



World Expo Canada Bid Corporation
Suite 5300, 66 Wellington Street West, TD Bank Tower
Toronto, ON M5K 1E6

EX18.7 Appendix A-Part 1

October 13, 2016

Peter Wallace, City Manager
City of Toronto
100 Queen Street West
Toronto, ON
M5H 2N2

Dear Mr. Wallace,

On June 7, 2016 Toronto City Council voted to accept the motion “to accept the offer of a privately funded feasibility report to determine the incremental cost and associated benefits with hosting Expo 2025 and request the City Manager to participate in the establishment of the Terms of Reference for the feasibility report.”

The Feasibility Study Team of the World Expo Canada Bid Corporation worked with you and senior City staff to establish a Terms of Reference. It was shared with all levels of government and our team then proceeded with the Feasibility Study once the parameters were agreed upon.

We present to you the Feasibility Study – Final version. Our team received feedback and suggested revisions from your City staff and team based on your own peer review. This was done with the goal of presenting the most accurate information to City Council to enable them to make an informed decision in a timely manner.

We look forward to presenting the results of the Feasibility Study – Final version at the Executive Committee meeting on October 26, 2016.

Sincerely,

A blue ink signature of Ken M. Tanenbaum.

Ken M. Tanenbaum
President, World Expo Canada Bid Corporation

A black ink signature of Cynthia Wilkey.

Cynthia Wilkey
Director, World Expo Canada Bid Corporation

A black ink signature of Claire Hopkinson.

Claire Hopkinson
Director, World Expo Canada Bid Corporation

1 attachment

cc:

- Government of Canada: Elliott Lockington, Special Assistant Policy, Office of the Honourable Mélanie Joly, Minister of Canadian Heritage
- Province of Ontario: Richard McKinnell, Assistant Deputy Minister, Tourism Planning and Operations Division, Tourism Policy & Development Division, Ministry of Tourism, Culture & Sport
- Expo 2025 Canada Steering Committee

WORLD EXPO CANADA 2025

Feasibility Study

EXECUTIVE SUMMARY

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- TAB B Projected Attendance, Operating Budget & Economic Impact (PricewaterhouseCoopers)
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World Expo Canada 2025

Feasibility Study

Executive Summary



October 2016

World Expo Canada 2025 Feasibility Study Synopsis

This Feasibility Study addressed a number of considerations across a wide array of relevant areas, as per the Terms of Reference. Two overarching considerations guided the study:

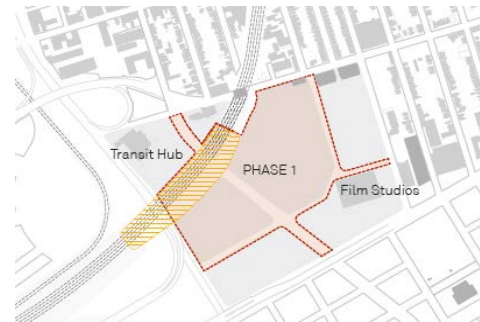
1. Can it be done? Site Analysis

A detailed site analysis proved that it is feasible for Expo 2025 to be hosted in the Port Lands given the numerous associated complexities. It must be clear that this feasibility is contingent on the following conditional elements:

- A. Lower Don River Flood Protection:** must be completed in line with Waterfront Toronto's current timelines. Specifically, funding approval must be given by spring 2017. Any delays to this timetable for funding represents significant exposure to increase project costs and risks.



- B. Unilever East Harbour RER station and rail link:** must be complete to provide a mass transit solution.



- C. The establishment of Expo 2025-specific planning bodies, in the City and Province:** to expedite approvals in order to alleviate risks and pinch points with respect to project schedules.



World Expo Canada 2025 Feasibility Study

Synopsis

2. Incremental Capital Investment: *Financial Analysis*

Develop a detailed breakdown of costs which highlights the true, incremental cost of the event to government and the advancement of long-term capital projects which are currently forecast for the site.

Methodology:

The financial analysis focused on identifying the **incremental cost** of the event to government. A core principle of the master planning exercise was to minimize incremental cost by aligning wherever possible the needs of the event with the City's existing assets and facilities, and importantly, the City's long term plans. The "*Incremental Costs*" are those exclusive to Expo 2025. The "Planned Costs" are those which are included in the City or Waterfront Toronto's long-term plans.

Certain projects have been **explicitly excluded** from this assessment. This includes the **Port Lands Flood Protection works**, the **Unilever RER Station**, the **Queens Quay LRT**, the **Broadview LRT** and the **Gardiner Expressway rehabilitation project**. These projects are assumed to have been funded and completed by 2025, independent of the Expo. Of the foregoing, only the Flood Protection and RER are essential for Expo 2025.

The Feasibility Study recognizes that these conditional elements and many projects associated with "Planned Costs" are not currently funded. It is also recognized that there exists challenges for finding appropriate funding mechanisms to accelerate aspects of their delivery. These mechanisms could include borrowing against future development charge revenues (financing costs of advancing such expenses are included herein), pre-selling land, joint-ventures, etc. However, it should be noted that the Feasibility Study did not set out to determine funding sources, rather just highlight the incremental cost of the event and how it can align with a City's long-term plans.

Financial Conclusions:

- **Incremental Cost (to Government): \$1.91 billion**
- **Planned Costs: \$1.06 billion**
- **Direct Tax Revenues: \$1.26 billion**

World Expo Canada 2025 Feasibility Study

Executive Summary

Introduction

In July 2016, World Expo Canada Bid Corporation (“WECBC”), separately retained a number of consultants to assist in the preparation of a Feasibility Study in relation to a potential future bid for a Registered Exposition in 2025.

The scope of work undertaken by the team included research and analysis into:

- What is an Expo?
- Site Analysis and Concept Masterplan;
- Budget Considerations;
- Legacy benefits: and
- Other considerations, including health & safety, security, fire and EMS.

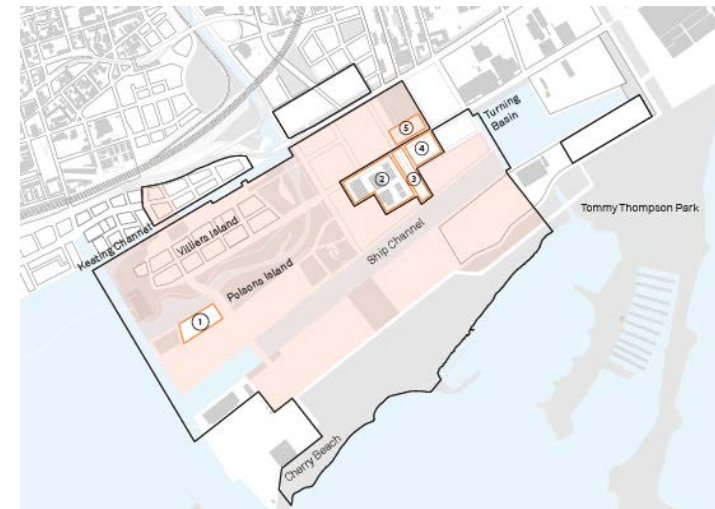
The consulting team contributing to WECBC’s Feasibility Study included:

- **Arup**, who conducted a high-level site analysis, masterplan, transport and infrastructure assessment;
- **Hanscomb, PCL, RLB** and **John Baker** served as sub-consultants to Arup;
- **PricewaterhouseCoopers LLP** (“PwC”), who conducted a high-level evaluation of projected attendance, prepared a preliminary operating budget and evaluated potential economic impacts;
- **Lord Cultural Resources** (“Lord”), who examined social and cultural legacy opportunities;
- **Brad Taylor**, who undertook a strategic security review;
- **Terry Wright**, who authored a paper on the governance framework for Expo 2025;
- **Steve Urszenyi**, who authored a report on health and medical system preparedness;
- **The Wellesley Institute** authored a health and health equity impact assessment;
- **Toronto Fire Service**, who provided input on fire protection services; and
- **EKS** provided input into the visioning and legacy proposition.

Copies of each consulting team member’s report is attached to this Executive Summary in a separate tab. A summary of the stakeholder consultation and engagement process undertaken by the Expo 2025 Canada Steering Committee is also included.



Study site location – Toronto Port Lands



Land Availability

World Expo Canada 2025 Feasibility Study

Executive Summary

What is an Expo

A World Expo is a global event which aims to educate the public, share innovation, promote progress and foster cooperation. Held every five years, Expos provide an opportunity for the development of new ideas and innovations that will address the challenges facing humanity.

A World Expo is organized by a host country and invites other countries, companies, international organizations, the private sector, the civil society and the general public to participate. Due to the diversity of its participants, from top decision makers to children, Expos offer a multifaceted event where extraordinary exhibitions, diplomatic encounters, business meetings, public debates and live shows take place at the same time.

A World Expo is not a consumer event, but rather is a six-month forum which attracts nations, international organizations and corporations to facilitate trade, innovation and commerce. As an operation, World Expos are, for the most part, operated to break-even.

World Expos are a “Mega Event” which are, in some ways, analogous to Olympic Games in their combined power to provide host cities with a heightened profile on a world stage through bringing real economic opportunities, investment and business visitors. Mega events of this scale can act as a catalyst for transformative regeneration opportunities and provide a tangible economic boost that extends across supply-chains, jobs and the entire country.



World Expo Canada 2025 Feasibility Study

Executive Summary

Countries bid to host the World Expo for a variety of reasons:

- As a unique and unparalleled way of promoting a city and country, its culture and tourist attractions, its business credentials and its global status;
- As a way of attracting millions of visitors and delivering significant business opportunities through trade and investment deals;
- As a means of demonstrating leadership in bringing nations and citizens together to discuss solutions for the problems the world is facing; and
- As a powerful way to kick-start the physical redevelopment of a greenfield or urban brownfield site while leaving behind a major legacy.

Why Bid for an Expo

Hosting a World Expo on a portion of the Port Lands in downtown Toronto is seen as helping catalyze the long anticipated redevelopment and repositioning of these lands into the city's consciousness and onto the world stage. The fixed deadline of the Expo opening day will drive the completion of critical "enabling works" including the introduction of naturalized flood protection and the realignment of the Don River and transit works.

The Expo itself could act as a showcase for government investment in ambitious initiatives and agendas that are already planned, including the opportunity to create a place that can be reflective of the government's innovation, climate change and smart cities agendas. The legacy site could act as a catalyst to Toronto's ambitions to create physical and virtual corridors to other knowledge and technology hubs distributed around the region and country.



World Expo Canada 2025 Feasibility Study

Executive Summary

Site Analysis, Masterplan, Transport and Infrastructure

The Port Lands site has been identified as the most viable site for hosting the World Expo Canada 2025 as it has the necessary capacity and can fulfill the requirements as specified by the Bureau International des Expositions ("BIE"). Based on discussions with Waterfront Toronto there is a unique opportunity in their planning for an Expo in 2025 as much of the core infrastructure can be in place but significant development works will not have taken place.

The Port Lands offer an area that could provide all the necessary infrastructure and provisions needed for a World Expo and can turn the underutilized site into a new urban asset that will exemplify the ambitions of a future sustainable, green, vibrant mixed use community and become a new piece of Toronto's revitalized waterfront.

Arup's site analysis report provides a high level assessment of the suitability of the Toronto Port Lands to host Expo 2025. The footprint requirements we have used are based on BIE guidelines and recent World Expos. The site has been reviewed in terms of location, scale, constraints and opportunities, connections to the transport network (especially transit) and dependence on the completion of other critical infrastructure projects. Arup considered the impact that hosting a World Expo in this location would have on Toronto before, during and after the event itself and the potential for the site to contribute to the stated aspirations of Canada, Ontario and the City Toronto. Arup developed a preliminary Expo masterplan concept alongside conceptual visualization.



Concept Masterplan

World Expo Canada 2025 Feasibility Study

Executive Summary

Masterplanning

In order to verify the spatial suitability of the Port Lands, Arup developed and tested a number of possible masterplans. The proposed masterplan is centered on Waterfront Toronto's existing framework plan. By adopting this plan for the Expo, it maximized the amount of legacy infrastructure that could be delivered, activated a number of important heritage buildings and showcased this new city quarter.

Transport

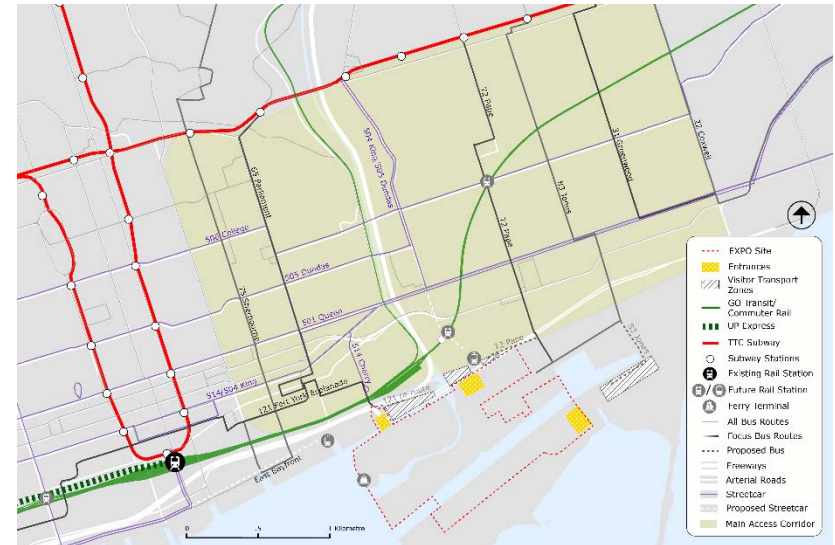
As with all large scale events, a multi-modal travel demand management approach was taken for the transport strategy, making use of transit, the road network and active mobility options. The strategy was integrated with the overall Expo planning to help ensure that Expo related travel demand is greatest outside general network peaks. The approach is concluded to make full use of existing and proposed transit, in particular the new transit hub and GO station in the First Gulf Site (East Harbour Development) which is considered an important part of bringing people to and from the Expo.

In addition, a range of temporary measures were proposed, taken from approaches implemented during the Pan Am Games, the CNE and at major events around the world, in order to help achieve increased accessibility to the site and discourage the use of private vehicles.

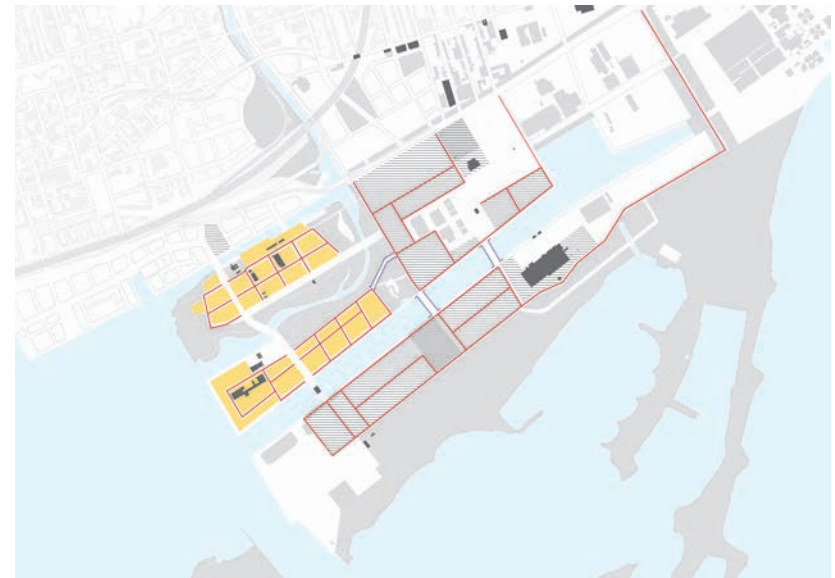
Infrastructure and Overlay

Key factors in the suitability of the Port Lands as a site for Expo 2025 are the timely completion of a number of planned critical infrastructure projects. The event infrastructure required to host a World Expo is a combination of temporary or “overlay” and permanent infrastructure.

The preferred masterplan would maximize the amount of permanent infrastructure installed in order that the site can be transformed into its legacy state in as short a time frame as possible.



Transit Connectivity



Permanent Infrastructure

World Expo Canada 2025 Feasibility Study

Executive Summary

Feasibility

Overall, the site analysis undertaken by Arup illustrates, at this preliminary stage, that it is feasible for Expo 2025 to be hosted in the Port Lands. The site is of a sufficient size and is comparable to previous World Expos. There are also viable transport solutions either currently planned or that could be implemented, coupled with appropriate demand management measures to bring visitors to and from the site.

Note that the feasibility of Expo 2025 is dependent on a number of requirements:

- Funding of and implementation of the Lower Don Flood Protection works, in line with current schedules with funding approval in spring 2017;
- Completion of the new GO station on the First Gulf Site (East Harbour Development) and associated capacity and infrastructure improvement works to the rail network by Metrolinx; and
- The successful implementation of an expedited process for City of Toronto and Provincial environmental approvals, both for infrastructure and building works for the Expo and interfacing projects.



World Expo Canada 2025 Feasibility Study

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Arup's initial site analysis is consistent with the Port Lands Masterplan prepared by Waterfront Toronto in that it allows for much of the infrastructure needed to support the Expo to be permanent. Additionally, Waterfront Toronto's Masterplan could allow a number of the Expo pavilions and facilities to be constructed as permanent facilities and planned with legacy in mind.

Opportunities

The study illustrates some key opportunities identified as part of the development of the masterplan, including:

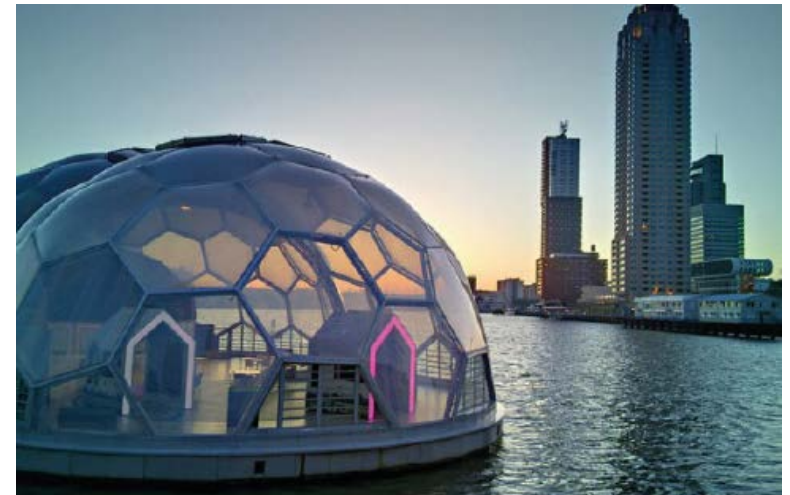
- **Building Reuse and Heritage.** The existing buildings across the site, in particular the heritage buildings, provide an opportunity for them to be reimagined and reused through the Expo and given legacy uses beyond. In addition the Expo and alignment with the Waterfront Toronto Masterplan presents an opportunity for the pavilions to be given permanent legacy uses. All of these help reduce the number of temporary structures required for the Expo.
- **Digital.** The Expo could showcase and connect start-ups, institutions and companies in this space and effectively act as an economic showcase for these companies on the world stage. This could help to enable the current 'Smarter Toronto' and position Toronto as not just a leading smart city, but the leader in capitalizing on the emerging global smart city market.
- **Barges Shipping and Modular Construction.** The unique waterfront location provides opportunities for the Expo through construction and operation. This includes participating countries prefabricating their pavilions and bringing them to site by boat, using the waterfront to host pavilions and stages through the Expo and bringing visitors to the site by boat.

Expo Capital Costs

World Expos, like major sporting events, require upfront planning and expenditures for land assembly, site preparation and site improvement to transform undeveloped or underdeveloped areas, including urban brownfields, into destinations able to accommodate large visitor-based events. In addition, a World Expo will require the construction of a number of temporary facilities, including pavilions, food and beverage facilities, administrative facilities and visitor comfort facilities.



Tate Modern, London UK



Floating Pavilion, Rotterdam

World Expo Canada 2025 Feasibility Study

Executive Summary

In estimating the capital costs required to facilitate the World Expo, Arup in conjunction with Hanscomb, identified associated site and building requirements and quantified the cost of such improvements. Site improvements have been classified into two distinct categories:

- **Planned Infrastructure Costs** which are costs associated with projects that have been included in the long-term plans of Waterfront Toronto and / or other levels of government. Although these projects are required to facilitate the Master Plan for Expo 2025, it is assumed that they will happen and their costs will be incurred regardless of Expo 2025 actually taking place. As such, while their costs are not directly attributable to Expo 2025, they will need to be advanced and therefore these acceleration costs have been taken into consideration.

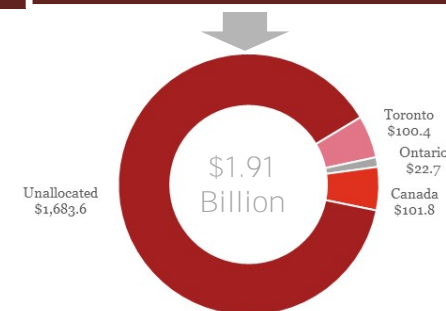
Many of these costs could be recouped from future land and / or building sales (as future purchasers would be acquiring improved sites and therefore not be required to make some of these expenditures) or their cost could be recouped from future development charges. To acknowledge the early expenditure of these items, the Feasibility Study has also included interest carrying costs.

- **Incremental Costs** are those costs which will be incurred solely as a result of Expo 2025 taking place and include costs for:
 - internal site infrastructure;
 - transit / traffic / access improvements;
 - site overlay costs;
 - Expo 2025 buildings and facilities, including 1,000 units of affordable housing; and
 - post-Expo 2025 site conversion to facilitate its eventual reuse.

In total, a World Expo is estimated to require a total up-front expenditure of **\$1.91 billion from the Government of Canada, Province of Ontario and the City of Toronto.**

COST SUMMARY	TOTAL COST (\$2016 millions)	City	Province	Federal	C / P / F TBD	Other
Planned Infrastructure Projects						
Planned Infrastructure Projects	683.146	683.146	0.000	0.000	0.000	0.000
Permanent Building Works	377.318	94.025	0.000	94.025	189.268	0.000
TOTAL PLANNED INFRASTRUCTURE COSTS	1,060.464	777.171	0.000	94.025	189.268	0.000

COST SUMMARY	TOTAL COST (\$2016 millions)	City	Province	Federal	C / P / F TBD	Other
Incremental Costs						
2025 Expo Site Improvements	111.904	0.000	0.000	0.000	111.904	0.000
2025 Expo Transport Improvements	293.524	0.000	0.000	0.000	293.524	0.000
2025 Expo Site Overlay Equipment and Supplies	240.000	0.000	0.000	0.000	240.000	0.000
2025 Expo Buildings and Facilities	1,730.929	21.267	21.267	86.542	972.952	628.902
Post Expo Site Clean-up and Handback	97.839	1.445	1.445	5.881	46.334	42.734
Acceleration costs of "Planned Infrastructure Projects"	106.046	77.717	0.000	9.403	18.927	0.000
TOTAL INCREMENTAL COSTS	2,580.243	100.429	22.712	101.825	1,683.641	671.635



World Expo Canada 2025 Feasibility Study

Executive Summary

Attendance

The number of individuals who visit a World Expo will be driven by a number of factors including the size of the local / regional market, the city's perception as a tourist destination, the Expo site itself and its theme and entertainment content, pricing and marketing, and the nature and number of exhibits and exhibitors.

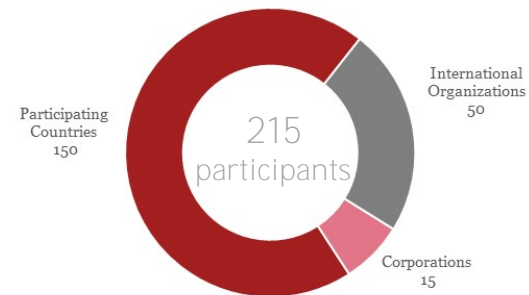
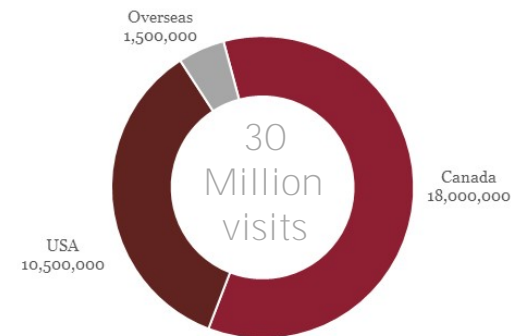
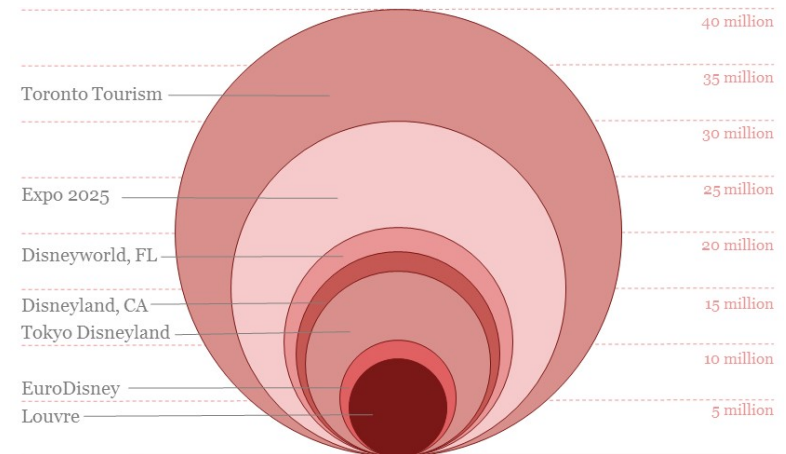
In reviewing Toronto's size, demographics, global status and position and future growth prospects against those of other recently held World Expos, it was concluded that a World Expo held in Canada and staged in Toronto in 2025 could attract total visitation in the range of 30 million. At such a level, a World Expo would be the single largest event ever to take place in Toronto, attracting more people that currently visit or attend some of the city's, province's, country's and world's largest tourist destinations.

In addition to attracting a range of people from within the GTA, from across Ontario, from other parts of Canada and from the United States and numerous overseas countries, it has been preliminarily assumed that a World Expo held in Canada and staged in Toronto in 2025 could attract 150 participating countries. In addition, it has also been preliminarily assumed that the World Expo would attract approximately 50 other "Official Participants" (including international organizations like the World Bank, Red Cross, United Nations, etc.), and approximately 15 to 20 other participants (including corporations).

Budget Considerations

Operating Revenue

A World Expo will generate operating revenue principally from ticket sales and sponsorships. Additional revenues can be sourced from sources as food and beverage / concession sales and catering, pavilion rentals, merchandise and licensing, entertainment ticket sales, parking, broadcast revenue and the sale of assets at the conclusion of the event.



World Expo Canada 2025 Feasibility Study

Executive Summary

Based on a number of assumptions, including an average ticket price of between \$35 and \$40, a World Expo held in Canada and staged in Toronto in 2025 is preliminarily estimated to generate **total revenue in the range of \$1,480 million to \$1,800 million**.

Operating Expenses

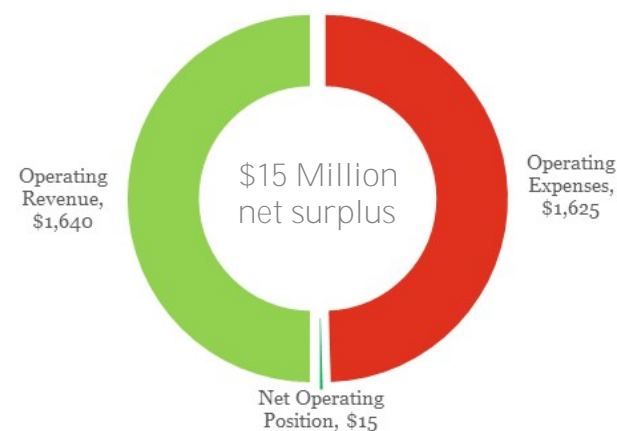
A World Expo will generally incur operating expenses associated with the planning for, organizing and staging of the event, and post-event when transitioning the site and its facilities to their long-term legacy use. Operating expense categories will typically include staffing, venue and grounds operating costs, programming, marketing and communications, overhead and administrative expenses, security and other expenses, including volunteer costs, essential services (including fire and EMS), royalty payments to the BIE, and in some instances, allowances to compensate land owners within or abutting the Expo site for either space rental, business interruption and / or relocation.

For the purpose of this assessment, it is preliminarily estimated that a World Expo held in Canada and staged in Toronto in 2025 could incur **total operating costs in the range of \$1,450 million to \$1,800 million**.

Net Operating Position

Utilizing the mid-point values from the identified operating revenue and expense ranges, and assuming the World Expo were managed to balance revenues against expenses, it may not be unreasonable for a **World Expo held in Canada and staged in Toronto in 2025 to achieve break-even operations**.

Estimated Operating Revenue & Expenses	
Operating Revenue	
Ticket Sales	\$1,125 million
Sponsorships	\$220 million
Other Revenue	\$295 million
Total Other Revenue	\$1,640 million
Operating Expenses	
Staffing Costs	\$170 million
Venue and Grounds Maintenance	\$215 million
Programming	\$300 million
Marketing and Communications	\$225 million
Office and Admin	\$250 million
Security	\$160 million
Other	\$150 million
Contingency	\$155 million
Total Operating Costs	\$1,625 million
NET OPERATING POSITION	\$15 million



World Expo Canada 2025 Feasibility Study

Executive Summary

Economic Benefits

The incremental benefits associated with the planning, physical site improvement, construction, staging, operations, visitor attraction and post-event transition of the World Expo and World Expo site were evaluated to assess those financial and other benefits that could be expected to accrue within Canada, Ontario and the Toronto region.

Attendance

As an initial step, total projected visitation of 30 million people was allocated between those projected to come from the **GTA (10.8 million visits)**, other regions in **Ontario (3.6 million visits)**, other regions in **Canada (3.6 million visits)**, the **United States (10.5 million visits)** and from **Overseas (1.5 million visits)**.

Incremental Visitation

From this distribution, total incremental visitation was estimated. In summary, almost **9 million unique incremental visitors** were identified, allocated between those who could be expected to require **overnight accommodation (5.8 million)** and those characterized as “**day-visitors**” (3.2 million).

Visitor Spending

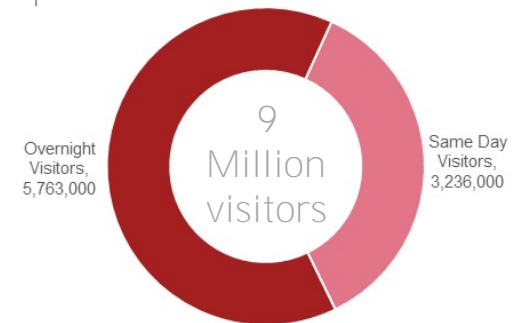
Total spending by the almost 9 million incremental visitors was then estimated based on estimates of total length of stay, average party size, whether visitors required commercial overnight accommodation or were likely to stay with friends and relatives. Based on this assessment, almost **\$2.8 billion in total incremental spending** was estimated.

Capital and Operating Expenditures

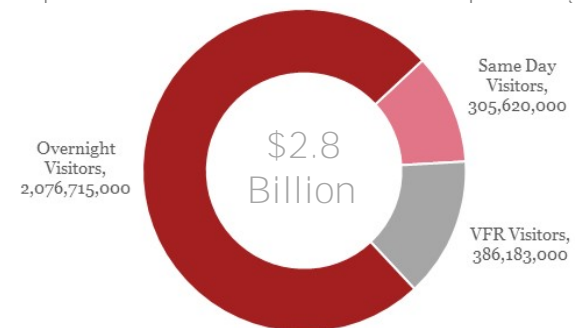
In calculating the potential economic impacts associated with improving the Port Lands and constructing the associated Incremental works and facilities, only net incremental costs were considered – costs associated with works identified as needed and envisioned to be undertaken in the future (i.e., Planned Infrastructure Costs) were not considered.



Expo 2025 Net Incremental Visitors



Expo 2025 Incremental Visitor Spending



World Expo Canada 2025 Feasibility Study

Executive Summary

Total incremental capital expenditures were estimated to be in the range of \$2,327 million. Including total preliminarily estimated operating expenses of \$1.625 million, total economic impacts associated with Expo 2025 were estimated to be:

Within Canada

- Almost \$8.2 billion in total incremental direct, indirect and induced spending
- Almost \$4.4 billion in total incremental direct, indirect and induced GDP impacts
- Almost 51,000 incremental person years of employment
- Almost \$2.9 billion in incremental employment income growth
- Approximately \$575 million in direct incremental tax revenue

Within Ontario

- Almost \$7.4 billion in total incremental direct, indirect and induced spending
- Almost \$4.0 billion in total incremental direct, indirect and induced GDP impacts

- Approximately 47,000 incremental person years of employment
- Almost \$2.7 billion in incremental employment income growth
- Almost \$550 million in direct incremental tax revenue
- Almost \$2.8 billion in total incremental consumer spending

Within Toronto

- More than \$6.1 billion in total incremental direct, indirect and induced spending
- More than \$3.2 billion in total incremental direct, indirect and induced GDP impacts
- Over 40,000 incremental person years of employment
- More than \$2.3 billion in incremental employment income growth
- \$133 million in direct incremental tax revenue
- More than \$2.5 billion in total incremental consumer spending

EXPO 2025 ECONOMIC BENEFITS	WITHIN TORONTO	WITHIN ONTARIO	WITHIN CANADA
Spending Impacts	\$6,142,000,000	\$7,377,000,000	\$8,180,000,000
GDP Impacts	\$3,262,000,000	\$3,958,000,000	\$4,365,000,000
Employment Impacts	40,100	46,900	50,800
Employment Income Impacts	\$2,310,000,000	\$2,692,000,000	\$2,899,000,000
Visitor Spending	\$2,510,000,000	\$2,769,000,000	\$2,769,000,000

EXPO 2025 ECONOMIC BENEFITS	TO TORONTO	TO ONTARIO	TO CANADA	TOTAL
Government Revenue	\$133,000,000	\$549,000,000	\$575,000,000	\$1,257,000,000

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Social / Cultural Legacies

Hosting a World Expo is also expected to give rise to a number of social and cultural legacies. These legacies are thought to emerge as both intangible, beneficial cultural / social impacts and visible built legacies at or around the Expo site and across the GTA. As an intelligent theme emerges around which the development of the Expo can focus, so too can the cultural / social and built legacies of the Expo logically emerge.

The cultural and social legacies of Expo 2025 should be defined and directed in association with the development of an important and relevant theme for the overall 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 its legacies will ultimately be, the overarching imperatives for any Expo will be to ensure that all residents benefit directly or indirectly. Legacies should extend beyond the physical footprint of the Expo site – legacies, whether tangible or intangible, must have an impact across the city, province and country.

Expo 2025, and the legacies that result from it, must also align with the priorities of the federal government, as well as with those of the Province and City of Toronto, including:

- Anti-poverty
- Priority Neighbourhoods
- Connectivity
- Clean Environment
- Diversity
- Opportunity

The social impact on Canada, Ontario and Toronto and its residents as an outcome of an Expo will encourage all residents to think about and engage in meaningful ways and be given the opportunity participate in civic conversations and debate beyond the duration of the event. These legacies will ensure that no one resident is left behind, and will champion inclusivity, provide digital connectedness for all residents and grant access to opportunity and foster a sense of empowerment.



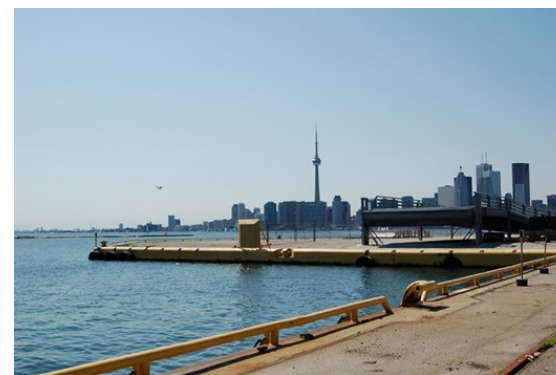
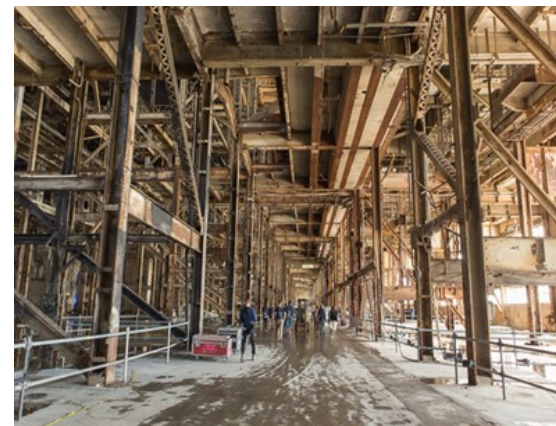
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The social and cultural legacies of Expo 2025 will also need align with Waterfront Toronto's cultural initiatives and strategies. Parks, structures and existing heritage buildings will need to be used during the Expo as pavilions and public spaces and remain after the Expo for cultural uses.

The following are preliminarily suggested social, cultural and physical legacies for a World Expo held in Canada and staged in Toronto in 2025:

- **Creative Community Hubs** – utilizing existing heritage buildings in the Port Lands as creative community hubs.
- **Aboriginal Museum and Park** – utilizing the Canada Pavilion as a showcase for Canada's Aboriginal population, including within it a national contemporary art gallery, and around it a park for pow wows and Aboriginal ceremonies.
- **Hearn Generating Station – Community Cultural Hub** – utilizing the Hearn as on of the Canada Pavilions and as a showcase for energy. Post Expo, the facility could be transformed into a technology hub.
- **Marine Passenger Terminal** – where a new terminal facility would be built.
- **Pluralism Pavilion** – during the Expo such a facility could serve as an international embassy; post-Expo it could be used as an Global Centre for Pluralism.
- **Toronto – Waterloo Corridor** – Expos can provide opportunities to demonstrate ideas related to, for example, clean energy, biomedical technology and digital communication. Ideas showcased at the Expo would be shown to millions of visitors as well as to potential partners and funders and positively impact this important sector and corridor.
- **Don River Valley Park** – supporting the creation of a new 200 hectare urban park with its southern end incorporated into the overall Expo 2025 site.
- **Bike Share Toronto** – during the Expo an expanded system could be implemented to provide an efficient means of access to the Expo site.



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Security

A strategic security review was completed building on recent experiences and lessons learned during recent large scale events staged in Canada and abroad (including the 2010 Vancouver Olympic Games, the 2010 G8 / G20 Summit, the 2012 London Olympic Games, the 2015 Pan Am Games, and the Milan 2015 Expo).

It is noted that large-scale international events such as an Expo are complex in nature, evolve dynamically throughout the planning phase and are modified during 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 drivers and over-riding factors include:

- Event Duration - 6 months;
- Held in a densely populated area;
- Local population is multinational and diverse;
- The event is supported / subsidized by multiple levels of government;
- Sponsorship from large multinational companies;
- Involves the participation of many other national / sub-national governments;
- Has significant public participation and attendance;
- Will include the attendance of multiple Internationally Protected People;
- The event will overlap other large scale / concurrent events (including, for example, Pride Week, Jazz Festival(s), Caribbean Festival, CNE, Canadian International Airshow, Toronto International Film Festival, Toronto Fringe Festival, Canada Day, Marathon(s), etc.); and
- Occurs in 9 years with potentially many unknown / unforeseen factors.

In developing the Strategic Security Plan, focus was given to:

- Threat assessments, including terrorism, internecine conflicts / disputes / wars, public order threats / extremism, and contributing factors; and

- Security planning, including concept of operations and key security concepts (governance, project management, intelligence-driven / risk-based approach, joint planning, accreditation, private security, fiscal responsibility, operational zones, controlled access zones, CONOPS, etc.).

For the purposes of the Feasibility Study, planning principles were developed along with some overarching assumptions. The initial forecast developed to secure Expo 2025, was developed to acknowledge the current threat environment with a moderate risk aversion, is in the range of \$158 million (unadjusted 2016 dollars), with a range of \$140 million to \$180 million dollars.

Governance

The Governance Overview is based on the assumption that all three levels of Government – Canada, Ontario and Toronto, will actively participate as committed members in the funding and oversight of the preparations for and hosting of Expo 2025 and further that the three levels of Government will have a shared view that hosting Expo 2025 represents an opportunity to showcase Canada, Ontario and Toronto as a major tourist destination and reinforce the role of Ontario and Toronto as major economic players in the North American and global economy and Canada as a leader in the international community.

Recent practice in Canada and abroad for major events suggests that a tripartite agreement should be developed between the three levels of government as part of the bidding process. In addition to the establishment of a World Expo 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 to ensure that legacy and long term urban plan alignment are managed and prioritised throughout the bidding and organizing phases.

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Health and Medical System Preparedness

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. It is assumed that Toronto Public Health would assume the role of lead agency in matters related to public health within the City of Toronto during Expo 2025. In this context, Toronto Public Health's activities would largely be focused on:

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

Based on the recent Pan Am Games, 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, an additional two FTEs would be dedicated for a year-long period to prepare for and manage the food outlet inspection program. 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.

The level of preparedness required for Expo 2025 will largely be determined by a provincial, national and local Hazard Identification and Risk Assessment ("HIRA"). 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 Expo Corporation.

Finally, and in keeping with past World Expos, Expo 2025 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 Expo 2025 Operating Budget. As such, the Expo Corporation could 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.

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Health and Health Equity Impact Assessment

Wellesley Institute (“WI”) undertook a health and health equity impact assessment of the plans for Expo 2025. This assessment took into account the six-month Expo and the potential impact Expo has to be a catalyst for City development and the Port Lands legacy projects.

WI notes that there are potential health impacts in each phase of development, including during planning and development (leading up to 2025), during the Expo itself, and after the event has finished. WI also notes that large scale projects have a physical and psychological impact on health, the deleterious effects of which can be decreased by good planning and the use of normal health protections.

From a social cohesion and social capital perspective, WI concludes that with a dedicated local revenue stream, Expo 2025 could drive the development of a national model for creating equitable opportunities for good jobs while enhancing public transit and connecting communities. With targeted revenue and consideration of existing City of Toronto plans, Expo 2025 could 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 to all Torontonians. It is also concluded that the proposed Expo 2025 plan to revitalize the underutilized Port Lands into a vibrant mixed-use residential, business and commercial area has the potential to improve the health and health equity of Torontonians.

Finally, WI notes that 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.

Toronto Fire Services

Toronto Fire Services (“TFS”) provided a preliminary estimate, from a fire protection perspective, of the costs that would need to be factored into a potential bid to host Expo 2025. TFS estimate that approximately \$10.8 million will be required to provide fire protection services on site at Expo 2025 while maintaining service levels across the city.

Stakeholder Consultation

A detailed consultation program was implemented to engage residents and community stakeholders. Sessions were held with Port Lands Community Stakeholders and Tenants involving some 12 groups, including the West Don Lands Committee. A Expo 2025 visioning session was also conducted and involved representatives from nine organizations, in addition to four members of the World Expo Canada 2025 Feasibility Study consulting team.

Members of the Expo 2025 Canada Steering Committee and Feasibility Study also reached out to 1,097 individuals, organizations, companies and groups. This outreach resulted in some 566 meetings regarding Expo 2025.

The consultation program also included social media and digital engagement (www.expo2025canada.ca and #Expo2025).

Bid Costs

Preparing and submitting a bid will require the completion of a number of studies and additional research, building on the preliminary observations and high levels plans and costings contained in this Feasibility Study. It is preliminarily estimated that a budget in the range of \$10 million to \$15 million should be reserved to prepare and submit a bid to host Expo 2025

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Summary

The Feasibility Study concludes that it would initially appear feasible for a World Expo in 2025 to be hosted in the Port Lands:

- The site is of sufficient size, and is comparable in size to previously held International Expositions;
- There are viable transport solutions with the necessary access points;
- Proximity to the city centre and waterfront location present an attractive event proposition with unique hosting opportunities and operational solutions;
- The alignment of existing city development plans and the Expo Master Plan facilitates a significant reduction in incremental cost; and
- The site provides the foundation for a compelling legacy vision.

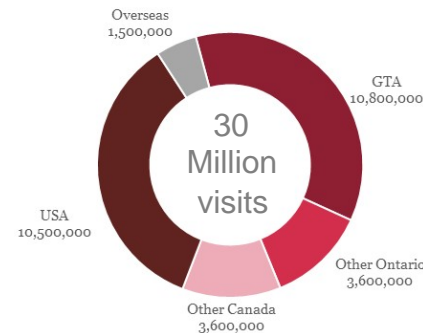
However, this feasibility is conditional upon the following:

- The completion of major city infrastructure and transport works including:
 - Lower Don Flood Protection; and
 - East Harbour RER station and rail link;
- The implementation of transport demand measures;
- The establishment of an Expo specific planning body to expedite approvals; and
- A thoughtful and structured approach to address construction coordination challenges.

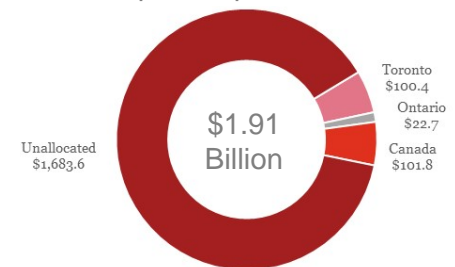
Should the prerequisites occur, it is preliminarily projected that a number of positive benefits could be generated from Canada's, Ontario's and Toronto's upfront investment of almost \$1.91 billion, including:

- The event is preliminarily projected to achieve break-even operations;
- \$1.26 billion in direct tax revenue to Canada, Ontario and Toronto;
- The development of 1,000 new affordable housing units;
- \$4.37 billion in total GDP impacts;
- the creation and / or preservation of 50,800 person years of employment;
- 9 million net new visitors spending almost \$2.8 billion; and
- Almost \$8.2 billion in total spending impacts throughout the economy.

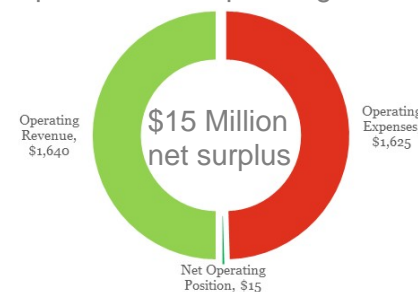
Expo 2025 Total Visitation



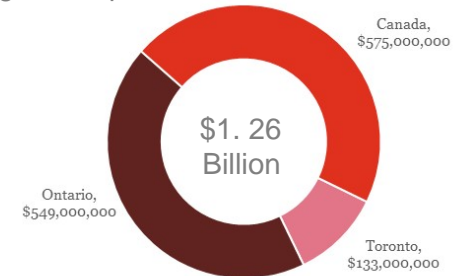
Expo 2025 Incremental Capital Expenditures



Expo 2025 Net Operating Results



Expo 2025 Tax Revenue



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NET INCREMENTAL INVESTMENT

- **\$650 million** The incremental and capital Expo investment (i.e., the direct Expo investments over and above existing transit, Port Lands and Waterfront investment already planned) once the tax generation back to all 3 levels is factored in

Over a 7-year period (starting in Budget year 2019 and up to 2025 inclusive), shared by 3 levels, this works out to under \$93 million a year

.....over 7 years.

