives of all Canadians. Fundamental to this achievement is the overall health and happiness of the Canadian population in particular those living, learning, playing and working closest to the Expo site.

To document the general understanding and feedback about how an Expo 2025 hosted in Toronto can foster civic transformation and social inclusion, stakeholder interviews were held with service organization leaders with city-wide and regional mandates for this Feasibility Study.

A special thank you to the Chairs of the Toronto Poverty Reduction Strategy and Toronto Youth Equity Strategy for their observations and insights. In addition, our sincere gratitude is extended to the exceptional community-based organizations (listed below) and their leaders for taking the time to participate and share in the Expo 2025 Canada Dreaming and Theming surveys.



## Community and Stakeholder Consultation

Thank you to the following organizations for their participation!

Agincourt Community Services Association  
[www.agincourtcommunityservices.com](http://www.agincourtcommunityservices.com)

Centre for Immigrant and Community Services  
[www.cicscanada.com](http://www.cicscanada.com)

Chinese Canadian National Council Toronto Chapter  
[www.ccnctoronto.ca](http://www.ccnctoronto.ca)

Cultural Leaders Lab  
<http://www.torontoartscouncil.org/grant-programs/discover-tac-grants/tac-grants/other-tac-grants/2015-tac-cultural-leaders-lab>

Goethe-Institut  
[www.goethe.de](http://www.goethe.de)

Hispanic Development Council  
[www.hispaniccouncil.ca](http://www.hispaniccouncil.ca)

Luminato  
[www.luminatofestival.com](http://www.luminatofestival.com)

Native Canadian Centre of Toronto  
[www.ncct.on.ca](http://www.ncct.on.ca)

Native Women's Resource Centre of Toronto  
[www.nwrct.ca](http://www.nwrct.ca)

Rotary Club of North Scarborough  
[www.northscarboroughrotary.org](http://www.northscarboroughrotary.org)

Scarborough Arts Council  
[www.scarborougharts.com](http://www.scarborougharts.com)

Scarborough Community Renewal Organization  
[www.renewscarborough.ca](http://www.renewscarborough.ca)

Social Planning Toronto  
[www.socialplanningtoronto.org](http://www.socialplanningtoronto.org)

Tropicana Community Services  
[www.tropicanacommunity.org](http://www.tropicanacommunity.org)

Toronto Acorn  
[www.acorncanada.org/toronto](http://www.acorncanada.org/toronto)

Toronto Workforce Innovation Group  
[www.workforceinnovation.ca](http://www.workforceinnovation.ca)

Women's Habitat of Etobicoke  
[www.womenshabitat.ca](http://www.womenshabitat.ca)

YWCA Toronto  
[www.ywcatoronto.org](http://www.ywcatoronto.org)

A community consultation template was created to start and promote dialogue with Toronto's diverse communities about Expo 2025 Canada. [www.expo2025canada.ca/communityconsultation](http://www.expo2025canada.ca/communityconsultation)

### Purpose of the surveys:

- 1) To educate stakeholders on what a World Expo is and the possible impacts to Toronto and Canada.
- 2) To identify and develop the values that Torontonians hold, and how they can be incorporated into an Expo.
- 3) Hear from stakeholders about how an Expo in Toronto should be themed and could contribute to how they imagine the future of our City.

If Canada decides to pursue a bid for Expo in 2025, it is important that the residents of Toronto continue to have their voice included in the planning and execution. These discussions are an important first step in the broader community engagement that will need to take place. If Canada does not pursue an Expo in 2025, the feedback can feed into future Expo efforts and also be used as a reference document for future Toronto city-building discussions.

### Community Interview Questions:

#### 1. What themes should be explored in a Toronto Expo?

##### Community Survey Results and Summary

- The theme of diversity and inclusion is a topic that Toronto in particular can address with some experience and level of success.

# Community and Stakeholder Consultation

- The theme for Expo 2025 should be relevant to Toronto, to Canada and the World.
- Illuminate humanity's common ground and reasons we care and ideals we share.
- It should focus on a challenge that can only be addressed by convening the world together.
- It should implore governments to act. Good examples of problems of this problem are: Climate Change (focusing on innovations in technology not political targets); Health & Well-Being (food scarcity in the developing world, poverty and obesity in the developed world); Information Overload (Big Data, Complex Modelling, AI, Quantum Information).
- The theme should be developed through a call for proposals and a transparent selection process.
- Toronto is a hub of diversity and can be a role model to the world of how all its cultures can live together in harmony. By bringing together diverse and interdisciplinary stakeholders Expo 2025 can amplify the actions of individual stakeholder and countries, create cohesion in strategies to address common challenges and catalyze action.
- The theme can show us how to embrace and accelerate technological revolution with openness, optimism and enthusiasm.
- Toronto can demonstrate how a shared pursuit of ethnic harmony and human rights might make racism a thing of the past.
- Climate change and ecological sustainability
- Resilient cities, Strong country
- Planet Earth - Alive and well
- Innovation and connected world
- Elements/Elemental
- Food
- Accessibility of all kinds (elements, food, water)
- Land and water
- Water/We are water/Expo 2025 H2O
- Diversity our strength - Connecting the global community
- Canada can show the world how to renew the connectedness of our species with the planet.
- The theme should be applicable at the local, regional/county and global scale.

## 2. What values need to shape an Expo in Toronto?

### Community Survey Results and Summary

- Important values to build a great City and important to Toronto/Canada
- Inclusive, diverse, equitable
- Honour and celebrate Indigenous people's relationship with nature
- Be open to the teachings of the Indigenous elders
- Incorporate a human rights, social justice lens over all decision making
- Promote and deliver the Truth and Reconciliation Commission recommendations through the Expo
- Pluralistic, multicultural and intersectional
- Unite the country and city through a common vision and purpose
- Futuristic and benevolent
- Innovative, and resourceful
- Confident and open to change
- Celebratory and proud
- Appreciative of individual differences
- Proud of shared ambitious
- Integrity should be threaded into all areas including diversity/representation, environmental issues, Indigenous issues, business, etc)
- Inclusivity/Pluralism
- Unity connected through Migration and Immigration
- Intersectionality: recognize that every person has more than one identity
- Innovation
- Explore the idea of development that does not necessarily equal unfettered growth
- Land Stewardship, Environmental issues, Global Warming, Water
- How can we use our lands/water to be an example of what can be done
- Save disappearing lands/water
- "Water" as a theme for the Expo - What is our relationship to water? To our lakes? To our land? What is the state of our water? What will water in general be like in 9 years? i.e. Nestle

## Community and Stakeholder Consultation

- Past = Biodome / Future = Sustainable Living!
- Sustainable legacy is necessary
- Indigeneity: If indigeneity is truly a value, it must be reflected in all the decisions
- Expo 2025 should have these values
  - People, collaboration, discovery, innovation, boundless
  - Compel visitors to go beyond consumerism and to embrace participation
  - Must be financially prudent - deliver Expo 2025 on budget and on time
  - Invest strategically for short and long term benefits
  - Harmonize ecological theories and practices
  - Galvanize civilization and human ideals to create better lives and a better world
  - Highlight Toronto's diversity as the potential for social cohesion on a global scale
  - Greenest and most socially just Expo in history by 2025
- Platform to solidify evolving knowledge transfer, commerce, international trade and cultural tourism
- Nimble, curious and open
- Promote collaboration and co-creation within all relations, i.e. people to the planet, government to people, nation to nation
- To make Expo 2025 relevant to Toronto
- Embrace the mantra – think local act global
- Prioritize people's happiness and health over corporate greed
- Let it be the "people's" Expo by putting people before profits
- Create good paying jobs for all, especially youth
- Promote leadership from all corners of Toronto
- Create opportunities for real engagement for knowledge and skill development
- Past Expos held in Montreal and Vancouver, it's finally Toronto's turn to lead
- Create a bold new model for big impactful, Community Benefits Agreement
- Address the income inequality
- Bridge the urban and suburban divide
- Place arts, culture and creativity at the heart of Expo design and programming
- Mobilize the local cultural ambassadors to foster greater trade and commerce
- Harness incomparable academic, commercial and political assets to build a new Canada
- Accelerate infrastructure projects, such as housing and transit
- Deliver people's legacy before
- Infrastructure that actually benefit residents not cars or corporate interests
- Expo should be felt in/have an impact on entire neighbourhoods across the city
- Connect the city across neighbourhoods
- The compassionate city: foster human connection
- Expo should make Toronto a more livable and humane city
- Connecting people by understanding the "other" in an experiential way
- Collaborate with other arts districts from around the world. Foster collaboration between artists, arts organizations, and geographic areas within cities (e.g.: Bloor Street Cultural Corridor, Quartier des Spectacles, etc)
- Activate our waterways. Lake Ontario – restore the lake for all
- Investment for people outside the city
- Transportation
- Celebrity ambassadors and leaders in civic pride
- Programming and presentation opportunities from those communities
- Figure out community ambassadors that can get grassroots word of mouth
- Diversity/Cultural Diversity – make sure there's something for everyone
- Make the Expo a giant arts and culture party, an experience
- Good marketing, ambassadors, celebrities, spokespeople
- Keep it very "in the moment", not looking to the future because we can't predict the future

# Community and Stakeholder Consultation

## 3. What should the lasting outcomes of an Expo in Toronto be?

### Community Survey Results and Summary

- An Expo could create momentum for Toronto in 2025 spurring growth, innovation and prosperity.
- It will be the largest single event ever held in the history of Toronto.
- Peerless platform to promote our city and its advantages.
- Position Toronto as a leader in next era technology, aggregating talent, industry and investment to the region.
- Legacy of innovation and industry to create enduring public prosperity and government revenue.
- A fairer distribution of resources and wealth in the City of Toronto including the suburbs.
- A new attitude towards Scarborough, where Toronto citizens come and visit.
- A Scarborough-specific integrated leisure master plan, including development of a living arts/performing centre.
- Shift retail economy in Scarborough to one where jobs come from financial, governmental, technological, health or manufacturing sectors (i.e. higher paying jobs).
- Opportunity to showcase Toronto, Ontario and Canada to 30-40 million physical visitors and tens of millions more online.
- Transit investment to support new jobs and commercial development beyond 2025.
- Create global demand for Canadian arts, culture and creativity.
- Canada needs an economic engine other than natural resources and Expo 2025 is a purpose build platform to launch this ambition.
- Over 48% of Toronto's population is foreign-born and these local cultural ambassadors can support missions from guest nations.
- Expo will guarantee that the Don River remedial flood protection plan which is a mandatory construction project that all government support and is overdue, will finally be finished on or before 2025.
- Prime Toronto waterfront will be unveiled at Expo 2025 showcasing our Canadian industrious and engineering ingenuity.
- A revitalized waterfront, with an increase in public facilities, housing and open space, and improved access.
- The Port Lands, post-Expo, will be converted to vibrant mixed-use residential, academic and commercial property, including a legacy hub for future tech and destination parks, open spaces and lake access for the general public.
- Include a Scarborough-specific tourism plan that features our great restaurants, our natural wonders (e.g. Rouge Park, Scarborough Bluffs), our attractions (e.g. Toronto Zoo) and our shopping locations (e.g. Scarborough Town Centre) – This material can encourage both visitors, as well as Toronto residents to learn about and visit Scarborough.
- Develop a living arts centre in time and hosting arts and cultural events during Expo 2025 that can promote the diversity that is Scarborough and show the World how all of its peoples can live together in harmony.
- Promote Scarborough to innovators and businesses at Expo 2025. We need to encourage the ideas developed to take root and grow in Scarborough.
- Accelerate and implement the recently approved plan for transit in Scarborough so that tourists & Toronto residents can explore Scarborough during Expo 2025 and so that business will settle in Scarborough after the event and thrive.
- A range of transportation enhancements, from upgraded and expanded transit, to street extensions, to improved roads and bridges, to new pedestrian connections, to improved rail corridors.
- Improved air, water and land environmental systems.
- A series of new parks and plazas, and enhanced green recreation spaces.
- Greater accessibility for people with disabilities, i.e., barrier-free subway cars, buses, transit stations and buildings.
- An enhanced climate of creativity and artistic stimulation.
- A retrofit for Toronto's aging cultural facilities and heritage attractions.
- Generally improved cultural infrastructure.
- New corporate partnerships and sponsorships for the arts, due to the Expo cultural program.
- An enhanced climate of creativity and artistic stimulation.
- Volunteer development.

# Community and Stakeholder Consultation

- The City to officially acknowledge that we are all on Indigenous territory
- It's the time of reconciliation – let the positive energy continue to the future with further reconciliation and globally, people asserting their voices
- We need a permanent symbol representing our Indigenous history
- All newcomers will be aware of Canada's and Toronto's indigenous history
- Expo is a huge opportunity to actually, authentically reconcile
- Indigenous People are the past, present and future
- Indigenous Youth are the largest youth population in Toronto – they are the future
- Indigeneity has to be a part of any conversation about the future
- That the Port Lands will have been developed with Indigenous involvement – can't be done without it.
- To truly incorporate Indigeneity, we must bring 2-spirited and 2-spirited elders back into the fold.
- Heightened academic recreational, environmental and cultural awareness.
- A more active, happier and healthier population.
- A stronger community spirit and pride.
- Additional and improved facilities and infrastructure that add jobs, investment, tourism spending, and property tax revenue.
- Provide the impetus to accelerate these projects, and may prompt senior levels of government to become more involved in their development.
- Stimulate private sector investment, e.g., new hotel construction for the anticipated increase in tourism, and expedite long-term employment.
- Potential new municipal tax revenues provides a unique opportunity for the City to examine opportunities for new social and community investments.
- Build new affordable housing using “off book” requirements, separate from any Expo capital budget.
- Achieving affordable housing requires that public resources, such as public land, be brought to the table and that should be leveraged using private sector development contracts.
- Eliminate the digital divide by creating a universally accessible wireless system to access at free to nominal rates of high-speed Internet across the city.
- Expand the BikeShare program across the city and in every neighbourhood.
- Enhanced understanding of pluralism and social inclusion.
- Transit infrastructure
- Training opportunities around water stewardship especially
- More green spaces, a legacy of green space that is accessible and public
- Community Gardens
- A permanent structure that acknowledges the Indigenous history and legacy of Toronto/Canada
- A true legacy of indigenous reconciliation

## 4. Questions & Concerns

### Community Survey Results and Summary

- Well-timed, memorably executed Expos mark eras in modern human civilization recognizing both pinnacles of national achievement and catapulting ascendant cities, countries, ideas and industries upon the world stage.
- While the Pan Am Games brought a great Aquatic Centre to Scarborough, there were no other benefits. Improved transit was not realized by the games.
- Pan Am tourism did not promote Scarborough and encourage visitors to see all the Scarborough has to offer (the tour guide listed the Mandarin and Tim Horton's as the local restaurants – a travesty given the diversity in Scarborough restaurants and international acclaim it has received. Lasting social and economic benefits are not apparent.
- We would very much like to see the ENTIRE City of Toronto, including Scarborough realize lasting benefits as a result of Expo 2025.
- Expo 2025 can define a leadership position for Toronto and Canada and place our economy on a growth trajectory fueled by our inventiveness and resourcefulness and not just on natural resources.



## Community and Stakeholder Consultation

- Relevance, particularly in the age of the Internet
- What is the purpose of an event that was invented before most of the technology we use today?
- We already live in “Tomorrow Land” so what can we offer?
- It has to go deeper than cultural tourism and experiencing “international pavilions” and more obvious aspects of culture like food, costume, etc. Less of a showcase and more of a deeper cultural experience
- Should not be a “folk arts festival” type of thing
- Less touristy, more authentic (difference between going to a place and being there for a few hours and going there and living there for 6 months)
- Has to be meaningful for both tourists and Torontonians
- Are there training opportunities around water stewardship?
- 9 years seems like a long time, but it is actually possibly too short to make sure that proper consultations are done with indigenous and other communities
- Perhaps the Expo 2025 isn’t the end of something, it’s actually the beginning.
- Perhaps the Expo legacy is a commitment to future-building
- Expensive structures that nobody ends up using after Expo
- How do you get Torontonians involved and participating, taking ownership?
- How can an Expo reflect the wholeness of the city? Who are those community leaders, activists, griots who represent Toronto?
- How can this event help create the city we want to live in?
- The feeling I get when I go to other events – of beauty, diversity, artistry and culture - like Afrofest, Pow Wows, etc – I want to feel that at Expo. I want to feel like, I don’t want to leave this”. How can Expo have the spirit of community?
- Expo should be an experience that you don’t want to let go of
- Learning opportunities
- Perhaps Expo can help achieve the dream of clean water for everyone in the city, country?
- Important to address current concerns, i.e... Black Lives Matter
- What can we achieve over the next 9 years?
- Everything we do should be a response to NOW and what’s happening now
- Car-free neighbourhoods should be the norm
- Create an effective transportation strategy for those who MUST drive
- No more condos on the waterfront. New construction should benefit artists, other communities
- The development of the Port Lands will be amazing
- Investigate other infrastructure (such as a ferry that visited different places in along our side of Lake Ontario)
- Where will technology be by 2025? How can Expo truly provide a special and life-altering experience in a world of technological wonders?
- Bids can be really helpful for cities, as a catalyst for development, even if the bid is not accepted, i.e. Waterfront Toronto was created from a failed bid
- The Hearn Generating Station and Luminato’s use of it was so great, that they would like to make sure that this land (Port Lands) is used well by the city and not to develop condos
- To discuss whether Toronto should bid for an Expo at all. Is this where we want to spend our money? Is an Expo still relevant to the modern world? Where is the value for our money?
- Expo can spur transit and housing investments. We should pursue this.
- Innovation is a problematic term. By 2025 the term will be passé. It is a metaphor for growth. How do we get beyond the idea of growth as the ultimate goal?
- Adopt policies that promote social equity, the distribution of benefits to the whole community and create measures to mitigate any undesired social impacts.
- Develop core principles to inform social equity impact statement.
- A social equity impact statement should cover a wide variety of issues, including: housing needs; employment opportunities; training/volunteering; social services; security/civil rights; cultural opportunities; community spirit; community participation/civic engagement; and impacts as experienced by groups such as the homeless, seniors and youth.

## ***Community and Stakeholder Consultation***

- Land-for-housing precedents were set in 1999 by the City, provincial, and federal governments and this is something that should be explored through a special Expo Housing Task Force.
- 169 countries are participating in Expos and it's a shame that Canada is not
- Expos promote civic dialogue and global trade - Canada should do it.
- Smart cities are working together as city regions and Toronto is the best place to host an Expo
- Engage in meaningful and sincere consultation with diverse communities including the Indigenous people before, during and after the Expo.



practice and access to subject matter experts globally to serve projects locally, are what differentiate Arup from its competitors. Our experts who focus on specific industries are well networked globally, and are unencumbered by any commercial or other constraints on their ability to share knowledge within the firm, assist on projects and deliver the very best the firm has to offer in any location.

We are truly independent: our firm is owned, in trust, by the employees themselves, free of any external ownership – enabling us to focus our energy and talents on solving complex problems for our clients, and investing in research that keeps our firm at the leading edge of the industry.

A key differentiator of Arup is the global nature of our operations and significant experience providing services to an ever expanding group of clients around the world. The breadth of skills that Arup can provide both nationally and internationally, and unsurpassed capability in inter-disciplinary working allows us to deliver complete solutions.

Many of the projects we engage in for industrial and manufacturing clients require contributions from a broad spectrum of engineering disciplines and technical specialists including: planners, logistics consultants, geotechnical engineers, civil and structural engineers, project managers, mechanical and electrical engineers, plumbing and fire protection engineers, IT and communications specialists, fire/life safety code specialists, architects and cost estimators.

We have established a global network of world experts that share our aim to achieve excellence in all we do. We recognize that time, quality and cost are of paramount importance to our clients. We understand that

close team working with our clients is key to achieving these objectives.

Contracting Entity	Arup Canada Inc.
Offices	Offices worldwide: 92 Offices in North America: 10 Offices in Canada: 2
Address of Head Office	13 Fitzroy Street, London W1T 4BQ, United Kingdom + 44 (0) 20 7636 1531
Address of Local Office	2 Bloor Street East, Suite 2400 Toronto, ON M4W 1A8 +1 416 515 0915
Resources	Staff worldwide: 12,000 Staff in Toronto: 170
Years in business	Arup Group Ltd.: 70 years Arup Canada Inc.: 17 years

## Arup in North America

Our Toronto office opened in 1999, and since that time we have delivered large, complex projects by combining our local knowledge with our integrated global networks and expertise.

The Toronto office is now over 170-strong and we are continuing to expand our operations in Canada. Core skills in the Toronto office include IT/communications, security, structural, mechanical and electrical engineering, civil engineering, Building Information Modelling (BIM)/3D design, geotechnical engineering, aviation and airport planning, and transport planning services. We have close ties with our San Francisco office, which houses our specialists in the acoustics, commissioning, facades, audio visual, and sustainability disciplines.

We work with federal, provincial and municipal entities; hospitals, universities; colleges, airports, and cultural establishments; to make a significant contribution to the continuing improvement of life in our local communities, across Canada and abroad.

Assunto Arup Corporate Profile

Data 11 de julho de 2016

Nº Projeto/Ref

Arup's growing range of work in Canada includes such diverse and significant projects as planning and engineering design of the terminal development at Pearson Airport, engineering design of the Royal Ontario Museum expansion, pedestrian simulation

and analysis for the redevelopment of Union Station, traffic planning and engineering for the Waterfront Master Plan and design of Edmonton Valley Line LRT and the A30 in Montreal.

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Subject Arup Bios

Date 2 September 2016

Job No/Ref

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## 1 Arup Host Cities

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Host Cities is a group of Arup specialists that supports cities across the globe through the feasibility, bid, delivery and legacy stages of their events. Our focus is on accelerating transformational change to create real prosperity and a lasting legacy for future generations. As trusted advisors working closely with City Governments, Mayors and Stakeholders, the team brings a breadth of knowledge and understanding to create new ideas, implement meaningful change and deliver ultimate success in hosting major events.

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## 2 Bios

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### 2.1 Andrew McAlpine

**Andrew McAlpine - Principal Arup, Toronto**



Andrew McAlpine leads Arup's Toronto office and its broader business in Canada. He has been with Arup since 1995 and has over 30 years of experience. He is a professional architect with experience on a very diverse range of architectural, urban design and transportation infrastructure projects in the UK, Australia, and Canada. Andrew has a particular expertise in the project management, planning and design of airports, rail stations, and other transportation facilities.

Andrew was responsible for conceptual planning, design, facilities programming and implementation staging of the new C\$4.4 billion terminal development project for Toronto's Pearson International Airport. His experience on aviation planning projects includes major projects around the globe including at Washington Dulles, New York JFK, Abu Dhabi, Doha and Sao Paulo among others.

Andrew is project director for Arup's transportation planning and engineering role on several project teams for the redevelopment of Toronto's waterfront, and is part of the project team planning the redevelopment of Union Station in Toronto. He is also serving as project director on several underground subway and LRT station projects in Toronto.

Subject Arup Bios

Date 2 September 2016

Job No/Ref

## 2.2 Henry Jeens

### Henry Jeens – Arup Associate



Henry Jeens is an Associate and a chartered civil engineer in Arup's Toronto Infrastructure Practice. He plans and designs city infrastructure to make them more connected, safer, healthier and more livable places. His work has taken him to cities across Canada, Asia and Europe and includes both sensitive regeneration schemes and major infrastructure projects to respond to city growth and connectivity requirements. His work has helped create better more connected, safer, healthier and more livable places. Many of these project include building in and around existing railways and interfacing closely with existing transit systems to create a truly integrated and transit orientated development.

Henry has led design teams on a range of large development schemes working with then entire design team helping set an overall sustainable and smart vision appropriate to the client. Henry's current work includes advising on a major new development in Toronto above existing railway tracks and leading the design of some on Canada's new LRT projects. Previous project work includes leading the infrastructure design for the 84 million sqft Bandar Malaysia Development Malaysia, planning the infrastructure for 12,000 high rise homes in Bidadari, Singapore and developing infrastructure for the Ebbsfleet Masterplan, UK.

Subject Arup Bios

Date 2 September 2016

Job No/Ref

## 2.3 Ryan Falconer

### **Ryan Falconer, Transportation and Infrastructure Lead Arup, Toronto**



Ryan is a transport strategist and geographer specialising in transit-oriented development, TDM, concept design and research. He has worked on projects across Australia, and in New Zealand and North America. His current primary role is Transportation Consulting Leader, Canada based in Toronto. In addition, he has several regional roles including Cities Business Leader for Canada and membership of Arup's Americas Smart Mobility Committee. He has Ministry of Transportation Ontario RAQS transportation modelling and demand forecasting, network assessment, and study specialisations.

With 12 years of experience in academia and consulting, Ryan has studied healthy active communities in depth and has published on these topics. He has delivered complex consulting projects requiring rich understanding of environmental and behavioural correlates of active travel including Healthy Active by Design for the Heart Foundation of Western Australia and Living Smart for the Western Australian Department of Transport. Ryan has a strong reputation for delivering complex urban transport planning projects. He is a strategic and forward thinker who can help deliver more resilient cities.



Subject Arup Bios

Date 2 September 2016

Job No/Ref

## 2.4 Bonnie Bartlett

### Bonnie Bartlett – Transportation Planner



Bonnie is a Transportation Planner whose work focuses on strategic transportation analysis, public policy and urban design. She has experience coordinating complex infrastructure and planning projects in Ontario, Alberta, and in London, UK. Bonnie joined Arup in 2013 and has a Master of Science in Planning from the University of Toronto.

## 2.5 Will Goode

### Will Goode – Arup Associate



Will is a Chartered Civil Engineer and experienced project management professional with a background in major programmes and events including the London 2012 Olympic Games and High Speed 2. He currently coordinates Arup Host Cities, a group of specialists that support cities across the globe through the feasibility, bid, delivery and legacy stages of their events.

Will was engaged in a number of roles at London 2012 working for both the Olympic Delivery Authority and their delivery partner CLM. Most recently he seconded into the HS2 Internal Sponsor Team where he interfaced extensively with the UK Department for Transport and external stakeholders.

Subject Arup Bios

Date 2 September 2016

Job No/Ref

## 2.6 George Arvanitis

### George Arvanitis – Arup Associate



George is an Architect and Urban Designer with over 20 years experience in the UK, Europe, Middle East and the USA. He has led project teams for internationally renowned practices and has a proven track record of delivering, large-scale transport and infrastructure led developments. With strong communication skills and leadership, George is able to lead from masterplan concept stages to the design and delivery of architecture.

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*Sports & Mega Events  
Advisory Credentials*

PricewaterhouseCoopers  
LLP Canada

*September 2016*

# About our Practice

## *PwC Canada*

PricewaterhouseCoopers LLP Canada ("PwC Canada") is a member firm of PricewaterhouseCoopers International Limited (PWCIL), a global leader in the provision of accounting, tax, consulting and financial advisory services. PWCIL is a network of firms, each of which is a separate and independent legal entity. PwC was formed by the combination of Coopers & Lybrand and Price Waterhouse in July 1998. Globally, PwC member firms employ more than 195,000 people in 157 countries.

With a history spanning over 100 years of excellence in Canada, PwC Canada and its predecessor firms have been in business in this country continuously since 1907. The Canadian Firm is a partnership formed under the laws of Ontario. It is held and controlled by its Canadian partners, all of whom are residents of Canada. PwC's senior leadership team is comprised of Bill McFarland, Canadian CEO and Senior Partner, Tahir Ayub (Managing Partner, Markets & Industries), Serge Gattesco (Managing Partner, Strategy & Operations), Chris Kong (Managing Partner, Tax), Nicolas Marcoux (Managing Partner, Major Cities & Montreal), Brian McLean (Managing Partner, Consulting & Deals), and Tracey Riley (Managing Partner, Assurance).

The Canadian Firm and its related entities have more than 6,500 partners and staff in 26 locations across the country including St. John's, Corner Brook, Sydney, Halifax, Truro, Moncton, Saint John, Quebec City / Saint-Foy, Montreal, Gatineau, Ottawa, Concord, Toronto, Oakville, Waterloo, London, Windsor, Winnipeg, Regina, Saskatoon, Edmonton, Calgary, Prince George, Surrey, Vancouver and Victoria, with the head office located in Toronto.

## *Our Canadian Sports & Mega Events Advisory Practice*

Within our Development Advisory Services offering, we also provide comprehensive business planning, operational, development and revenue enhancement advisory services to the sports and recreation industry. We have established a long and successful history of providing specialized services to owners, users, investors and managers of sports and entertainment, recreation and cultural facilities, and in providing advisory services in support of major international events.

We assist in the realization, planning, market positioning and performance enhancement of sports and recreation facilities through the completion of:

- *Project assessments and business planning* – we help define and set strategic business directions for sports and entertainment, recreation and cultural facilities through the completion of market positioning studies, opportunity assessments and demand analysis, assessing the feasibility and financial benefit of facility components, due diligence, financial analysis, economic development / impact studies, locational assessments, and development and operational strategy improvement studies.
- *Operating cost analysis and process improvement* – we help assess actual facility operating costs and determine areas for improved performance whether by identifying opportunities for enhanced revenue generation, performing sensitivity analyses to determine optimal pricing structures, identifying opportunities for operating efficiency improvement, and providing justification for rate increases / accessing alternative sources of revenue / programming / operating structures.
- *Revenue enhancement* – we help client's identify opportunities to enhance operational revenues, including evaluating the potential for securing naming and other facility sponsorships. Our practitioners are highly knowledgeable of the current naming and sponsorship landscape in Canada and have helped devise and implement strategies to maximize the sponsorship potential of their buildings.

- *Development Assistance* – we assist in the realization of projects through the preparation of financing assessments, tax structuring, assisting in the attracting of capital financing and providing RFP project management services.
- *Development Structuring* – we assist public sector clients in the structuring and evaluation of joint-venture development and operating partnerships, including public-private partnerships. We assist organizations through:
  - RFP development and process management services;
  - Evaluating project economics;
  - Understanding partnership options;
  - Devising and negotiating partnership and operating agreements; and
  - Divestitures.

As is noted in the following credentials and qualifications, senior members of our group have provided a broad range of specialized services to the sports and recreation facility industry, having directly advised on the creation, financing, development, development structuring and market positioning of more than 50 sports and recreation facilities, including facilities located in communities throughout Ontario (Ottawa, North Grenville, Kingston, Oshawa, Markham, Vaughan, Toronto, Brampton, Oakville, Burlington, Hamilton, St. Catharines, Niagara Falls, Welland, Guelph, Kitchener, St. Marys, London, Windsor, Goderich, Owen Sound, North Bay, Sudbury, Sault Ste. Marie, Cochrane and Thunder Bay), Manitoba (Winnipeg), Alberta (Fort McMurray and Grande Prairie), British Columbia (Burnaby, Dawson Creek and Kelowna, B.C), New Brunswick (Moncton) and Newfoundland (St. John's).

In addition, we have provided advisory services, including development structuring and negotiation, to help realize major new stadium facilities in Toronto (BMO Field and Ricoh Coliseum), Winnipeg (Investors Group Field), Hamilton (Tim Hortons Field), Ottawa (TD Place Stadium and a proposed MLS stadium), and Quebec City (Videotron Centre), and mid-size arena facilities in numerous markets in Ontario (Ottawa, Kingston, Oshawa, Markham, Toronto, Brampton, Burlington, St. Catharines, Niagara Falls, Guelph, Kitchener, London, Windsor, Owen Sound, North Bay, Sault Ste. Marie and Thunder Bay), Alberta (Fort McMurray and Grande Prairie), British Columbia (Dawson Creek), New Brunswick (Moncton) and in the United States (Williamsport Pennsylvania).

We have also provided advisory services in support of major international sporting events and expositions, including:

- the 2007 FIFA U 20 Men's championships;
- Toronto's bid to host the 2008 Summer Olympic Games;
- Vancouver – Whistler's bid to host the 2010 Winter Olympic Games, as well as economic impact advisory services after Vancouver was awarded the Games;
- the 2013 Women's World Hockey Championships;
- Toronto's bid to host the 2015 Pan Am / Parapan Games as well as advisory services to the Games after Toronto was awarded the Games;
- a bid to bring a major international sporting event to Toronto for 2017 (Invictus Games);
- support to the City of Lima and the Peruvian Olympic Committee in support of the 2019 Pan Am / Parapan Am Games; and
- advisory services for a potential bid for Expo 2025.

## *PwC's Global "Mega Events" Centre of Excellence*

Sport has the power to transform communities. A well-developed and executed facility and / or event has the power to redefine a city and transform a nation. PwC has a rich history in helping shape facility development and create world-class events, from regional sporting competitions to the Olympic Games. PwC is proud to have been entrusted with a role in helping organizations and communities around the world plan for and achieve the value they were looking for in developing facilities and hosting major sporting events.

PwC is best known for providing financial services like feasibility and impact studies, budgeting and tax consulting, but the range of what PwC does is much broader. In partnership with the Organizing Committee of the Sochi 2014 Olympic and Paralympic Winter Games, for example, PwC carried out over 200 projects in several key areas including strategic and operational planning, supply chain management, HR consulting and risk management.

In other examples, including for the 2015 Pan American / Parapan American Games in Toronto, the 2010 Vancouver-Whistler Winter Olympic Games, and a potential bid for Expo 2025, PwC prepared feasibility and market studies, legacy plans, risk evaluations and quantified the economic impacts of hosting the event.

Major sporting events grow ever more complex and face increasing public and professional scrutiny. Organizers are under pressure to deliver sporting events at a high level of operational excellence, while at the same time achieving positive returns on investment for their stakeholders and leaving a positive, lasting impact on host cities and regions. With a network of over 195,000 people working in 157 countries, PwC is able to leverage the knowledge of our subject matter experts to help our clients around the world to solve their business challenges.

PwC's Sports Mega-Events Centre of Excellence comprises a group of sports and mega-events professionals within our network who are experienced in bringing value at all phases of the major events lifecycle. Our team regularly publishes thought leadership dealing with mega events and how these events can be transformative for the local and broader regional community. Examples of some of our more recent publications are highlighted below.



## Key Contact

Ronald Bidulka is a Managing Director in PwC's Consulting and Deals Market Segment and the Canadian representative on PwC's Global Mega Events team. Located in downtown Toronto, Ron brings a wealth of relevant, hands-on experience related to the operational assessment, business review, market assessment, functional review, consultation and business development of sport franchises and facilities, and in the planning for and staging of sporting events. As a recent hire with more than 20 years' experience helping public agencies, not-for-profit organizations and private companies realize new and / or operationally improved sports, recreation, entertainment, arts and cultural facilities, Ron is Canada's most experienced sports industry financial consultant, providing a broad range of advisory services to this important sector. Ron's specific areas of expertise are in the following areas:

- **Business Planning and Project Feasibility Assessments** – evaluating market opportunities, assessing future directions and helping position sports franchises and facilities for maximum success. Ron helps define and set project parameters through functional and operational assessments, market, feasibility

and demand analysis, due diligence, financial analysis, economic development / impact studies, locational assessments, market positioning studies and development strategy and analysis, among other service offerings.

- *Development Assistance* – helping clients realize their project and facility goals by preparing business plans, financing assessments, funding applications and assisting in the attracting of capital financing.
- *Public-Private Partnerships* – helping project sponsors structure public-private partnerships or implement other non-traditional development processes to realize the facility and / or assisting in the operation of the venue. Ron assists government agencies structure partnerships through process management services, evaluating project economics, understanding partnership options, economic and fiscal impact assessments, and negotiation strategy development and support.
- *Operating Cost Analysis and Improvement* – assessing actual facility operating costs and determining areas for improved performance. Ron helps identify opportunities for enhanced revenue generation, performing sensitivity analyses to determine optimal pricing structures, identifying opportunities for operating efficiency improvement, and providing justification for rate increases / accessing alternative sources of revenue / programming / operating structures.
- *Revenue enhancement* – helping client's identify opportunities to enhance operating revenues, including evaluating the potential for securing naming and other facility sponsorships and devising and implementing strategies to maximize the sponsorship potential of their buildings.

Throughout his career, Ron has advised clients on more than \$15.0 billion in real property development projects, including more than \$5.0 billion in new sports infrastructure projects.

Ron has also provided advisory services in support of the 2005 World Masters Games (Edmonton), the 2007 FIFA U-20 Men's Soccer Championships, Toronto's bid to host the 2008 Summer Olympic Games, the Vancouver-Whistler 2010 Winter Olympic Games, the 2015 Toronto Pan American / Parapan American Games, and the 2017 Invictus Games.

Ron's expertise lies in assessing the feasibility and conducting the up-front due diligence and analysis of mega events, sports franchises and facilities. These projects are located across Canada and include advisory assignments for teams, arenas, stadiums and community recreation projects; Ron is generally acknowledged as Canada's foremost expert on the economics, financing and operational assessment of mid-sized arenas and spectator facilities.

In addition to being the Canadian contact on PwC's global "Mega Events" and Sports Industry team, Ron is a member of the Urban Land Institute ("ULI") and is a past member of the Ontario Recreation Facilities Association. Ron also served on the board of the Oakville Hornets Girls' Hockey Association, as Treasurer of Sport Oakville, as the "sport tourism" representative on the Oakville Tourism Partnership, and as Co-Director of Finance for the 2013 Women's World Hockey Championships. Currently Ron serves on the board of the Provincial Women's Hockey League in Ontario.

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# RONALD BIDULKA

MANAGING DIRECTOR, TORONTO, CANADA

## SUMMARY

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Ronald Bidulka is Managing Director in PricewaterhouseCoopers LLP's Consulting and Deals Market Segment, located in Toronto, Ontario, Canada. Ron helps owners, investors and government agencies evaluate, financially structure, negotiate and realize a wide range of projects. Ron's expertise in this area involves a broad range of traditional and non-traditional projects including real property development, hospitality and gaming, sports and entertainment, cultural, leisure, office and retail facilities.

Ron also provides a broad range of market, financial and business planning advisory services to sporting groups and government entities, assisting them in successfully structuring development projects and plan for major sporting events. Ron's specific areas of expertise include:

- Market feasibility and demand analysis;
- Project financing / financial analysis;
- Operating cost and improvement analysis, particularly for sport, recreation, cultural and gaming facilities;
- Legacy planning for major sporting events;
- Economic development / impact analysis;
- Negotiating development strategies;
- Public-Private Partnerships and proposal call development and administration; and
- Project monitoring / management services.

Throughout his career, Ron has helped advise clients on more than \$20.0 billion in real property development, including some \$5.0 billion in new sport infrastructure.

Prior to joining the firm, Ron was an Associate Partner in Deloitte's Financial Advisory group, providing real estate advisory services to a broad range of corporate clients and public entities for almost 20 years. Ron also served as Deloitte's National Sports Industry Leader in Canada.

## EDUCATION

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- Bachelor of Arts (Honours), McMaster University (1986)
- Master's degree, Urban and Regional Planning (M.P.), Queen's University (1989)

## AREAS OF SPECIALIZATION

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Ron specializes in assessing the feasibility of a broad range of sports, entertainment, recreation and gaming sectors, evaluating market opportunities, issues and constraints. His principal areas of focus include:

- Sports and Recreation
- Mega Event Legacy Planning
- Development partnership structuring
- Entertainment, Hospitality, Tourism and Gaming
- Project Financing
- Facility feasibility assessments
- Real Estate Development and financing
- Performance Management

## PROFESSIONAL AND COMMUNITY AFFAIRS

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Ron is a member of PwC's global "Mega Events" and Sport Industry teams. Ron is also a member of UDI (Ontario) and the Urban Land Institute ("ULI") and is a past member of the Ontario Recreation Facilities Association and the Canadian Council for Public-Private Partnerships. Ron served on the board of Sport Oakville, on the board of the Oakville Tourism Partnership, and was the co-director of finance for the 2013 World Women's Hockey Championships. Ron currently sits on the board of the Provincial Women's Hockey League (Ontario).



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Ron is frequently asked to serve as a guest lecturer at various Ontario universities, discussing feasibility and financial analysis and its application to specific development projects. Ron has also been a featured speaker at conferences discussing public-private partnerships, facility development and project financing, including conferences hosted by Parks & Recreation Ontario (P3s in community recreation), the Ontario Recreation Facilities Association (Understanding P3s in sports and recreation), the Canadian Council for Public-Private Partnerships, the Sport Alliance of Ontario, and was a featured speaker at two global sport industry conferences (SportAccord, and a Global Sports Industry Conference that took place as part of the London 2012 Olympic Games).

## PROJECT EXPERIENCE

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Engagements on which Ron served as lead consultant and / or overall Engagement Partner include the following:

### *Events*

- Prepared a business plan and represented a client in its bid to host the 2017 Invictus Games.
- Served as the co-director of finance for the 2013 Women's World Hockey Championships.
- For the Ontario Ministry of Health Promotion and Sport, led a detailed financial review and assessment of the business plans prepared for the 2015 Pan Am Games, focusing specifically on revenue generation from sponsorships, tickets, broadcasting and licensing.
- For Sport Canada, led a detailed review of the business plan prepared for the 2015 Pan Am Games.
- For the B.C. Ministry of Small Business, completed a "Legacy Plan" and operating plan covering the Nordic facilities proposed to be built in support of the 2010 Winter Olympic Games.
- For the City of Toronto's Olympic Bid Office, prepared an operating plan covering the five Olympic facilities slated to remain after the completion of the 2008 Summer Olympic Games.
- For the Toronto 2008 Olympic Bid Corporation, assessed the programming and operating implications associated the proposed Olympic Stadium, Rowing Basin, Aquatics Centres and Velodrome.
- Evaluated the economic impacts associated with Canada hosting the 2007 FIFA Men's U -20 World Soccer Championships.
- Quantified the economic impact of the 2005 World Masters Games held in Edmonton Alberta.

### *Major Stadiums, Arenas and Teams*

- For the City of Brampton, currently leading an engagement to value and prepare an operational business plan of the Powerade Centre.
- For Maple Leaf Sports and Entertainment, completed an economic impact assessment detailing the benefits associated with expanding BMO Field (the home stadium of MLS's Toronto FC).
- For a major professional sports organization, assisted on the valuation of this organizations, including its various professional sports franchises, stadiums / arenas and other interests.
- For the City of Moncton NB, prepared a detailed study detailing the market opportunities for a new 7,500 to 10,000-seat Sports and Entertainment Centre in Moncton's downtown core. Also served as part of the City's RFP team looking at facility operations / management.
- For the City of Moncton NB, prepared a detailed report assessing the repurposing opportunities for its existing Coliseum.
- For the Regional Municipality of Wood Buffalo, Alberta, serving as lead negotiator on the design-development-financing-operations and management of a new 7,000-seat Sports and Entertainment Centre.
- For the City of Thunder Bay, evaluated the range of uses that may be appropriate for a repurposed Fort William Gardens.

- For the City of Thunder Bay, served as the city's "agent" in the attraction of a lead anchor tenant for its proposed 5,700-seat events centre.
- For the City of Sault Ste. Marie, prepared a report evaluating public versus private management options for the Essar Centre.
- For the City of Thunder Bay, prepared a business case in support of a new 5,700-seat arena and events centre.
- For the City of Grande Prairie AB, prepared a business case and market assessment for the proposed expansion of its existing Crystal Centre (Canada Games Arena and Bowes Family Crystal Gardens).
- For the Ville de Quebec, prepared a report evaluating the size of its proposed new Amphitheatre (sports and entertainment centre for a proposed new National Hockey League team).
- For the City of Hamilton, led negotiations to secure a new Velodrome facility for the 2015 Pan Am Games.
- For York University, prepared a comprehensive legacy plan for the proposed track & field stadium developed for the 2015 Pan Am Games.
- For the University of Toronto – Scarborough, prepared a comprehensive legacy plan for the proposed Aquatics Centre and Field House developed for the 2015 Pan Am Games.
- For the City of St. Catharines, prepared a business case and detailed market assessment in support of a new 5,000-seat sports and entertainment centre.
- For the City of Kitchener, evaluated the sporting and entertainment market opportunities associated increasing the seating capacity of the Kitchener Memorial Auditorium.
- For the Ville de Quebec, quantified the naming rights and sponsorship potential of a new National Hockey League venue in that market.
- For Katz Entertainment Holdings Corp. completed a detailed market assessment of the Hamilton / southern Ontario marketplace for a potential future National Hockey League franchise.
- For the City Hamilton, prepared a detailed business case and financing assessment for a 30,000-seat Pan Am Stadium.
- Evaluated the Thunder Bay, Ontario, market for its ability to support an Ontario Hockey League and / or American Hockey League franchise.
- For Creswin Properties, quantified the naming rights and sponsorship potential of a new CFL stadium in Winnipeg Manitoba.
- For the City of Ottawa, completed detailed financial and operational due diligence, and assisted in negotiations on a \$250+ million proposed redevelopment of Lansdowne Park, a project which included a substantially renewed stadium for a future Canadian Football League franchise.
- For the City of Ottawa, completed detailed financial and operational due diligence and assisted in negotiations related to a proposed 30,000-seat MLS soccer stadium in Kanata.
- For the Canadian Sport Institute Ontario, prepared a detailed business case and operational plan for a proposed high performance sports complex.
- For the Canadian Soccer Association, wrote the business case to secure \$38.0 million in federal and provincial government funding for BMO Field.
- For the City of Niagara Falls, reviewed and provided detailed comments on a development agreement for a proposed 5,000-seat arena complex.
- For the City of Dawson Creek, BC, negotiated a long-term contract with a private operator for the City's new sports and entertainment complex.
- For the City of Kingston, prepared a detailed market study and assessment of event and attendance profiles for the proposed Large Venue Entertainment Centre ("LVEC").

- For a private investor, completed a detailed business plan, development plan and economic impact assessment for a proposed 30,000-seat football stadium in Winnipeg Manitoba.
- For a private investor group, completed a detailed business plan and feasibility study evaluating the market and financial opportunities associated with building and operating a 5,000-seat sports and entertainment centre in Williamsport, Pennsylvania.
- For the University of Toronto, provided strategic business planning and financial advisory services regarding the proposed redevelopment of the Varsity Stadium / Arena complex.
- For the City of London, served as lead financial / deal structuring advisor helping the City structure a public-private partnership for the 9,000-seat John Labatt Centre.
- For the City of Burlington, evaluated a proposal to develop an 8,000-seat sports and entertainment centre for an American Hockey League franchise.
- For the City of Oshawa, completed a detailed review of options to modernize or replace the City's existing 3,400-seat Civic Auditorium.
- For the City of Toronto, provided detailed financial advisory assistance regarding the proposed P3 renovation of the Ricoh Coliseum at Exhibition Place.
- For the City of Sault Ste. Marie, completed a locational review and assessment of development options associated with the possible replacement of the City's existing main spectator arena.
- For the City of Guelph, served as process manager and lead negotiator, assisting the City realize the development of a new 5,000 seat sports and entertainment complex.
- For the Jebb Corporation, provided financial advisory services regarding a proposed 6,500 seat sports and entertainment centre public-private partnership with the City of Windsor.
- For the Ottawa Senators Hockey Club, completed an economic impact study of the Corel Centre and Ottawa Senators of the National Hockey League.
- For the City of Owen Sound, provided advisory assistance relating to the City's purchase of the OHL's Owen Sound Platters and subsequent renovations to the Harry Lumley Bayshore Community Centre.
- For the City of Kingston, provided strategic advisory services respecting a proposed \$220 million downtown / waterfront redevelopment proposal consisting of a sports and entertainment facility, a performing arts centre and convention facility, hotel, condominium and multi-purpose community recreation centre.
- For the Brampton Sports Centre Inc., completed a financing study of a new 5,400 seat sports and entertainment complex.
- For the Sorbara Group / Ontario Baseball Centre for Excellence, completed a detailed feasibility and financing study respecting a proposed 4,500 seat baseball facility to be located in Brampton.
- Completed numerous assessments and naming right valuation assignments for sports and entertainment centers located in centers such as Ottawa, Kingston, Oshawa, Markham, Toronto, Brampton, Burlington, Hamilton, St. Catharines, Guelph, London, Windsor, Sault Ste. Marie and Thunder Bay, Ontario.

### *Community Recreation Facilities*

- Currently engaged to identify and negotiate a facility operating agreement for an indoor soccer and tennis facility.
- Currently engaged to evaluate the opportunities for, and structure and public-private partnership for a multi-pad multi-purpose arena and recreation facility for an Ontario university.
- For the City of Orillia, evaluated a development proposed to construct a new multi-use recreation facility consisting of a 50-metre pool, gymnasiums, twin-pad arena, and associated commercial / retail spaces and an office / wellness centre. Also retained to serve as lead negotiator in the City's attempt to structure a joint-venture arrangement for the construction and operation of this facility.

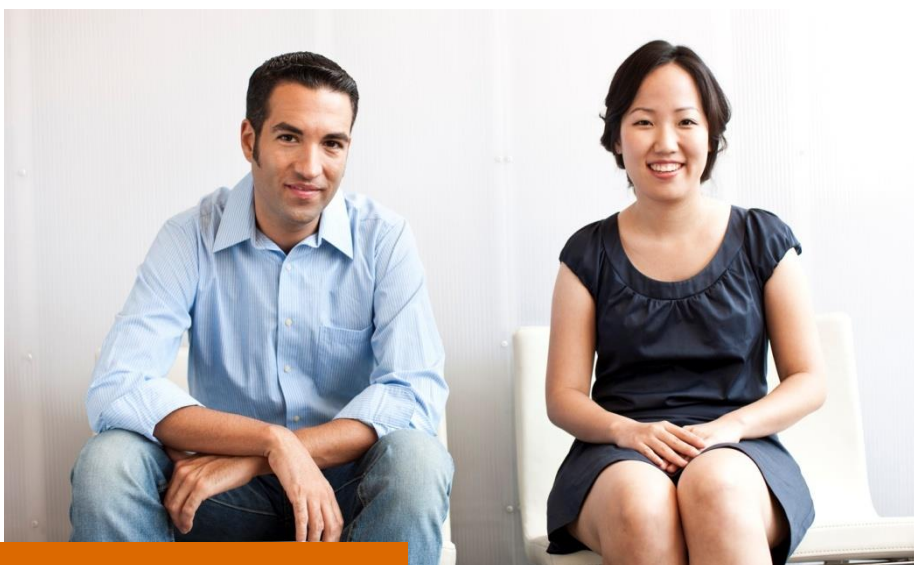
- For the Avalon Arena Association, prepared a detailed business plan and financing strategy for the development of a multi-pad arena facility in St. John's NL.
- For Nipissing University, prepared a high level business plan and assisted in the negotiation of a partnership agreement for the development and operation of a new multi-pad arena complex.
- For the City of Toronto, prepared a business and operational plan for a proposed waterfront arena complex.
- For Parc Downsview Park Inc., completed detailed due diligence on a proposed multi-pad arena complex.
- For the City of Toronto, prepared a business and operational plan for a new Don Mills Arena.
- For Waterfront Toronto, prepared a detailed business and operational plan for a proposed Portlands Recreation Complex.
- For a U.S.-based lender, completed detailed due diligence, for financing purposes, on a privately-owned recreation and fitness complex.
- For the Town of St. Marys provided financial advisory services relating to the development of proposed \$16.0 million arena and aquatics facility.
- For Simon Fraser University, completed detailed due diligence on a proposed athletics complex.
- For York University, served as financial advisor on their proposed acquisition of a multi-pad community arena complex.
- For Durham College / University of Ontario Institute of Technology, prepared a draft business plan respecting a proposed twin-pad ice facility.
- For the City of Oshawa, engaged to assist the City realize the development of the North Oshawa Community Centre, a facility which will consist of a four-pad arena, an aquatics centre, community rooms, and associated commercial space.
- For the City of Kelowna, B.C., drafted a detailed Request for Proposals document for the private sector design, build, financing and operation of a proposed multi-surface indoor recreation facility.
- For the City of Ottawa, engaged to complete detailed operational assessments and performance improvement plans for two privately-operated community recreation facilities.
- For the City of London, advised a process to realize the development of a 4-pad arena facility, a P3 process through which the City agreed to purchase some 240 hours of prime-time ice per week.
- For the Oakville Soccer Club, provided advisory services relating to the clubs proposed investment in an indoor soccer facility.
- For the Municipality of North Grenville, assisted the Municipality realize the development of the North Grenville Community Centre, a facility consisting of a twin-pad arena, an auditorium, meeting rooms, tourism kiosk, and new municipal offices.
- For the City of Ottawa, assisted the City negotiate two separate development agreements respecting the development of two community recreation centres.
- For the City of Guelph, completed a revenue and financing analysis and implementation plan (civic project / P3) for the proposed West End Recreation Centre, a regional / community facility consisting of a twin-pad arena, aquatics centre, gymnasium, liability, fire hall, community meeting rooms, cafes and restaurant.
- Also for the City of Guelph, developed a detailed cost / operating model to quantify the City's cost to provide recreation facilities, including ice, aquatics and outdoor sports fields.
- For the Town of Cochrane, provided development advisory services regarding the planned Tim Horton's Event Centre, a facility consisting of an aquatics centre, arena and community space.
- For the Town of Goderich, assisted in the evaluation and structuring of a proposed P3 to realize a new aquatics facility.

- 
- For the Toronto Economic Development Corporation, reviewed the operating pro-formas prepared to support a twin pad arena proposed for Toronto's waterfront.

*Other*

- For the Town of Oakville, completing a detailed analysis of the economic benefits the community receives from Glen Abbey golf course.
- For the owners of two championship golf courses, completed a detailed review and assessment of operations.
- Evaluated the feasibility of four separate adventure / entertainment projects for the Town of Parry Sound.
- Assisted the University of Toronto evaluate and negotiate a proposal to redevelop Varsity Stadium.
- Assessed the market viability and development potential of a \$1.6 billion multi-use resort development the central Okanagan region of BC.
- Developed a business and marketing plan for a proposed sports museum.
- Completed a detailed market and financial feasibility review of a proposed ±\$250 million project incorporating a three-level 6,000-seat multi-purpose church, a 1,500-seat theatre and associated academic and ancillary spaces.
- Completed a detailed feasibility study and business plan to guide the development and operations of a proposed multi-use / multi-purpose First Nation interpretive centre in Jasper, Alberta.
- Evaluated the operational feasibility of constructing a new purpose-built Opera House in Toronto for the Canadian Opera Company.
- For the Sport Alliance of Ontario, completed a detailed business plan to guide the potential expansion of their services to include operating responsibilities for certain programs Ontario Ministry of Tourism, Culture and Recreation Sport Programs.

The firms of the PwC network provide industry-focused assurance, tax and advisory services to enhance value for their clients. More than 161,000 people in 154 countries in PwC firms across the PwC network share their thinking, experience and solutions to develop fresh perspectives and practical advice. In Canada, PricewaterhouseCoopers LLP ([www.pwc.com/ca](http://www.pwc.com/ca)) and its related entities have more than 5,700 partners and staff in offices across the country.



## Creating a distinctive client experience

Our clients have said that they want to work with people who invest in building strong relationships and who share and collaborate with them. They also want to work with people who can see issues from their perspective and who focus on adding value.

The foundation of our client service approach (the “PwC Experience”) rests upon a consistent demonstration of these behaviours within our organization. We strive to engage, motivate, and inspire our people to deliver a distinctive client experience. We believe that if we get it right with our own people, we will get it right with you.

# GAIL DEXTER LORD

## Co-President



Gail Dexter Lord—experienced, innovative, effective, creative—is one of the world’s foremost museum planners. Gail has extensive experience in the museum and cultural sector and brings exceptional vision and knowledge to each of the projects she leads.

Gail has been instrumental in developing the field of museum planning, having co-authored with Barry Lord *The Manual of Museum Planning*, 3<sup>rd</sup> edition, AltaMira Press, California, 2012 (Co-Edited with Barry Lord and Lindsay Martin); 2<sup>nd</sup> edition (rev.)

AltaMira Press, California, 2003 (Co-Edited with Barry Lord); 2<sup>nd</sup> Edition, The Stationery Office, London, 1999, 1<sup>st</sup> Edition, The Stationery Office, London, 1991 (Co-Edited with Barry Lord), *The Manual of Museum Exhibitions* (2002), *The Manual of Museum Management* (1997; re-printed 1998 and 2002; 2<sup>nd</sup> edition 2009), and *The Cost of Collecting* (1991). Gail has co-authored with Kate Markert *The Manual of Strategic Planning* (2007) and has published numerous articles on a wide range of museum topics. Gail and Barry’s book *Artists, Patrons, and the Public: Why Culture Changes* (AltaMira Press, California, 2010) focuses on the dynamism of culture in the world today. Gail has co-authored with Ngaire Blankenberg the book *Cities, Museums and Soft Power* (AAM Press 2015) which explores how museums can activate their soft power in the 21st Century.

Her in-depth knowledge of museum audiences and sensitivity to the cultural resources that all communities have, as well as their need to nurture and develop those resources for the public benefit make Gail particularly effective in planning for innovative approaches to cultural organizations such as the National African American Museum of History and Culture, the new branch of the Smithsonian Institution on the National Mall in Washington, Canada’s new national museum, the Canadian Museum for Human Rights, the Master Plan for Harvard University Museums, the Museum of the African Diaspora in San Francisco, the Lowry in Salford, launched in 2000 as one of the UK’s Landmark Millennium Projects, and the Bahrain Monument.

Art museums and contemporary art centres employing her expertise include Tate in London, Museo Guggenheim Bilbao, the Brooklyn Museum of Art, the Los Angeles County Museum of Art, the Indianapolis Museum of Art, the Cleveland Museum of Art, The Walters Art Museum in Baltimore, the Villa Stuck and Lenbachhaus in Munich, the International Center of Photography in New York and many more.

Gail’s studies in cultural tourism and community arts have made significant contributions to the understanding of the cultural sector and its economic and social significance in times of change. Gail has directed over 15 planning assignments for children’s museums around the world including the award winning Roald Dahl Children’s Museum in Buckinghamshire, England and has published widely in this area.

Educated in History at the University of Toronto, Gail has been a well-known art critic, feature writer and commentator for national print and broadcast media, and helped to develop the interdisciplinary arts programs in film and photographic arts at the Ryerson University, where she taught for five years. She is a frequent presenter at professional conferences, including the American Association of Museums, the British Museums Association, The International Council of Museums and the Canadian

Museums Association. Gail has taught museum planning and management at Museum Studies departments around the world, including the University of Victoria, the University of Colorado, the University of Barcelona, Koç University in Istanbul and the Reinwardt Academy in Amsterdam. One of Gail's students commented, "Gail has a natural gift for teaching; she has tremendously interesting experience and is insightful, curious, modest and funny."

Gail co-founded Lord Cultural Resources with husband Barry Lord in 1981.

Gail is a member of the editorial board of Museum Practice and the International Advisory Committee on Distance Learning for the Commonwealth Association of Museums.

For her contribution to culture both at home and internationally, Gail was appointed an Officier de l'Ordre des Arts et des Lettres de France in 2014, and received ICOM Canada's International Achievement Award in 2011, and an Award of Merit for Lifetime Achievement in the Museum Field in Ontario from Ontario Museum Association in 2002. Gail has been on the Jury for the International Children in Museums Award ever since the inception of the award in 2012.

*As President of Lord Cultural Resources, Gail has led hundreds of projects over twenty years. Here is a selection of her most important assignments:*

- 2015**
- Longwood Gardens, Pennsylvania, Strategic Plan, 2014-15
  - Detroit Hudson Site, Concept Development, 2015
  - Museum of the Future, Atlanta, Georgia, Master Plan Level Feasibility Study, 2015
  - National Museum of Energy and Technology (MUNET), Mexico City, Facility Planning, 2014-15
  - Dubai Metro Museums, Consulting Services, 2015
  - Canada History Hall, Canadian Museum of History, Ottawa, Consulting Services, 2014-15
  - Canadian Museum for Human Rights, Winnipeg, Client Representation, 2013-15
  - Frye Art Museum, Seattle, Strategic Plan, 2014-15
  - Henry Ford Estate, Grosse Pointe Shores, Michigan, Strategic Plan, 2014-15
  - Grand Egyptian Museum, Cairo, Review of Exhibition Design Proposal, 2014-15
  - National Holocaust Monument, Ottawa, National Design Competition, 2014-ongoing
  - Magna Carta Exhibition in Canada, 2013-ongoing
  - New Mexico Museum of Art, Museum of New Mexico Foundation, Santa Fe, Strategic Plan and Facility Plan, 2013-ongoing
  - Chinese Museum Association, Strategic Cooperation, 2011-ongoing
  - Justice Museum, Campbell House, Toronto, Ontario, Consulting Services, 2007-ongoing
- 2014**
- City of Vaughan, Ontario, Cultural Planning Workshop
  - Toronto Zoo, Strategic Plan
  - Chattanooga Public Library, Eastgate Branch Interpretive Centre, Interpretive Planning and Public Engagement, Tennessee, 2013-14
  - Eduardo Chillida Leku Centre, Department of Education, Culture and Language Policy, Basque Government, Feasibility Study, 2013-14
  - Edward M. Kennedy Institute, Boston, Consulting Services, 2013-14
  - Museum of International Folk Art, Museum of New Mexico Foundation, Santa Fe,



- Master Plan, 2013-14
  - OCAD University Galleries, Toronto, Feasibility Study, 2013-14
  - The Oscar Peterson Centre, JAZZ.FM91, Toronto, Master Plan, 2013-14
  - Toronto Media Arts Cluster, Visioning and Concept Strategic Plan; Advisory Services, 2013-14
- 2013**
- Bergamo: Candidate for European Capital of Culture 2019
  - Canadian Museum for Human Rights, Winnipeg, Client Representation
  - New Mexico Museum of Art, Santa Fe, Strategic Plan
  - Audain Art Museum, Strategic Advice/Business Plan and Projections, Whistler, British Columbia
  - Toronto Public Library, The Martin Prosperity Institute, Economic Value of the Toronto Public Library
  - Banff Center, Alberta, Advisory Services, 2012-13
  - Barnes Museum, Visitor Experience Assessment, Philadelphia, Pennsylvania, 2012-13
  - Canadian Museum of Civilization, Public Engagement, 2012-13
  - Chicago Architecture Biennial, Concept Plan, 2012-13
  - City of Toronto, Museum Service Review, Attendance, Revenue and Cost Control Strategies for 10 City Museums, 2012-13
  - King Abdulaziz Center for World Culture, Saudi Aramco, Saudi Arabia, Operational, Programmatic and Organizational Development, Phase 1 & 2, 2008-13
  - Koç Museum of Contemporary Art, Istanbul, Turkey, Master Plan, 2012-13
  - Liaoning Science & Technology Museum, Exhibition Planning & Design, Shenyang, China, 2012-13
  - Nanjing Museum, Visitor Experience Planning, Nanjing, China, 2012-13
  - National Museum of New Zealand Te Papa Tongarewa, Environmental Scan and Strategic Directions Wellington, New Zealand, 2012-13
- 2012**
- Canadian Museum for Human Rights, Winnipeg, Client Representation
  - City of Chicago, Cultural Plan
  - City of Florence, Pre-feasibility Study for Forte Belvedere, Identification of a New Use for San Firenze
  - Creative Capital Gains, "An Action Plan for Toronto", City of Toronto, Ontario
  - Design Exchange, Toronto, Strategic Plan
  - Luminato Festival, Toronto, Strategic Plan
  - The National African American Museum of History and Culture, Smithsonian Institution, Facilities and Management Planning, Exhibition Design
  - Royal Ontario Museum, Toronto, Attendance Strategies
- 2011**
- City of Columbia, Maryland, Cultural Master Plan, Cultural Needs Assessment
  - Hillwood Estate, Museum and Gardens, Washington, DC, Strategic Plan
  - International Center for Photography, Institutional Master Plan, Strategic Planning
  - Nasher Sculpture Center, Dallas Texas, Strategic Plan
  - Native Earth Performing Arts, Toronto, Feasibility Study
  - Utah Museum of Natural History, Salt Lake City, Strategic Plan
  - Art Gallery of Ontario, Weston Family Learning Centre, Toronto, Vision for Life-long Learning

- 2010**
  - Association of Art Museum Directors, New York, Strategic Plan
  - Beth Tzedec Reuben and Helene Dennis Museum, Toronto, Strategic Plan
  - Longwood Gardens, Pennsylvania, Strategic Master Plan
  - Magnum Heritage Foundation, Paris, Strategic Plan, 2010
  - Massey Hall & Roy Thompson Hall, Toronto, Future Vision for the Renovation and Renewal of Massey Hall
  - Museum of Contemporary Canadian Art, Toronto, Strategic Plan
  - The National Museum of the American Latino, National Park Service, Feasibility Study
  - Science Gallery, Dublin, Ireland, Business Models for Partnerships
  - TDIC Abu Dhabi, Master Plan
  
- 2009**
  - Ibercaja Bridge Pavilion, Spain, Concept Development, Functional Planning
  - Las Vegas Art Museum, Facilities Planning, Management Consultancy
  - Marina Bay Sands ArtScience Museum, Singapore, Exhibition Planning, Design and Implementation
  - Museo Guggenheim Bilbao, Strategic Planning, 2004-06, 2008-09
  - The National African American Museum of History and Culture, Smithsonian Institution, Facilities and Management Planning
  - New York Economic Development Corporation, Economic Impact Study
  - Ontario Ministry of Tourism, Cultural and Heritage Tourism Paper
  - Peabody Museum, Harvard University, Boston, Massachusetts, Master Plan
  - Photography Gallery and Graduate Research Centre, Ryerson University, Toronto, Facility Planning
  - Royal Ontario Museum, Toronto, Audience Development
  - Santralistanbul, Istanbul Bilgi University, Visitor Research, Interpretation Services
  
- 2008**
  - College Art Association, New York, Strategic Planning
  - Beijing Association of Science and Technology, Building Re-Use Study
  - Design Museum, London, UK, Relocation Study
  - Institute for Emerging Issues, North Carolina State University, Strategic Planning Workshop
  - Koç Cultural Campus, Istanbul, Turkey, Facility Strategy
  - Le Laboratoire, Paris, France, Strategic Plan
  - Meymenet Han, Istanbul, Turkey, Adaptive Re-Use of Heritage Building
  - The Museum at Bethel Woods Center for the Arts, Liberty, New York, Materials Review, Training
  - National Art Museum China, Beijing, Facility Planning
  - University of Pennsylvania Museum of Anthropology and Archaeology, Strategic Planning Workshop
  - The Walters Art Museum, Baltimore, Strategic Plan, 1994-05, 1999-00; Strategic Retreat Facilitation, 2008
  
- 2007**
  - Allston Development Group and Harvard University, Situation Analysis
  - Dahesh Museum, New York, Relocation Study, Global Long-Range Planning
  - Governors Island Alliance, New York, Visioning Services
  - Maison de Radio France, Paris, France, Strategic Planning Services
  - Musée du Quai Branly, Paris, France, Audience Development Strategy
  - Silk Road Project, Strategic Plan, Evaluation Study

- Tafelmusik Baroque Orchestra and Chamber Choir, Music and Museum Initiative
  - Espace Nuage, Paris, France, Business Planning
  - Louvre at Lens, France, Museological Program
  - McMichael Canadian Art Collection, Kleinburg, Ontario, Strategic Visioning Exercise, Partnership Strategy
  - Orange County Museum of Art, Newport Beach, California, Master Plan
  - The New Center for Arts and Culture, Boston, Massachusetts, Master Plan
- 2006**
- Ellis Island, New York, Redevelopment Study, Concept Development
  - Lenbachhaus Munich, Master Plan Review
  - Saidye Bronfman Centre, Montreal, Strategic Planning
  - World Trade Center, Memorial Museum, New York, Institutional Planning, Visitor Services
- 2005**
- Cable Center, Denver, Strategic Planning
  - Calder Museum, The Calder Foundation, New York, Business Plan
  - Constitution Hill, Johannesburg, Consulting Services, Business Plan
  - Guggenheim Museum, New York, Consulting Services
  - Indianapolis Museum of Art, Strategic Planning
  - London's Children Museum, Concept Plan and Interpretative Strategy, Positioning
  - Kliptown, Soweto, South Africa, Ecomuseum Plan
  - Museum of the African Diaspora, San Francisco, Master Plan
- 2004**
- ArtsAccess Alliance, The Art Gallery of Ontario, the Woodland Cultural Centre, the MacLaren Art Gallery and the Thunder Bay Art Gallery, Feasibility Study, Business Plan
  - August Wilson Center for African American Culture, Pittsburgh, Project Management, Planning and Design
  - Brooklyn Museum of Art, Branding and Positioning Strategy
  - Cerritos Museum, California, Master Plan
  - Chicago Botanic Garden, Market Analysis, Branding and Positioning Plan
  - Edmonton Art Gallery, Facilities Plan
  - MacLaren Art Gallery and the Thunder Bay Art Gallery, Feasibility Study, Business Plan
  - Ottawa Art Gallery, Feasibility Study
  - Smithsonian Affiliations, Washington, DC, Cultural Alliance Initiative
- 2003**
- Flemish Holocaust Museum, Mechelen, Belgium, Master Plan
  - National Center for the Preservation of Democracy, Los Angeles, Strategic Plan
  - Tate London, Visitor Audit, 1992, 2002-03
  - Wadsworth Atheneum Museum of Art, Schematic Design Review
- 2002**
- The Cleveland Museum of Art, Strategic Plan, 1995; 2000-02
  - Dresden Castle, Germany, Circulation Study
  - Los Angeles County Museum of Art, Functional Program
  - The Jewish Museum, New York, Communication Strategy
  - Motown Museum, Detroit, Master Plan
  - Ontario Arts Council, Strategic Plan
  - Ontario Underground Railroad, Cultural Tourism and Marketing Study
  - Ross Creek Centre for the Arts, Canning, Nova Scotia, Feasibility Study

- 2001**
- Be'er Sheva Science Park, Israel, Design Review
  - Museum of Nature, Jerusalem, Master Plan
  - Suermondt-Ludwig Museum, City of Aachen, Germany, Mission Development, Positioning Study
- 2000**
- Cleveland Center for Contemporary Art, Planning Study
  - The Lowry, Salford, United Kingdom, Master Plan, Facility Plan
  - The Power Plant, Toronto, Millennium Project

# Dov Goldstein

## Principal Consultant



Dov Goldstein is an experienced producer and manager of permanent and temporary exhibitions and trade shows for both the public and private sectors. Dov is first and foremost an ideas person, with over 18 years of expertise, and a proven track record of successfully realizing both large and medium-sized projects through his determination, resourcefulness and sound team-based project management. Innovative works best bringing culture and commerce together, creating unique and strategic marketing opportunities for manufacturers, service providers and retailers.

Dov was jointly responsible for the planning and development of the public spaces for the Canadian Broadcasting Corporation's national headquarters. This large-scale project was conceived of as a series of interactive exhibits, events and amenities within the building to facilitate public understanding of and support for Canada's national broadcaster.

As Director of Exhibitions for Canada's leading design centre, the Design Exchange, Dov developed, produced and managed well over 50 design exhibitions working with some of Canada's most renowned architects and designers. In addition, he organized and managed several traveling exhibitions working closely with the most prestigious museums and design centres from around the world including the famed Vitra museum in Germany and France's Centre Pompidou.

Dov was responsible for the overall planning, coordination and implementation of the Interior Design Show, an annual, four-day consumer and trade event showcasing the very best in contemporary Canadian and international furnishings. As director, he not only exceeded budgeted revenue targets for both sponsorship and vendor sales but developed never before seen features, programs and floor layouts creating a whole new template for trade and consumer shows.

As a Lord Senior Consultant, Dov has participated and led visioning workshops, strategic planning, interpretive plans, market analysis and project management for a variety of local and international projects, including the National Centre for Jewish Heritage in Toronto, the Bahrain National Monument, and the King Abdulaziz Center for World Culture. Dov led the development of a feasibility study for the Rochester Arts Festival, and recently completed a business plan for the Sarasota Film Festival. He is currently leading the development of a feasibility study for a Film and Media Arts Center in Utah, and exhibitions strategic planning for the Toronto International Film Festival and the Design Exchange in Toronto.



## Brad Taylor

Brad studied History and Political Science at Wilfred Laurier University and went on to spend 9 years as a member of the Canadian Armed Forces. As a Commissioned Officer Brad served in varied duties/functions in the field, garrison, and at command level headquarters. He is a graduate of the Canadian Forces Staff College from both the Joint Operational Planning and Canadian Strategic Studies Programmes.

Following the military, he spent a seven year term in the private sector, five of those working as the Safety and Risk Manager for a large North-American wide transportation company. Brad joined the Ontario Public Service (OPS) in 2002. During the ensuing 14 years, Brad worked for three years at Emergency Management Ontario, leaving there to develop/establish the Ministry of Community Safety and Correctional Services, Emergency Management Program, and proceeding to the Ontario Provincial Police in 2008.

In his tenure, he has participated in the development/implementation of the Incident Management System Doctrine for Ontario, and in updating of the Provincial Emergency Response Plan, Provincial Nuclear Emergency Response Plan and their supporting plans. He has coordinated the development of and led/participated in numerous Municipal, Provincial, National and International Exercises on Emergency Management, Continuity of Operations, Terrorism, Nuclear Emergency, CBRNE, etc. He participated in Response Operations during the Blackout, SARS, Papal Visits, World Youth Days, etc.

While at the OPP, Brad participated in planning and operations for large scale major events such as North American Leaders Summits, US Presidential Visit, Olympic Torch Relay, and other regional events. Most recently Brad worked in planning for the 2010 G8/G20 Summits, Integrated Security Unit and was recognized with an OPP Commissioner's Recognition Award, and provincially with a 2011 Special Recognition Award in Planning. He went on to become the Operational Planning Lead for the 2015 Pan/Parapan American Games, Integrated Security Unit, leading the coordinated planning among 8 municipal police services, the Ontario Provincial Police and the Royal Canadian Mounted Police as the Chair of the Joint Operational Planning Group; during operations, going on to serve as the Planning Chief in the Unified Command Centre.

# Terry P. Wright



Name	Terry Wright, FCA
Position	Major Projects - Senior Adviser
Qualifications	Honors Bachelor of Commerce, 1979, Queens University, Kingston, Ontario Chartered Accountant, 1981, Fellow of the Institute, 2010
Experience	A senior executive with a record of success over a wide variety of national and international events, including more than 15 national and international events such as the Olympic, Commonwealth and Pan American Games, Goodwill Games, two World Expositions as well as a number of high profile domestic projects. Terry has spent the last three decades in significant planning and organizing roles for some of the world's most prestigious athletic competitions and, as such, has a unique insider's view of the triumphs and difficulties associated with the planning and delivery of successful major projects.
Sector expertise	<ul style="list-style-type: none"> <li>• <b>President, IPS Consulting Limited, Victoria, Canada (1994-2016).</b> Under Terry's direction, IPS provides expertise and leadership to major events, governments and corporations, with a focus on providing strategic advice on organizational concepts, coordination agreements with Government partners and strategic engagement as well as challenge resolution and negotiation. Recent clients since 2010 include Budapest 2024 Olympic Bid, Istanbul 2020 Olympic Bid, Sochi 2014 Olympic Games, Rio 2016 Olympic Games, Toronto 2015 Pan American Games, Calgary Sport Tourism Authority, KPMG Global Infrastructure Practice, Kinder Morgan Canada, Tennis Canada and the Krakow 2022 Olympic Bid, with a focus on Strategy, Event planning, legacy development, engagement and negotiation support.</li> <li>• <b>Executive Vice President: Games Operations for the Vancouver 2010 Olympic &amp; Paralympic Winter Games (2003-2010).</b> Terry's role included strategic planning as well as oversight of all key decisions regarding Games operations and services outside of the sporting activities and marketing/communications. His specific areas of responsibility included media and athlete villages, broadcast integration, logistics, transportation, security, event services, accommodation and food services and all facets of venue infrastructure as well as oversight of community engagement on all Olympic delivery plans.</li> <li>• <b>Vice President- Bid Development: Vancouver 2010 Olympic Winter Games (1997- 2003).</b> Terry led the development of the concept for hosting the Games in British Columbia, including the venues plan, and the conceptual plans for Transport, Accommodation, Villages, Culture and Ceremonies. Responsible for negotiating agreements for venue development, government funding, hotel accommodation commitments and the two Olympic Village projects, as well as the multiparty agreement which established the overall governance structure for the Organizing Committee. Responsible for oversight of the public outreach and engagement process on all aspects of the bid's operations.</li> <li>• <b>Co – Chief Operations Officer: 1999 Pan American Games.</b> Terry co-lead the Pan Am Games operations team, along with responsibility for the sponsorship and broadcasting functions, developing a strategy to deliver eleven major sponsors and 140 hours of Canadian TV.</li> <li>• <b>Chief Financial Officer: XV Commonwealth Games (1988-1994).</b> Terry led the business restructuring over a two year period to eliminate a forecasted deficit of \$100 million through initiating scope reductions, better operating practices and more effective sponsorship programs. Resulted in the first ever operating surplus for a Commonwealth Games.</li> <li>• <b>Director, Operations Control, Expo'86 Corporation (1983-1987)</b></li> </ul>



## Bio for Steve Urszenyi

Steve Urszenyi is a member of the World Health Organization (WHO) Virtual Interdisciplinary Advisory Group on Mass Gatherings and is a specialist in emergency preparedness. He is currently the Team Lead for the Province of Ontario's disaster response team, EMAT. Previously, he has held roles as: Senior Consultant with the Ontario Ministry of Health and Long-Term Care's Emergency Management Branch; Emergency Medical Manager for the Toronto 2015 Pan and Parapan Am Games; tactical paramedic with the Ontario Provincial Police; and Advanced Care Paramedic and supervisor with paramedic services in the Greater Toronto Area for over thirty years. Steve was born and raised in Toronto and is proud to still call the city his home.

## John Baker – Bio

John Baker has over 20 years experience in masterplanning, venue development and Overlay across multiple Olympic Games and other major events. John has had significant involvement in all stages of the life cycle of these events, from conceptual planning through to delivery, and has consulted to Bid Committees, Local Organizing Committees and Government. John was Vice President for Overlay, Broadcast Integration and Logistics for the recent Toronto 2015 Pan Am and ParaPan Am Games.

He has been responsible for Venue Design and Overlay projects for the Olympic Games of Sydney, Athens and Beijing, as well as the Doha 2006 Asian Games, Rio 2007 Pan Am/Parapan Am Games and the Delhi 2010 and Glasgow 2014 Commonwealth Games. He has also been involved in a number of Games bids, including the successful Rio de Janeiro 2016 Olympic and Paralympic Games Bid and bids for Istanbul (2020) and Budapest (2024)



INTELLIGENCE IN EVENTS



## **Event Knowledge Services – Corporate Overview**

Event Knowledge Services (EKS) is a leading specialist major event advisory company with an extensive pedigree in major multi-sport event delivery.

EKS and its senior management have been involved in supporting all Olympic Games since 2000 and have extensive event operations experience in relation to the Commonwealth Games, Asian Games and Pan American Games.

EKS senior management advised the International Olympic Committee in relation to the Olympic Agenda 2020 strategy and is the lead consultant in relation to re-engineering the Olympic Games bid process.

From 2001-2004, the EKS senior management team delivered the Olympic Games Knowledge Transfer Programme and worked directly with the IOC under Olympic Games Knowledge Services (owned by the IOC) before creating EKS under a cooperation agreement with the IOC.

EKS is the lead strategy and technical advisor to the Commonwealth Games Federation (CGF) and has supported the delivery of all Commonwealth Games since 2006 and is the CGF's technical advisor in relation to all CGF bid processes and bid evaluations.

EKS were the lead strategy and technical advisors for the successful Rio 2016 Olympic and Paralympics Games bid and were the lead consultants for the Istanbul 2020 and Krakow 2022 Olympic / Olympic Winter Games bids. EKS is currently the lead strategic advisor for the Budapest 2024 Olympic bid.

EKS have advised various nations and cities in relation to their major events strategy and continue to be the thought leaders in relation to knowledge management and transfer in the major events sector.



INTELLIGENCE IN EVENTS



## Jill Davies

### Title

Governance and Strategy Advisor

### Base Location

Australia

### Expertise

- Strategy and business planning
- Organisational planning
- Workshop facilitation
- Project management
- Command & Control
- Proposal drafting

### Event Experience

Krakow 2022 Olympic Winter Games Bid	<ul style="list-style-type: none"><li>• Lead Editor and Strategy Advisor</li></ul>
Istanbul 2020 Olympic Games Bid	<ul style="list-style-type: none"><li>• Lead Editor and Strategy Advisor</li></ul>
Australia 2018/2022 FIFA World Cup Bid	<ul style="list-style-type: none"><li>• Executive consulting and advice</li></ul>
Rio de Janeiro 2016 Olympic Games Bid	<ul style="list-style-type: none"><li>• Lead Editor and Strategy Advisor</li></ul>
London 2012 Olympic Games Bid	<ul style="list-style-type: none"><li>• Executive consulting and advice</li></ul>
Gold Coast 2018 Commonwealth Games	<ul style="list-style-type: none"><li>• Executive consulting and advice</li><li>• Workforce planning and organisational design</li></ul>
Glasgow 2014 Commonwealth Games	<ul style="list-style-type: none"><li>• Executive consulting and advice</li><li>• C3 planning and strategy</li></ul>
London 2012 Olympic Games	<ul style="list-style-type: none"><li>• Executive consulting and advice</li><li>• C3 planning and strategy</li><li>• Main Operations Centre operations</li></ul>
New Zealand 2011 Rugby World Cup	<ul style="list-style-type: none"><li>• Executive consulting and advice</li></ul>
Beijing 2008 Olympic Games	<ul style="list-style-type: none"><li>• Executive consulting and advice</li></ul>



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Australia 2003 Rugby World Cup	<ul style="list-style-type: none"><li>• Executive consulting and advice</li></ul>
Sydney 2000 Olympic Games	<ul style="list-style-type: none"><li>• Programme Manager of Command, Control and Communications</li></ul>
International Olympic Committee	<ul style="list-style-type: none"><li>• Consulting and facilitation support</li><li>• Knowledge Transfer</li></ul>
Australian Rugby Union	<ul style="list-style-type: none"><li>• Consulting advice and support</li></ul>
Events NSW	<ul style="list-style-type: none"><li>• Consulting advice and support</li></ul>

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### Other Experience

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MI Associates	<ul style="list-style-type: none"><li>• Principal</li></ul>
Art Exhibitions Australia Limited	<ul style="list-style-type: none"><li>• Assistant General Manager</li></ul>
KPMG Chartered Accountants	<ul style="list-style-type: none"><li>• Senior Accountant</li></ul>

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### Education

- Post Graduate Diploma in Australian Taxation Law & Commercial Law
- Bachelor of Economics/Accounting
- Chartered Accountant



## Craig McLatchey

### Title

Chief Executive Officer

### Base Location

Switzerland

### Expertise

- Executive Management
- Strategic Planning
- Event Governance
- Senior Leadership
- Programme Management
- Event Bidding Strategies

### Event Experience

Krakov 2022 Olympic Winter Games Bid	<ul style="list-style-type: none"><li>• Lead Strategic and Technical Advisor</li><li>• Project Executive</li></ul>
Istanbul 2020 Olympic Games Bid	<ul style="list-style-type: none"><li>• Lead Strategic and Technical Advisor</li><li>• Project Executive</li></ul>
Munich 2018 Olympic Winter Games Bid	<ul style="list-style-type: none"><li>• Strategic Advisor</li><li>• Participant in Evaluation Commission preparation activities</li></ul>
Glasgow 2018 Youth Olympic Games Bid	<ul style="list-style-type: none"><li>• Lead Strategic and Technical Advisor</li></ul>
Rio de Janeiro 2016 Olympic Games Bid	<ul style="list-style-type: none"><li>• Lead Strategic and Technical Advisor</li><li>• Project Executive</li></ul>
2022 Commonwealth Games	<ul style="list-style-type: none"><li>• Advisor to the Commonwealth Games Federation in the selection of a host city</li></ul>
2018 Commonwealth Games	<ul style="list-style-type: none"><li>• Advisor to the Commonwealth Games Federation in the selection of a host city</li></ul>
2014 Commonwealth Games	<ul style="list-style-type: none"><li>• Advisor to the Commonwealth Games Federation in the selection of a host city</li></ul>



International Olympic Committee	<ul style="list-style-type: none"><li>• Chief Executive of the IOC's knowledge transfer company, Olympic Games Knowledge Services</li></ul>
Commonwealth Games Federation	<ul style="list-style-type: none"><li>• Strategic and technical advisor to the CGF across its Games management activities, including coordination commissions, candidate processes, etc</li></ul>
International Rugby Board	<ul style="list-style-type: none"><li>• Senior consultant and strategic advisor</li></ul>
International Cricket Council	<ul style="list-style-type: none"><li>• Senior advisor</li><li>• 2007 CWC Review</li></ul>
Glasgow 2014 Commonwealth Games	<ul style="list-style-type: none"><li>• Senior advisor for strategy and operational planning</li></ul>
Delhi 2010 Commonwealth Games	<ul style="list-style-type: none"><li>• Senior advisor for strategy and operational planning</li><li>• Observer Programme management</li></ul>
Rio de Janeiro 2007 Pan American Games	<ul style="list-style-type: none"><li>• Senior advisor for strategy and operational planning</li><li>• Observer Programme management</li></ul>
Melbourne 2006 Commonwealth Games	<ul style="list-style-type: none"><li>• Observer Programme management</li></ul>
Torino 2006 Olympic Winter Games	<ul style="list-style-type: none"><li>• Observer Programme management (through the IOC)</li></ul>
Athens 2004 Olympic Games	<ul style="list-style-type: none"><li>• Observer Programme management (through the IOC)</li></ul>
Australian Olympic Committee	<ul style="list-style-type: none"><li>• Secretary General during three Olympic Games</li><li>• Director of Sport during two Olympic Games</li><li>• Consultant</li></ul>
Major Event Strategies	<ul style="list-style-type: none"><li>• Senior Strategy Consultant (Scotland and the North West, Yorkshire and Humber regions of England)</li></ul>
Sydney 2000 Olympic Games	<ul style="list-style-type: none"><li>• Board Member</li></ul>
Australian Swimming	<ul style="list-style-type: none"><li>• Executive Director</li></ul>



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Olympic Games 2000 – 2018

- Various consulting roles providing strategic advice and support
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### Other Experience

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Event Knowledge Services (EKS)

- CEO
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### Education

- Harvard Business School – Management Executive Programme
- Bachelor of Applied Science

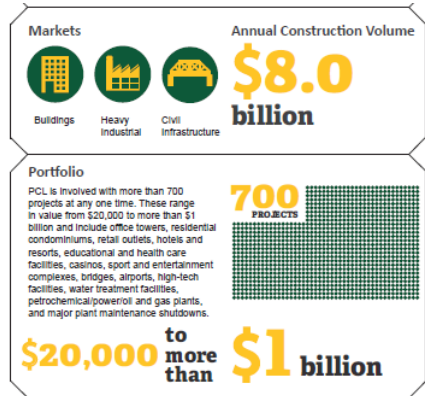


# PCL OVERVIEW

## CORE BUSINESS FOCUS AND BREADTH OF SERVICES

PCL Constructors Canada Inc. is a 100% employee owned group of independent construction companies that carries out work across Canada, the United States, the Caribbean, and in Australia. These diverse operations in the **buildings, civil infrastructure, and heavy industrial** markets are supported by a strategic presence in 31 major centres.

Established in 1906, the PCL family of companies is the **largest general contracting organization in Canada**, a position we have held for more than 30 years, and the 6th largest in the United States. With approximately 70% of our work performed in Canada and 30% in the United States, and with annual billings of \$8B, our sound market position and solid financial status enables PCL to deliver added value to all of our clients.



PCL is involved with more than 700 projects at any one time. These range in value from \$20,000 to more than \$1B and include: public sector Alternative Finance and Procurement (P3/Design-Build) infrastructure projects (federal, provincial and municipal); hospitality and entertainment facilities such as casinos, theatres, stadiums and arenas, hotels and resorts, and all manner of mixed-use retail/commercial developments.

## TORONTO DISTRICT — YOUR ONE-STOP SOLUTION PROVIDERS

Responding to the demands of a dynamic marketplace, PCL Toronto (with over 500 employees) is strategically organized into Integrated Business Units (IBUs) to provide specialized construction skills and experience in the areas of Major Projects (see Table with relevant hospitality examples below); Retail (boutiques to shopping centres); Residential (hotels); Building Revitalization; and Special Projects (ie. high-end custom fit-outs). In addition to this sector expertise, PCL also offers clients the value-added benefit of our in-house 'Expert Services Group' including specialists: Building Systems, Building Structures, Building Envelope, Virtual Construction (BIM Modeling), Sustainable Construction (LEED® consulting), and Offsite Manufacturing and Modular Construction.

## PCL COMPANY SIZE



## GEOGRAPHICAL LOCATIONS

The PCL family of companies is a group of independent construction companies in Canada, Australia, the Caribbean and the United States that carry out diverse operations in the civil infrastructure, heavy industrial, and buildings markets. These diverse operations in the buildings, civil infrastructure, and heavy industrial markets are supported by a strategic presence in 31 major centres.



## RELEVANT EXPERIENCE OVERVIEW

BUSINESS FOCUS	BREADTH OF SERVICES
<p><b>P3/AFP and Design Build:</b> Due to our unique approach to maximizing value for lowest cost, combined with the strength of our balance sheet, PCL is one of Ontario's most trusted risk partners.</p>	<ul style="list-style-type: none"> <li>• Maximizing value for lowest cost / Partnering / Integrated + collaborative / fast-track / On Time On Budget project delivery services</li> <li>• 21 Infrastructure Ontario P3/design-build projects (ie. \$201M DBFM Durham Consolidated Courthouse and \$897M federal P3/DBFM Communications Security Establishment Canada Long Term Accommodation (CSEC) Project with WZMH).</li> <li>• Canada's most prolific Design-Build/P3 constructor (awarded over \$8 billion of projects in five different provincial jurisdictions)</li> </ul>
<p><b>Assembly-type / Multi-seat Theatre-style facilities</b></p> <p>PCL has delivered over 160 theatre projects (performance/movie), 110 convention centre projects (new + expansion), and over 130 arena projects (see below); all multi-seat, assembly-type facilities</p>	<ul style="list-style-type: none"> <li>• Four Seasons Centre for the Performing Arts, Toronto</li> <li>• Toronto International Film Festival (TIFF) Bell Lightbox, Toronto</li> <li>• Royal Conservatory of Performing Arts (Telus Centre), Toronto</li> <li>• Living Arts Centre, Mississauga, ON</li> <li>• Dr. Phillips Center for the Performing Arts, Orlando, FL (2,700 seat amplified hall for large, Broadway style performances with supporting public and back of house spaces.</li> </ul>
<p><b>Entertainment Destinations</b></p> <p>PCL has constructed some of the world's most iconic entertainment destinations in North America including, for example, upwards of 60+ hospitality/resort projects for Disney</p>	<ul style="list-style-type: none"> <li>• Ripley's Aquarium of Canada, Toronto</li> <li>• Downtown Disney / Disney Springs, FL</li> <li>• LEGOLAND Florida (largest LEGOLAND theme park in the world)</li> <li>• The Wizarding World of Harry Potter, Orlando, FL</li> <li>• Nickelodeon Universe at Mall of America, Bloomington, MN</li> <li>• Atlantis Hotel Casino Resort (Phase III), Nassau, Bahamas</li> <li>• American Dream (\$1.5B, 1.3M SF retail and entertainment complex), NJ</li> </ul>
<p><b>Hospitality / Retail</b></p>	<ul style="list-style-type: none"> <li>• Toronto Eaton Centre Retail Revitalization, Toronto</li> <li>• West Edmonton Mall (reputed as the most comprehensive retail, hospitality, and entertainment complex on Earth, and Alberta's number-one tourist attraction), Alberta</li> <li>• Nickelodeon Universe at Mall of America, Bloomington, MN</li> </ul>
<p><b>Assembly-type / Stadium + Arena facilities:</b></p> <p>PCL has built over 50 arena/sporting facilities across north America, and at least 23 in Canada, 7 in Toronto.</p>	<ul style="list-style-type: none"> <li>• Air Canada Centre (original and expansion);</li> <li>• Rexall Centre;</li> <li>• CIBC Pan Am/Parapan Am Aquatics Centre and Field House</li> <li>• BMO Field (including the current NFL expansion);</li> <li>• Hershey Centre and the subsequent Twin Rink Arena Expansion and the</li> <li>• Sports Complex at Hershey Centre;</li> <li>• Ricoh Coliseum</li> </ul>



**CONSTRUCTION LEADERS**

Chris Rick, B.A.Sc., P.Eng  
Project Director, Alternative Financing and Procurement Projects  
PCL Constructors Canada Inc.



As Project Director, Alternative Financing and Procurement (AFP) projects, Chris is responsible for the pursuit and preconstruction of AFP projects in Ontario. Over the past 10 years, Chris has led 23 social infrastructure P3 project pursuits with a construction value exceeding \$7.3 billion.

Chris has gained significant operations and management experience during his twenty eight years in the construction industry. Prior to joining PCL in 2006, Chris was an executive for a large Canadian contractor, where he was responsible for their Toronto buildings division.

Chris holds a bachelor of science degree in civil engineering from Queen's University.

# # #



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