

EP11.23a

Attachment 2

NEXT PLACE

Exhibition Place Master Plan

Phase 1

Engagement Report

City of Toronto
City Planning Division

May 2020

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Land Acknowledgement

The City of Toronto acknowledges that the land covered by this Master Plan Strategy is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples, and is now home to many diverse First Nations, Inuit and Métis peoples. We acknowledge that Toronto is covered by Treaty 13 signed with the Mississaugas of the Credit, and the Williams Treaties signed with multiple Mississaugas and Chippewa bands.

1. INTRODUCTION !

1.1. *NEXT Place - Exhibition Place Master Plan Study*

In May 2019, City Council directed City Planning staff to undertake a Master Plan for Exhibition Place under the guidance of the recently completed Cultural Heritage Landscape Assessment, and in collaboration with the Province's Call for Development for Ontario Place. The first phase of the Master Plan study was undertaken over nine months in three project stages: Gather, Analyze and Evolve. Staff have completed a Proposals Report outlining analysis, findings and recommendations for consideration in future study phases.

A key component of the recommended study framework included Stakeholder Engagement. This report provides a summary of engagement activities that took place from June 2019 to February 2020.

1.2. *About this Report*

This Engagement Summary provides an overview of consultation undertaken as part of Phase 1 of the Exhibition Place Master Plan process, summarizing how the City's study team engaged with a wide range of citizens and stakeholders and what was heard. This report is broken out into the following sections:

Section 2: How We Engaged outlines the various consultation methods, events and tools used to engage the public and stakeholders, including a schedule of activities and summary snapshot of the number of people reached through this process.

Section 3: What We Heard provides a high-level summary of input received throughout the full engagement process, grouped by theme.

Section 4: Event Summaries provides more in-depth detail of feedback received at each of the scheduled consultation events that took place throughout the Phase 1 process.

Sections 2 and 3 serve as an Executive Summary describing the process and general outcomes of the Master Plan study engagement process; Section 4 provides a full documentation of comments received from various consultation activities. This report is intended to be read as a companion piece to the Exhibition Place Master Plan Phase 1 Proposals Report, prepared by the City of Toronto Planning Division in May 2020.

2. HOW WE ENGAGED !

The strategies emerging from Phase 1 of the Exhibition Place Master Plan process were informed by a robust and wide-reaching engagement strategy that included consultation in each of the three project stages. The study team worked with Exhibition Place staff and City Councillors to identify stakeholder groups and promote consultation events.

2.1. *Engagement Methods*

Project Web Page – The study launch included the establishment of a project-specific web page on the City of Toronto web site: www.toronto.ca/nextplaceplan. The web page provides background on the Cultural Heritage Landscape Assessment, as well as an overview of the Master Plan Study and contact information. The page was frequently updated with consultation materials and display panels from the three public open houses.

Public Open Houses – These open meetings, advertised via mailed postcards and social media postings, provided attendees an opportunity to view information posted on panels and speak with staff for further information. Some panels included an interactive component, inviting specific input from attendees about Exhibition Place, ideas for improvement, proposed strategies. The first two open houses also included presentations from staff and an opportunity for the public to ask questions.

Focused Meetings and Advisory Panels – Specific groups of stakeholders and advisors with a diverse range of expertise were consulted in focused meetings in each stage of the process, to gain insight that would help shape and guide the emerging Master Plan strategies. The groups consulted are listed below.

Presentations to the Board of Governors – City Planning Staff appeared before the Board of Governors on several occasions over the course of the study to give presentations, answer questions and receive feedback on the ongoing Master Plan progress.

Pop-up Consultation Events – During the summer and early fall, small staff teams brought the City Planning pop-up tent to public spaces and events throughout the city, such as street festivals, farmers' markets and transit stations. This included a full day at the CNE and a professional conference at the Beanfield Centre. Passersby were invited to engage with three display boards, indicating where they were visiting from, why and how they typically travel to Exhibition Place, and responding to aspirational images of potential improvements to the grounds. Staff also recorded feedback from one-on-one conversations.

Online Survey – From June – December 2019, an online survey was posted on the City's project web page and promoted on printed materials, in person and through social media channels. The survey comprised ten multiple-choice and free-form questions asking respondents about their current use and travel to Exhibition Place, what they like and do not like about the site, and what they would like to see. Participants were also invited to enter the first three digits of their postal code to help track the geographic locations of respondents.

Outreach to First Nations and Metis Communities – City Planning staff wrote letters of engagement to First Nations and Metis communities with an offer to meet about the study and gain further insight on directions forward.

Ongoing Social Media Outreach – The study team utilized Twitter and Instagram with a project hashtag (#nextplaceplan) to promote the study, participation in a photo essay, upcoming events and pop-up consultations. A targeted Facebook advertisement was used to promote one of the public open houses.

2.2. Groups Consulted

Over the course of the consultation process, between June 2019 and January 2020, City staff engaged with over 1,000 people from various constituencies. **Figure 1** shows the public engagement timeline up to Open House #3 on January 13, 2020. City Planning also held a workshop with tenants and clients on January 20, 2020 and appeared again before the Board of Governors on February 11, 2020.

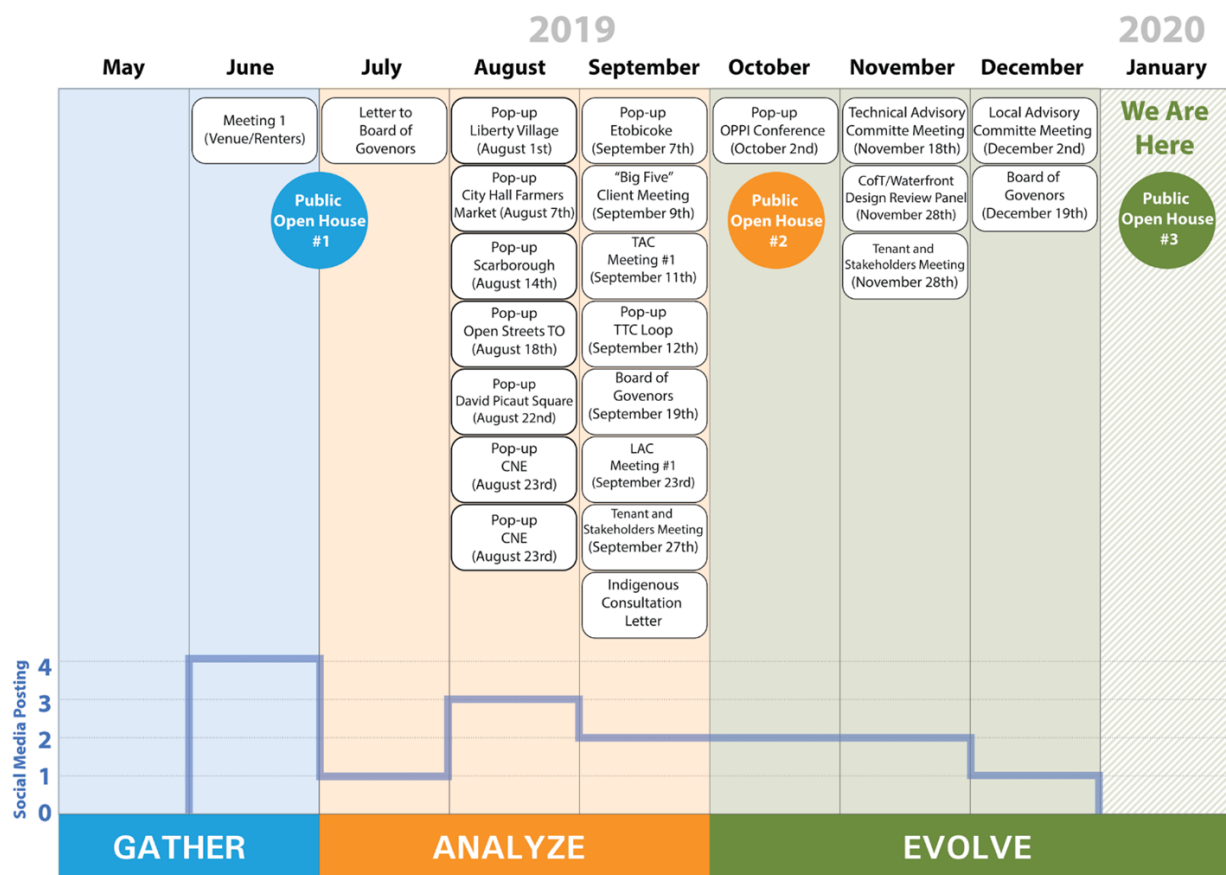


Figure 1: Phase 1 Public Engagement Timeline – image presented at Public Open House #3, January 13, 2020

In addition to the public at large, the study team engaged with specific stakeholder groups and advisory panels at numerous points throughout Phase 1:

- **Tenant Liaison Committee Meetings** – City staff presented and received feedback at meetings for tenants, clients, leaseholders and event organizers invited by Exhibition Place staff and hosted at the Beanfield Centre and Enercare Centre.
- **"Big Five" Client Group** – One meeting was hosted at the Beanfield Centre with representatives from the Canadian National Exhibition, Royal Agricultural Winter Fair, One of A Kind, National Home Show and Toronto International Boat Show.
- **Local Advisory Committee (LAC)** – Area residents' associations, business improvement areas and organizations were invited to provide input and participate in meetings held at the Fort York Visitor Centre.
- **Technical Advisory Committee (TAC)** – The study team consulted with representatives from various City divisions and agencies to gain technical feedback on emerging ideas.
- **Design Review Panel** – The study team presented emerging Master Plan strategies to a joint panel of both City of Toronto and Waterfront Toronto members.
- **Planning Review Panel** – The City's citizen advisory panel, comprising volunteer participants from across Toronto, provided input on the Exhibition Place Master Plan following a presentation at one of its regular meetings.



Figure 2: Display board showing origins of pop-up participants

2.3. By the Numbers: Outreach and Engagement

2.3.1. In-person and events

10	"pop-up" events	3	public open houses
10	meetings with stakeholder and advisory groups	3	presentations to the Exhibition Place Board of Governors
75,000+ !	promotional post cards distributed via mailout, in person at pop-up events, and at community facilities		

2.3.2. Online presence

12	promotional Instagram Posts
15	promotional tweets on CityPlanTO Twitter feed
142	days - online survey available

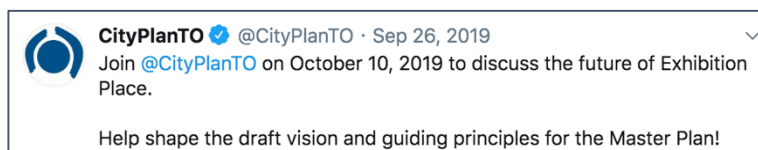


Figure 3: CityPlanTO tweet promoting Master Plan engagement

2.3.3. People reached

870+	connections made at "pop-up" events
350+	total online survey responses
170+	attendees at public open houses
30+	tenant and client organizations at Tenant Liaison Committee meetings

Public Meeting - Monday, January 13, 2020

NEXT PLACE

View the Emerging Master Plan Strategies for Exhibition Place

When: 6:00pm - 8:30pm

Where: Beanfield Centre at Exhibition Place
105 Princes' Boulevard - Room 201 ABC (Elevator available at North Entrance)
Limited Free Parking at Enercare Centre

Ward Councillor Contact:
Joe Cressy - Ward 10, Spadina - Fort York
Email: councillor_cressy@toronto.ca
Phone #: 416-392-4044

Chair, Exhibition Place Board of Governors:
Mark Grimes - Ward 3, Etobicoke - Lakeshore
Email: councillor_grimes@toronto.ca
Phone #: 416-397-9273

For more information: www.toronto.ca/nextplaceplan | nextplaceplan@toronto.ca | #nextplaceplan

Figure 4: Sample post card mailed and distributed to promote Public Open Houses

3. WHAT WE HEARD: KEY MESSAGES !

To prepare this summary of key messages, all feedback received was integrated and analyzed to identify common, consistent themes; areas of general agreement; and areas where participants had differing opinions. This high-level summary synthesizes feedback from all consultation channels. More detailed reports from each engagement activity are found in Section 4 of this report.

3.1. Public at Large

Several common themes emerged from the public at large, at open houses, pop-up events, and online survey responses. The most frequently heard comments are listed below:

Green Space/Parks

- Exhibition Place and its wide, open spaces provide an oasis centrally located in the city
- Provide more green spaces and walking paths
- Create better connections to the lake/waterfront
- Expanding parkland and green space can support economic development
- Establish a central open space/boulevard/anchor amenity
- Build a land bridge crossing Lake Shore Boulevard West

Attractions and Events

- Generally, there needs to be more to do on the grounds
- Expand year-round use of the site with seasonal activities, especially in winter to enliven the site (e.g. skating, ice festival, holiday market)
- Make better use of the Bandshell with more frequent concerts, music festivals and cultural events
- An open-air cinema would be welcomed
- Spaces and activities for children and youth are needed
- Provide more attractions or events that do not charge admission
- CNE and Royal Winter Fair should be maintained

Food

- Food options are limited within the grounds
- Provide restaurants and cafes and/or a food hall/market hall as a year-round attraction and amenity

Accessibility/Mobility #

- Exhibition Place is hard to access by transit, traffic congestion is a disincentive to coming
- "Last mile" connections need to be improved; consider shuttle service to and within the grounds
- More pedestrian-only spaces are needed
- Provide more cycling facilities, included separated bike paths
- Better crowd management is needed for large events
- An elevated, green walkway has potential but could also cut off the site
- Consider accessibility needs, families with strollers
- The site is difficult to navigate, better wayfinding is needed
- CNE is disruptive to daily commuters going between the Exhibition Loop and Liberty Village/GO station
- Bring the UP Express to Liberty Village
- Consider water transportation to/from the site
- Coordination with the future Ontario Line and terminus station is required
- Discourage through traffic on the site

Heritage

- Heritage character and buildings are defining features that should be preserved
- Repurpose older buildings with new uses
- Highlight the Indigenous history of the site

Innovation

- Make the space convertible, flexible, adaptable
- Implement green infrastructure and protect biodiversity
- Explore alternative/sustainable energy technologies for the site
- Consider innovative transportation solutions such as automated shuttles

Site Appearance and Character

- Too much concrete and surface parking
- Parking should be built underground and replaced with public open space
- The grounds are unwelcoming and desolate when empty
- Safety and security are a concern

Perceived privatization

- The grounds feel walled-off and closed to the public
- Concern that long-term leases granted to private interests limit public access to the site and its buildings
- Decision-making for the use of the land should be more transparent
- Consult with and create spaces for the community
- Public art should remain publicly accessible

Synergies with Ontario Place

- Seek better physical connections with Ontario Place
- The planning and development of the two sites must be aligned and work together

3.2. Tenants and Operators

In consultation meetings, tenants and operators utilizing the Exhibition Place grounds provided their perspectives, summarized thematically below:

Transit/Transportation Access

- Improving transit access and frequency of service to the site must be a top priority
- The travel experience to the events at Exhibition Place is an important component of the visitor experience and should be as convenient as possible
- Surge crowds during major events, or multiple events, put significant strain on access points to the grounds and must be addressed
- Improve the passenger experience and facilities at the Exhibition GO station, TTC loop and tunnel connection
- Providing an airport rail link and/or better connections to Billy Bishop Airport would offer Exhibition Place a competitive advantage

- Shuttles and moving walkways can help pedestrians cover long distances across the site !

Parking

- Visitor parking is a longstanding issue; existing shortage of available on-site parking can affect attendance.
- Year-round venues are affected when parking lots are taken out of use to stage major events
- Vehicle parking will continue to be needed for visitors, workers and exhibitors. Some segments of the population, and those who are coming from outside Toronto, will continue to come to Exhibition Place by car regardless of transit availability

Event Operations and Management

- Each show, festival or event utilizes the grounds differently; spaces should be flexible and adaptable for staging and setup purposes
- Access to the grounds should consider surge crowds, load-in and load-out requirements, truck turning movements and signal control
- Existing uses and operations should be better managed first, before introducing new ideas
- On-site solutions for trailer and exhibitor parking should be considered; consider ! designated areas !

General Comments

- Exhibition Place hosts a variety of events attracting large regional, national and ! international audiences and significant economic investment !
- The existing buildings are well used and generally programmed throughout the year
- Attention should be paid first to improving the quality of the site design, directional signage and wayfinding, pedestrian lighting and sheltered areas
- The Master Plan should be strategic about where open space is set aside for passive recreation and community use
- Strengthen connections to adjacent waterfront parkland
- Consider new technologies such as site-wide WiFi to attract new generations of visitors
- Coordinate stormwater management to reduce flooding on Lake Shore Boulevard West

3.3. *Technical Advisory Committee #*

City and agency staff offered the following key points of advice: !

- Exhibition Place is an important economic engine
- Reconfiguring parking to introduce open space features could be balanced and/or phased with transit improvements
- Better connections to the broader open space network could be achieved in the long term
- Leverage transportation investment and innovation opportunities
- Ensure accessible design

3.4. *Planning Review Panel*

- Improve the site's connectivity in all seasons, for all ages and all levels of ability.
- Improve aesthetic and physical elements, and highlight the site's heritage and history.
- Emphasize year-round access and outdoor winter programming and activities.
- Create a complete site with amenities such as a welcome centre, greater access to food, comfort stations, prayer spaces, shelters.
- Link on-site recreation to surrounding recreation trails and the water.

3.5. *Design Review Panel*

- Bolder ideas and a clearer inspirational vision are needed to capture the people's ! imagination. !
- Place greater emphasis on the Cultural Heritage Landscape Assessment.
- Prioritize "leading with the landscape".
- Support innovations in sustainability, mobility, and adaptations to climate change.
- "This is a place like any other, don't make it like any other place."

4. DETAILED CONSULTATION SUMMARIES

The following section provides an in-depth look at each of the public engagement opportunities available throughout the process, and detailed summaries of what was heard.

4.1. Public Open Houses

4.1.2. Open House #1

June 25, 2019, 6:00-9:30 pm

City Hall Council Chambers Lounge

City Planning launched the study with an Open House to engage with the public and seek preliminary input and ideas for the Exhibition Place Master Plan. The Open House included three overview presentations with opportunities for questions and comments from the public. The feedback was summarized as follows:

Describe the future of Exhibition Place

Inclusive
Communal Mom and Pop feel
Sustainable Adaptable Exciting
Connected Transformed A place to go
Vibrant Authentic Year round activities
Fascinating Collective space to share
Indigenous and grow Realm
history site Remained owned by
Toronto

5 Most Favourite Places to Visit

- Horticulture Building
- Horse Palace
- Princes' Gates
- BMO Field
- Enercare Centre

8 Most Discussed Themes

- More Green Space
- Attractions for Children
- Better Integration with Ontario Place
- More Food Options
- More Public Use of Heritage Buildings
- Keep CNE and Royal Winter Fair
- More Activities for the Community
- Better Public Access

3 Most Favourite Times to Visit

- CNE
- Royal Winter Fair
- Weekend



45 People Attended the Open House



How do you travel to and from Exhibition Place?

- 37% Walk
- 24% TTC
- 20% Bike
- 7% Car
- 7% Go Train
- 5% Uber/ Lyft/ Other

Figure 5: Summary of Public Open House #1

4.1.2. Open House #2

October 10, 2019, 6:00 to 8:30pm
Beanfield Centre, Room 201ABC

The purpose of the second open house was to seek feedback from the public on the draft vision, guiding principles and emerging ideas for the Exhibition Place Master Plan. 75 people signed in at the meeting.

The meeting was held in an open house format, with information display panels and staff available to answer questions. City Staff gave a presentation at 7:00pm, followed by an opportunity to ask questions and provide feedback. The following is a summary of what was heard and discussed during the question and answer session, as well as written comments received, grouped by theme:

Transparency

- A concern was raised about the guiding principle regarding 'transparency', noting the Board of Governors of Exhibition Place would provide greater transparency for decision making if a local community member was on the board. Staff noted that the objective of the Master Plan is not to recommend changes to the composition of the Board of Governors. The guiding principle regarding transparency is in recognition of the Master Plan process.
- The development process on the Exhibition Place grounds, and public involvement in the decision to locate and build a hotel (Hotel X) in particular, could have been more transparent.

Functional / Operational Needs

- Regarding the Master Plan idea to extend the Bentway onto the Exhibition Place grounds, consideration needs to be given to the existing users of this space, including storage areas under the Gardiner Expressway for the Royal Winter Fair and other events, the mounted police unit, and loading and unloading of animals along Manitoba Drive. Existing operational needs must be considered as part of future plan development.

Use of Buildings and Site

- The use of the Better Living Centre as a winter respite centre is not appropriate on the Exhibition Place grounds.
- Better use should be made of the Bandshell and surrounding grounds, as it was perceived to sit empty for much of the year. More concerts and events like a rib fest should be hosted, with lower ticket prices, to better utilize the space.
- Hosting the Air Show is noisy for area residents.
- Renting facilities at Exhibition Place is too expensive, leading many potential users to other locations.

- Clarification was sought on where future buildings were going to be located. Staff noted that the purpose of the Master Plan is not to confirm future buildings, but rather to identify locations where future buildings would be most appropriately located, should they be contemplated at a future date. Three sites were identified, including the area to the west of the Enercare Centre, the area west of the Stanley Barracks, and the area north of the Press Building.
- Features and activities formerly found on the Exhibition Place grounds, such as a carousel, rollercoaster and gondola, should be permanently brought back to the site to provide year-round activities.
- The City should explore tenants that provide greater amenity to the grounds, and appeal to younger populations, such as pop-up shops, beer/food halls, bars and cafes. A suggestion was made to utilize the "relax" area for Turkish baths.
- A concern was raised that a casino was being considered ! for the site. Staff confirmed ! that the Master Plan does not contemplate a casino, nor ! does the planning being undertaken at Ontario Place. !
- Options to better utilize BMO Field, outside of sporting ! events, should be explored.
- More public bathrooms are ! needed on site. !



Figure 6: Display boards at Open House #2, Beanfield Centre

Site Greening

- Additional parkland was viewed as needed, including restoring the community baseball diamond which was once on the site.
- A "minimum green space" target should be considered as part of the development of the Master Plan.
- Implementation of green infrastructure is a great idea; and the Master Plan should also consider biodiversity.
- Preserving and enhancing green space should be the first priority for the site.

Transportation, Transit and Parking

- The large amount of surface parking needs to be addressed/reduced, including providing parking in more efficient ways (e.g. underground). Reducing surface parking should be a high priority. Staff noted that it is an objective of the Master Plan to address parking, but that it must be balanced with the many needs of the site, including hosting events and staging areas. Staff noted that redevelopment of parking areas may be considered as part of future phasing and implementation items, and will be dependent on a number of factors including funding and the priority of the Board of Governors.

- The elevated walkway running north-south through the center of the site is not ideal as it could break up the site.
- A year-round traffic management plan needs to be considered, and needs to look at a broader area to consider impacts from adjacent areas, including extensive development occurring in Liberty Village. Staff noted that accommodating people and events on the site in the future will be increasingly dependent on the provision of transit.
- Exhibition Place should not provide opportunities for vehicular through-traffic, and should focus on pedestrian and cycling connections.
- Dedicated transportation to Exhibition Place should be provided in order to prevent spill-over into adjacent neighbourhoods, thereby increasing support of expanding the use of Exhibition Place and offering year-round events.
- New options for first-mile last-mile connections on the site, such as shuttles, are desirable. !

Broader Connections & Adjacent Neighbourhoods

- Opportunities to enhance additional connections for pedestrians and cyclists to neighbourhoods north of Exhibition Place including Parkdale and Liberty Village should be explored.
- Providing greater connections to the lake, and a location where people can access and enter the water for recreational opportunities, is desired.
- Safety of surrounding areas should be considered, with increased traffic and usage of Exhibition Place.

Keep it Public

- A concern was raised that Exhibition Place was slowly being privatized, including the privatization of parkland. Keeping the grounds public was seen as critical.
- Long-term lease arrangements have slowly undermined the Exhibition Place grounds as a public asset.
- Questions and comments about lease agreements, the process to lease buildings, and how leases are negotiated, emerged as a key concern, including comments regarding placing moratoriums on long-term leases.

Coordination and Best Practices

- Coordination of planning efforts with Ontario Place was seen as critically important. It was viewed that the entire area should be planned as a full precinct.
- Harbourfront Centre should be used as a local example and best practice for Exhibition Place, which removed surface parking and provided it underground, while animating the public realm.

Cultural Heritage

- There was concern expressed about existing heritage features on the site, including the disappearance of the flag pole at the Scadding Cabin, and the need to better care for existing heritage resources such as the Carillon Tower. It was noted that the Carillon bells are currently undergoing repair.
- Concerns were raised about the agreements struck between Hotel X and the use/repair of the Stanley Barracks, including leasing agreements. It was noted that more information was required to fully answer questions raised concerning the leasing and future use of the Stanley Barracks.
- It would be great to include the Indigenous community within the project. A potential option for the site could be to cede a building to Indigenous communities for their use, given the extensive Indigenous history of the site.
- There should be more cultural activities at heritage sites.

Consultation

- Consultation should extend to the many users of the site that travel from the 905 suburbs.

Implementation

- It was welcomed that the emerging Master Plan was aspirational, however the city's ability to implement the plan will be critical, including investing money into the site as a public asset, and not solely as a revenue generator.



Figure 6: Staff presentation at Open House #2

The following is a summary of comments collected on the information display panels which asked people to provide comments on the draft vision statement and guiding principles:

Removing Barriers / Making Connections / Prioritizing Transit

Enhance and promote pedestrian & cycling connections to adjacent communities, within, and through the site

- Consider safety on Martin Goodman Trail
- Consider safe bike parking for large events
- Proposed elevated pathway will take people off the street (i.e. off the site), whereas we want to animate the street and the site

Connect to the adjacent communities and create a better relationship to the rest of the City

- Consider a large capacity ferry to connect with the Harbourfront / Queens Quay

Prioritize public transit as the primary means to most efficiently move the greatest number of people to and from Exhibition Place

- Consider water transportation
- Consider transportation to/from the south side of Exhibition Place site, and to/from Ontario Place

Promoting a Clean and Green Environment

Maximize efficiency of site operations

- Consider removing parking lots on Gore Park and returning that parkland to the ! community

Creating Dynamic & Diverse New Places

Continue to develop an extensive public art collection

- Public art should remain on public land and not land lease to private entities

Building a Network of Spectacular Waterfront Parks & Public Spaces

Create a continuous green network by enhancing the public realm and maximizing green open space

- Don't build the raised path through the site, it will divide the site similar to how Lake Shore Boulevard and the Gardiner Expressway do
- Consider creating a community garden
- Part of the parking solution is to put some of the parking underground

Openness and Transparency/Responsiveness to the Broader Community & Stakeholders

Engage with the community and stakeholders throughout the Master Plan process and implementation

- Spaces for the community to build and participate – not only create for the community but with the community.

Open Panel Questions

What do you think about the vision statement? Did we miss anything critical?

- Consider addressing safety for people who use the area 24/7. Park spaces are not very welcoming after dark – consider public space lighting solutions that brighten when people congregate and are utilizing the space.
- Consider pedestrianizing internal roads unless an event is going on (e.g. The CNE). Good services need to be provided
- Consider creating a bike lane throughout the entire site and connect to the existing network
- There is no apparent world class sustainable attraction / anchor.
- Make better use of the Bandshell for events and concerts – it's currently underutilized.

4.1.3. Open House #3

**January 13, 2020, 6:00 to 8:30pm
Beanfield Centre, Room 201ABC**

The third open house provided an opportunity for the public to view the emerging recommended strategies and information about potential next steps. A series of 18 boards was displayed illustrating the Phase 1 process, Vision and Guiding Principles, emerging Structure Plan, Conceptual Strategy (Relax – Entertain – Exhibit), and key transportation directions. City staff were available to provide more detail and answer questions.

Approximately 65 people attended the meeting, 50 of whom signed in. Those in attendance were generally positive about the materials presented and the overall work to date. Several attendees appreciated these opportunities for public input, and that the plan is being developed with feedback from the public in mind. Other comments and questions were as follows:

- There should be an emphasis on community benefit within the Master Plan. The lands are becoming privatized through long term leases.
- There should be an opportunity for Indigenous presence and facilities on the site, and this should be emphasized.
- Question about what sort of use the Stanley Barracks will have post-restoration, and whether it will be open to the public.

- One attendee asked about opportunities for housing vulnerable people under the Gardiner.
- Overall, there were numerous questions about the timing of various transit improvements, and the Ontario Line in particular. Some asked about the specific transportation improvements in the structure plan, including improvements to cycling and pedestrian activity.
- One attendee asked whether the Liberty new street has been factored into the design of the streetcar extension to the Dufferin Loop. Another asked about the status of the proposed LRT on Bremner/Fort York Boulevard.
- One attendee questioned the proposal to extend the Bentway. Another question pertained to whether the City is considering taking down the Gardiner Expressway.

4.2. *Pop-Up Consultations*

Between August 1 and October 2, 2019, City Planning staff held 10 pop-up style consultation events to raise awareness of the Master Plan process, encourage participation in the online survey and at open house events, and seek preliminary feedback about how people engage with Exhibition Place. Events were held across the city, including two pop-ups on the Exhibition Place grounds, to gain a broad perspective of public opinion. The pop-ups took place at the following locations:

August 2	Liberty Village at Lynn Williams and East Liberty Street	2:00pm to 6:00pm
August 7	Nathan Phillips Square (Farmers' Market)	11:30am to 1:30pm
August 14	Albert Campbell Square at Scarborough Civic Centre	11:30am to 1:30pm
August 18	Yonge Street at Toronto Eaton Centre (Open Streets TO)	10:00am to 2:00pm
August 22	David Pecaut Square (Farmers Market)	11:30am to 1:30pm
August 23	Exhibition Place (CNE, south of BMO Field)	10:00am to 9:00pm
August 29	Mel Lastman Square (Farmers Market)	11:30am to 1:30pm
September 7	Bloor Street and Royal York Road (Taste of the Kingsway)	11:00am to 2:00pm
September 12	TTC Exhibition Loop	8:00am to 10:00am
October 2	Beanfield Centre (OPPI Conference)	10:00am to 4:00pm



Figure 7: Pop-up Consultations at Mel Lastman Square (left) and David Pecaut Square

In total, over 870 people interacted with the display boards and/or took part in conversations with staff at the pop-up events. Figure 6 shows the number of connections with people achieved at each event.

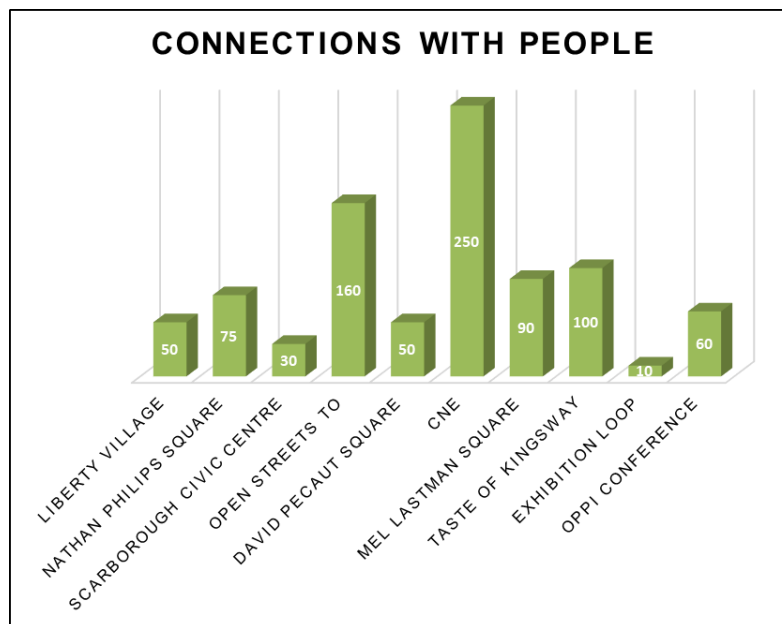


Figure 8: Connections made with people at pop-up events, by location

When people stopped in at the pop-up tent, they were invited to converse with staff and to place sticky dots on display panels to indicate their responses to the following questions:

- Where do you live?
- How do you typically get to and from Exhibition Place?
- What would bring you to Exhibition Place more often?

Figure 7 shows responses to the question, "Where do you live?" There were a total of 451 responses, with 316 respondents reporting they were from Toronto (70%). Toronto respondents are further broken down in Figure 8 by Community Planning District.

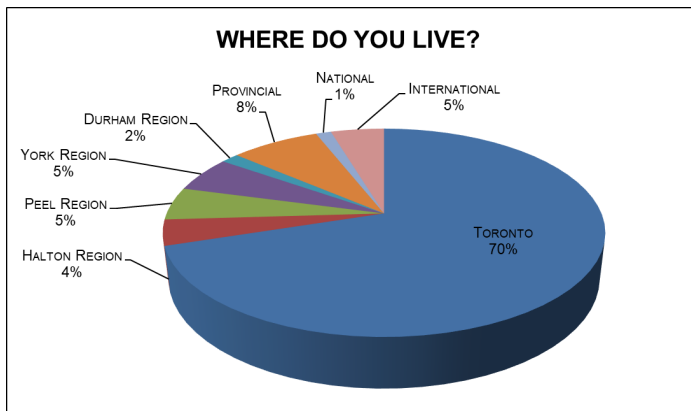


Figure 9: Total responses to "Where do you live?"

Figure 10: Responses from Toronto broken down by district

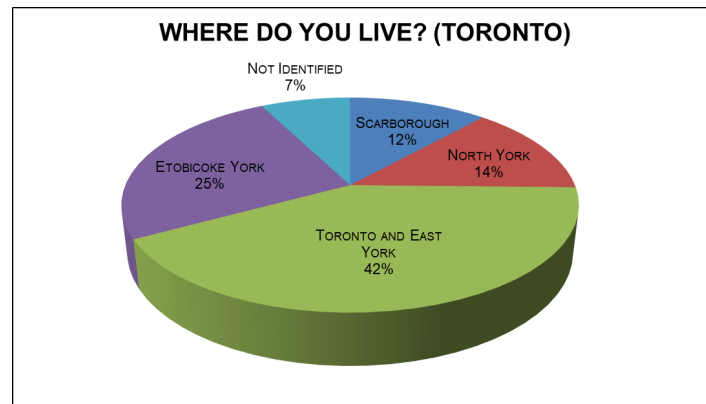


Figure 9 shows responses to the question, "How do you typically travel to and from Exhibition Place?" There were a total of 622 responses. The majority of respondents identified they use public transit (TTC or GO Train) as their most typical travel type to and from Exhibition Place, representing 64% of total responses (TTC: 231 respondents, GO Train: 131 respondents).

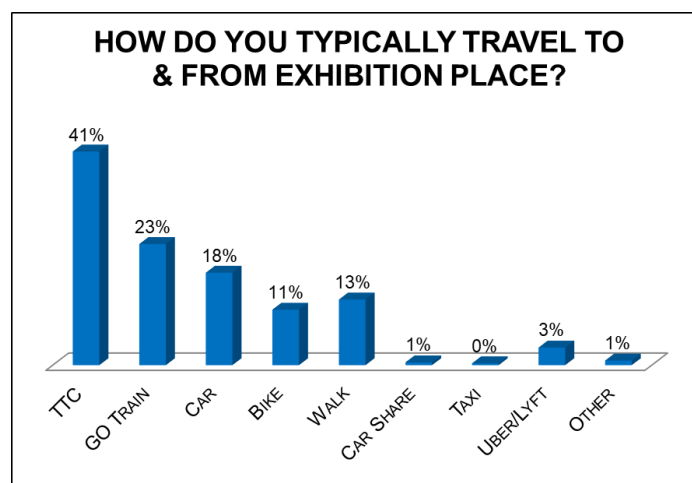


Figure 11: Total responses to "How do you typically travel to and from Exhibition Place?"

Participants were asked to consider, "What would bring you back to Exhibition Place more often?" They were invited to select as many ideas as they agreed with from an array of aspirational images illustrating potential Master Plan elements.



Figure 12: Display board showing examples of potential Master Plan elements

There were a total of 1198 responses collected over the course of the pop-up events. The top five selections were:

- Pedestrian & Bike Connections
- Multi-Use Bridge
- Open Air Cinema
- Transit Connections
- Music Festivals

All responses are shown in the following Figure 12.

WHAT WOULD BRING YOU TO ! EXHIBITION PLACE MORE OFTEN? !

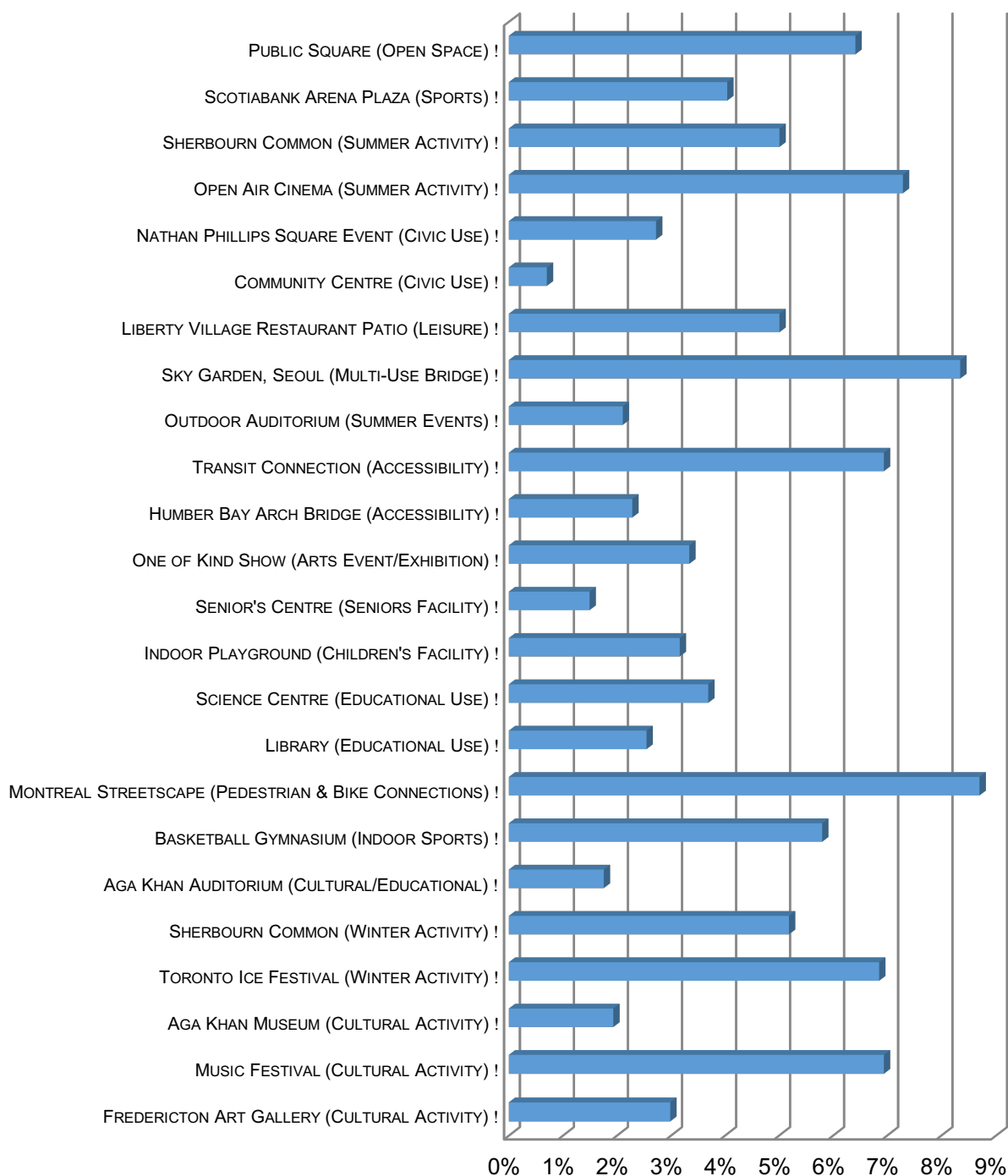


Figure 13: Total responses to "What would bring you back to Exhibition Place more often", broken down by idea

City Planning staff also encouraged participants to write additional ideas on sticky notes and took notes from conversations at each event. The following table lists additional verbal and written input received at each of the pop-up events:

Event / Location	What Else Was Heard
Liberty Village	Botanical gardens Outdoor concerts at BMO field More convention space (e.g. replacement for MTCC) Artisan workshops (e.g. Distillery) Active seniors' facilities Elevated walkway (e.g. Singapore, Gardens by the Bay) Food hall (e.g. Atlanta, Ponce City Market) More frequent concerts at the Bandshell Winter sports (e.g. Toronto Marlies) Community facilities (e.g. library, community centre) More buildings which are publically accessible A reprieve/oasis from city noise A reprieve from busy areas of the city No condos During major events at Exhibition Place, Liberty Village gets overcrowded serving a need beyond the immediate community Liberty Village is "growing up" with more young families. The need for community services and facilities is growing Opening Ontario Place has been a huge asset for active recreation Limit uses that produce noise Bring in pot shops
Nathan Philips Square / City Hall Farmers Market	I bike through Exhibition Place everyday day to go to work The space has no character We need winter activities, the winter lasts 9 months I am interested in what is going to happen on Ontario Place Segregated bike path More green and open space Better and more interesting architecture More public access to the existing buildings Better connection to Ontario Place
Scarborough Civic Centre (Albert Campbell Square)	Protect heritage Better accessibility More people travel by TTC and Cars Need direct public transit from Scarborough Improve last mile access Better crowd management Too much concrete, space needs to be more welcoming More paths for walking More green, green space by the water More attractions (including food, escape room, concerts, a farmer's market, skating rink, swimming pool, etc.) Restaurants We need some place for children

Open Streets TO (Yonge & Shuter Streets)	<p>Need shops/restaurants to draw people in</p> <p>Places to sit and chat</p> <p>Stackt shipping container market is a good example</p> <p>Outdoor winter music festival – like IglooFest in Montreal</p> <p>Better walking connection from the north – Gardiner is a barrier</p> <p>Consistent naming of buildings – difficult to navigate when you change them</p> <p>Need year-round activities</p> <p>More accessible – especially on the TTC and for families with strollers</p> <p>Need to make sure the space is publicly accessible</p> <p>Need more pedestrian-only space</p> <p>Convertible/flexible space</p> <p>Affordable entertainment</p> <p>Lansdowne Park in Ottawa – large farmers' market that moves indoors in winter</p> <p>Limit parking and people will come by transit</p> <p>Transportation – difficult to get to and through the site.</p> <p>Cycling connections</p> <p>Trails/Green</p> <p>Coordinate between public and private uses</p> <p>Bronson Centre in Ottawa – former high school repurposed as community hub/cultural space</p> <p>Repurpose older buildings and add to what's there</p> <p>Need to align with the work in Ontario Place</p> <p>Should have more spaces for kids</p> <p>Better streetcar connections</p> <p>Restaurants</p> <p>Water-themed gathering places</p> <p>Monuments, structures, lookouts</p> <p>Distillery District examples</p> <p>Broader connections</p> <p>Dignified and larger public space</p> <p>A place to dance (e.g. social ballroom)</p> <p>Market, food stalls</p> <p>Use for everyone – seniors, children, vulnerable populations</p> <p>Parking is expensive</p> <p>Transit most important to get people here</p> <p>The Martin Goodman Trail is not safe for pedestrians</p>
David Pecaut Square (Farmers' Market)	<p>CNE should go back to exhibiting new and exciting products</p> <p>Too far to go. Why would I go there?</p> <p>More unique attractions</p> <p>Canadian forest (e.g. nature, cross country ski trails, running trails)</p> <p>Creative art space for events (e.g. "dusk dances" @ Dufferin Grove Park)</p>
CNE	<p>Events in park</p> <p>Easier to drive in winter</p> <p>Free music programs</p> <p>Environment</p> <p>More to do</p> <p>Christmas market in the summer (rides and sales)</p>

	<p> BMO Field has to go App for vendor GO Carts Conference/Education Farming/Gardening Beach Volleyball Maintain Caribbean Parade entrance & day pay area Digital Library Gaming Waterpark and shopping Place to explore/walk European feel – sidewalk cafes, pedestrian feel for walking around Board games Traffic congestion is a disincentive (regional/city-scale) There's nothing to do at Exhibition when there's no CNE More greenery More transit, including express services More programming for Queen Elizabeth Theater Places to eat Better connections to Liberty Village Concerts Tailgating Seasonal Festivals Free admission flea market, once or twice a year Bubble soccer Cost of parking and cost of admission for events is a disincentive </p>
Mel Lastman Square (Farmers Market)	<p> Create cohesiveness, everything seems to be sprawled More diverse food events Better access to information about what's going on Events that are free A public space that gives people a reason to go besides paid events Light festival Better access to waterfront Access to transit Educational space Good winter events Better wayfinding, currently it is very confusing Events for children or people with autism (programming that is inclusive to all) Relationship with Ontario Place </p>
Taste of the Kingsway (Bloor & Royal York)	<p> Space for community festivals Outdoor market Something like Stackt shipping container market There's nothing to do there More public space Better pedestrian/cycling/transit accessibility Arts and culture Interest in indoor sports & more activities for youth </p>

TTC Exhibition Loop	<p>Some events are disruptive for commuters going between the TTC Loop and Liberty Village / GO Train</p> <p>Outside commute, usually only on site for big events</p> <p>Interested in future of Liberty Village SmartTrack / RER / GO Expansion</p> <p>Lowered fares have been a strong incentive to use GO network</p> <p>Generally happy with the state of transit on-site – starting to use bike share more often as part of Union – Liberty Village commute</p> <p>Bring the UP Express to Liberty Village</p> <p>Move the 509 boarding area 500m to the west – why make people walk so far?</p>
OPPI Conference (Beanfield Centre)	<p>Signage and wayfinding is needed</p> <p>Integrate technology</p> <p>Children's museum</p> <p>Fix the spaces "in between"</p> <p>Warming huts</p> <p>Outdoor art exhibitions (e.g. Bentway)</p> <p>Places to visit while the dog</p> <p>Ottawa's Lansdowne area is a great example with lots of public support</p> <p>Create a huge boulevard for street festivals, waterfront shows and musical festivals</p>

4.3. Online Survey

An online survey was available on project webpage from August 1 to December 20, 2019. The 10-question survey was another means to collect information about how people interact with and use Exhibition Place. A total of 359 responses were completed. The following is a summary of survey findings:

1. How often do you go to Exhibition Place?

37% of respondents said they visit 'every few months', with 3% saying they 'never visit'.

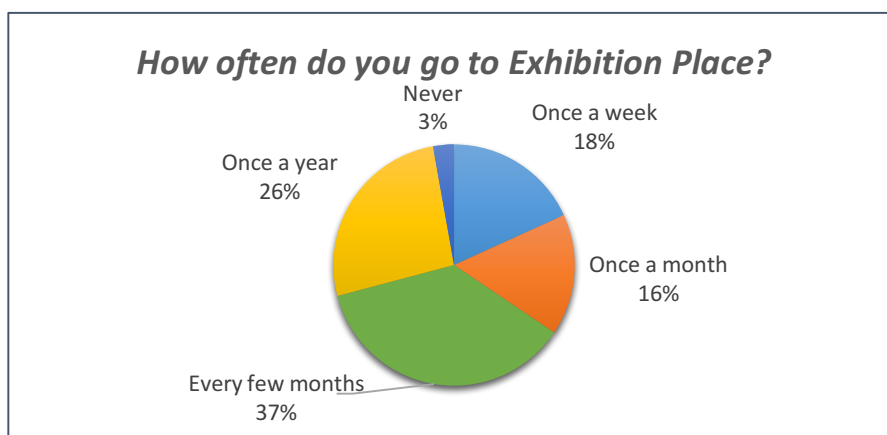


Figure 14: Survey question 1 responses

2. Why do you go to Exhibition Place?

With the option to select all applicable options, 66% of respondents said they visit Exhibition Place to go to the CNE, with the following three responses being consumer trade shows, enjoying the grounds, and concerts.

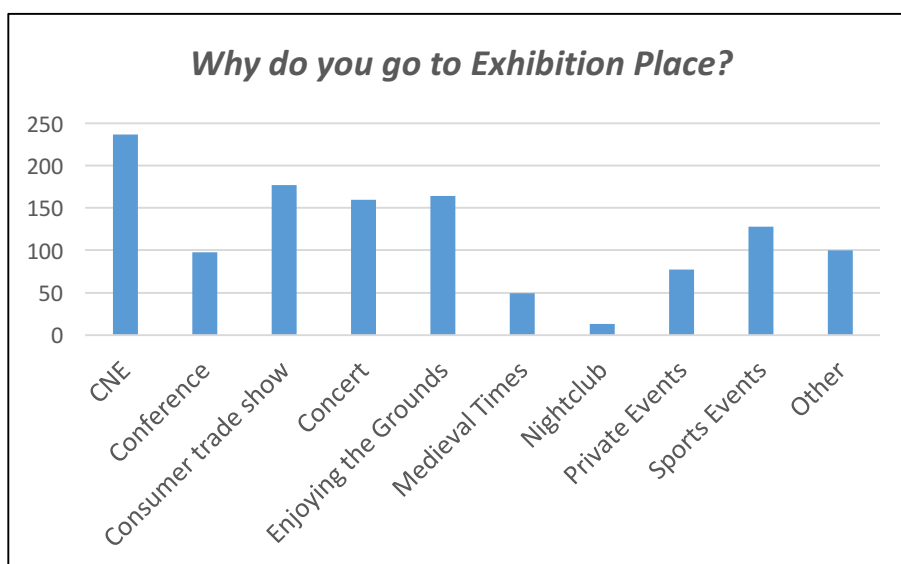
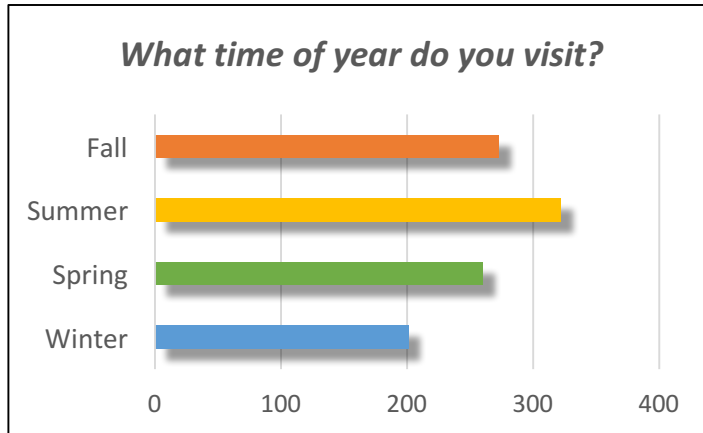


Figure 15: Survey question 2 responses

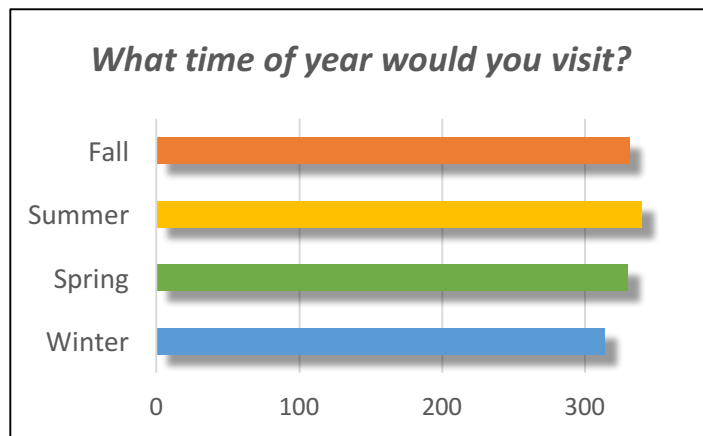
3. What time of year do you visit?



90% of respondents said they visit in summer, with 56% saying they visit in winter.

Figure 16: Survey question 3 responses

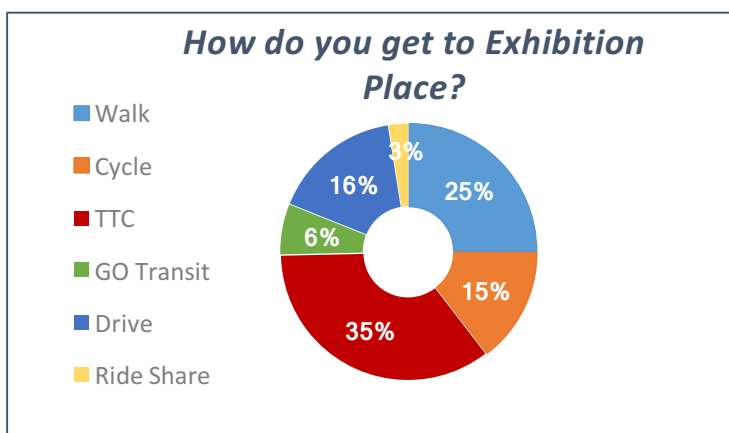
4. What time of year would you visit?



Most respondents indicated they would visit throughout the year, with responses ranging from 88% in the winter to 95% in the summer.

Figure 17: Survey question 4 responses

5. Which mode of transportation do you use most often to get to Exhibition Place?



35% of respondents said they get to Exhibition Place using TTC, followed by walking (25%) and driving (16%). Ride Share was the least common form of travel to Exhibition Place at 3%.

Figure 18: Survey question 5 responses

6. What do you like about Exhibition Place?

This question was open to allow free-form responses, unprompted by the survey. A total of 571 individual elements were cited in respondents' answers. The ten most commonly cited answers are shown below:

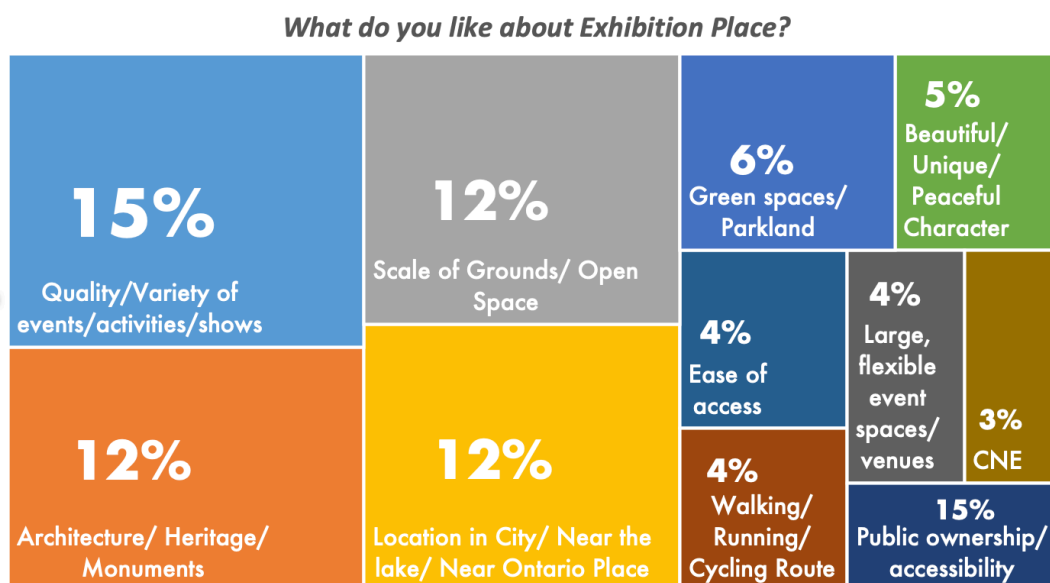


Figure 19: Survey question 6 responses

7. What do you not like about Exhibition Place?

Like Question 6, Question 7 invited free-form responses from participants. A total of 493 individual elements were named in the responses. The ten most commonly cited answers are shown below:

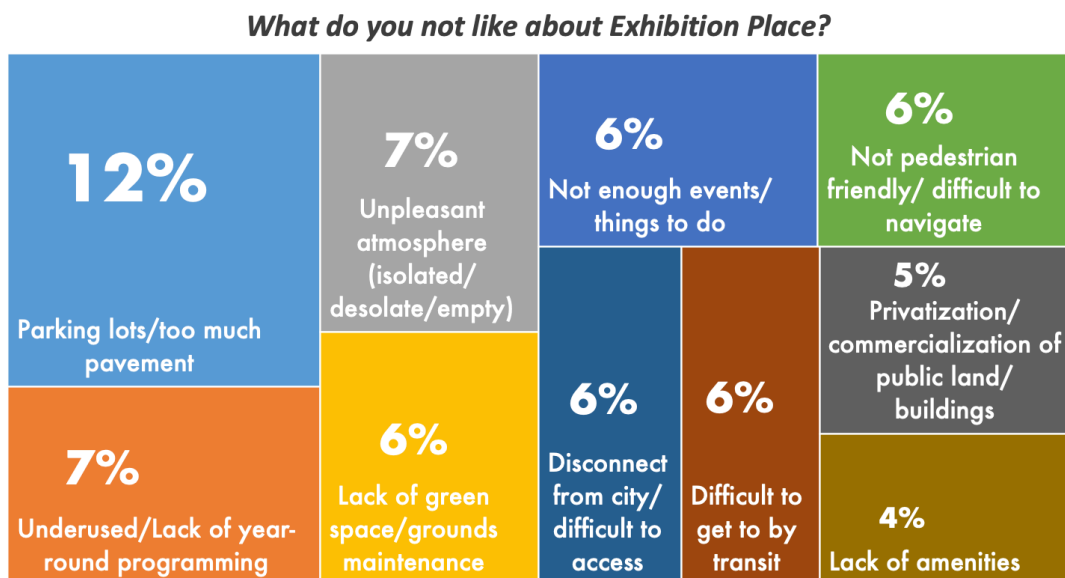


Figure 20: Survey question 7 responses

8. What would bring you back more often?

Participants were able to select all responses that applied. The most frequently selected answers were Green Parks/Open Spaces (82%); Cultural Activities (80%); Winter Activities (71%) and Improved Accessibility (68%).

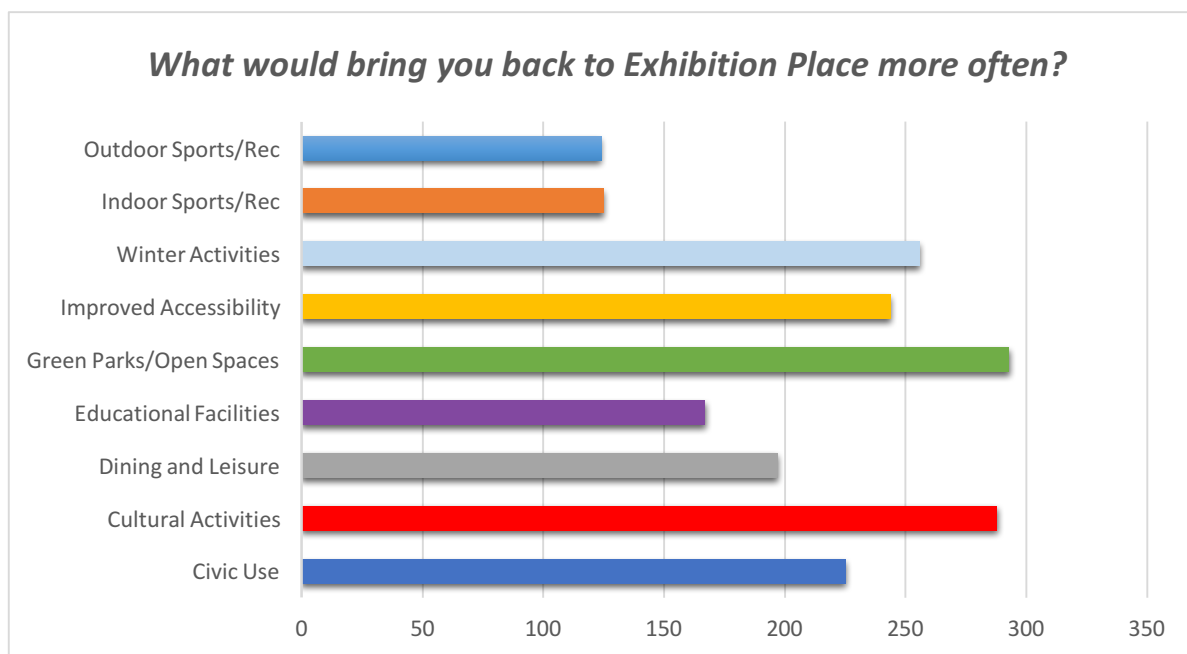


Figure 21: Survey question 8 responses

9. Any other ideas not listed above?

This question was included to allow respondents to provide additional input and ideas beyond the elements mentioned in the survey. The 227 individual responses received were tallied and grouped by theme, as follows:

Facilities and Uses – 30%

Nearly one-third of responses received related to potential uses for the land and buildings at Exhibition Place. Uses that were named more than once included residential/affordable housing, restaurants and bars, market hall/farmer's market, hotels/tourist housing, renovation/new convention facilities, museum/art centre, concert hall, casino, year-round commercial, and pop-up retail/food trucks.

Events, Attractions and Programming – 24%

Approximately one-quarter of responses received related to a desire for more events, new attractions, and outdoor festivals, to see Exhibition Place as a year-round destination. One of the more common ideas was live theatre/shows/concerts and music festivals; other ideas named several times included a community bazaar/craft market, heritage walking tours/interpretation, family-friendly events/attractions, and consumer/trade shows.

Parks, Open Spaces and Recreation – 19%

Nearly one-fifth of responses related to this theme, of which approximately half cited improved parks, gardens, green spaces and trails at Exhibition Place. Some named specific ideas for recreational facilities, with including dog off-leash areas, urban agriculture/community garden, and swimming pool/water park.

Site Design – 12%

Responses received in this category related to better connection/integration with Ontario Place, with surrounding neighbourhoods and with Fort York. Several respondents also mentioned public art, great architecture and improved lighting for the site.

Transportation and Mobility – 8%

Common responses in this theme included better TTC access, improved parking (in structures or underground), pedestrian-friendly design, and cycling facilities.

Accessibility – 6%

Responses in this theme related to maintaining/improving public access to the site, affordable or free community access to events and venues, and community investment/stewardship.

Other – 2%

Individual responses not otherwise categorized included moving the stadium off-site, continue creating jobs, improved technology and child care/elder care during events.

10. Please provide the first three digits of your postal code. (Optional)

Approximately 85% of survey participants opted to provide their postal code to help determine their location. Their responses, broken down by planning district, are as follows:

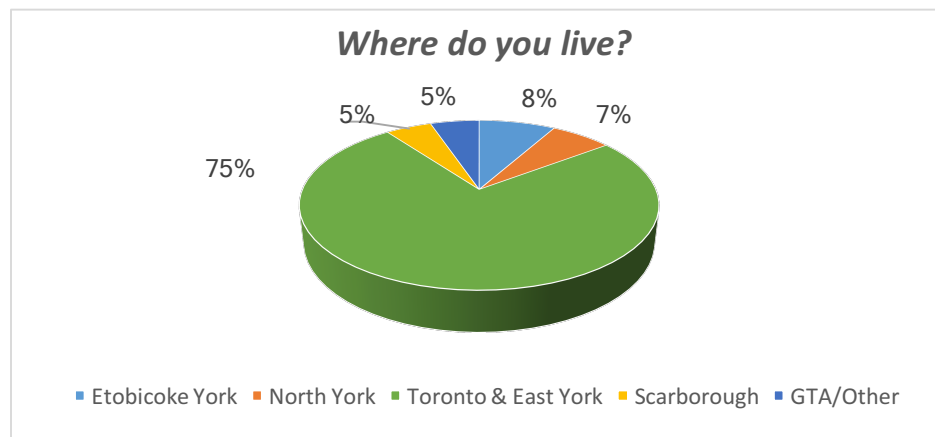


Figure 22: Survey question 10 responses

4.4. Tenant and Client Stakeholder Meetings

Exhibition Place staff facilitated the appearance of City Planning staff to present the progress and findings of the Master Plan study to tenants, clients, organizations and venues at meetings of the Tenant Liaison Committee. Additional meetings were also convened to provide further opportunity to review and comment on the proposed strategies. Meetings were promoted via email to the Exhibition Place mailing list, with at least two weeks' notice.

4.4.1. "Big Five" Stakeholder Meeting

September 9, 2019, 10:30am to 1:00pm
Beanfield Centre

City Planning staff met with Exhibition Place staff and the "Big Five" clients of Exhibition Place including the Royal Agricultural Winter Fair, Canadian National Exhibition (CNE), The National Home Show, Toronto International Boat Show, and Informa Canada (One of Kind Show).

City Planning staff provided an overview presentation of the Exhibition Place Master Plan process to date including: a study overview and timeframe, a listing of key study inputs (Cultural Heritage Landscape Assessment, Exhibition Place Strategic Plan, Festival Plaza, Waterfront Transit Network, Call for Development of Ontario Place, etc.), public consultation to date, as well as a preliminary high-level review of the draft emerging vision statement and guiding principles. The presentation concluded with an overview of next steps and highlighted opportunities for future engagement. Following the presentation, an opportunity to ask questions of clarification was provided and a discussion was held regarding the emerging Master Plan and areas for consideration. The following is a summary of what was heard and discussed, grouped by topic area.

Priorities

- It was expressed that a top priority for the site is transit and transportation access including: transit, improved city-wide and regional connections to Exhibition Place, transportation options, wayfinding, and provision of parking on-site.
- It was expressed that new buildings/development on the site should be a low priority, and that the site is already constrained with existing development, uses, and programming.
- The stakeholders expressed that the City should be aware of the operational, logistical and infrastructure needs of clients and tenants to mount a successful event.
- Focus on basic infrastructure needs to serve the core business of Exhibition Place before introducing new uses to the site.

Coordination

- It was noted that the advancement of the Exhibition Place Strategic Plan by the Exhibition Place Board of Governors may be put on hold (paused) to take stock of

progress made in regard to advancing the Master Plan as well as future plans for Ontario Place.

- Coordination with the Call for Development of Ontario Place was seen as being critical to the Exhibition Place Master Plan. The stakeholders expressed the need for better/clear coordination.
- The stakeholders expressed concern about the use of the respite center on Strachan Avenue near the main Princes' Gate entryway, and the lack of consultation/coordination with Exhibition Place when it was located there.

Consultation

- There was concern expressed that the consultation to date was primarily focused on "what you would like to see" at Exhibition Place, speaking to new experiences and/or venues. This may conflict with what may ultimately be achievable on the site. The stakeholders expressed that existing uses and users need to be better managed first, prior to introducing new uses to the site which may further impact operational aspects for existing tenants/users.
- The stakeholders expressed concern that consultation to date was focused on local community needs rather than broader business community needs as Exhibition Place is a commercial operation requiring regional and national consultation. They suggested staff may wish to consider a broader scale for consultation, including event attendees and Exhibition Place stakeholder/operators.
- Some stakeholders noted that more details are needed to make fully informed comments on the emerging Master Plan, and how the Plan may interact with their specific needs on the site.

Vision and Guiding Principles

- The stakeholders indicated that the vision statement should include a more specific focus for Exhibition Place 'as a place of business and commerce', for meetings, exhibitions, conventions and sporting events (the "Big 5" bring in over 2 million people per year); and is a catalyst for economic development for the City, Province and country.
- The stakeholders indicated that the Exhibition Place draft vision statement as presented, which includes a "Place of Recreation", requires further detail about what 'recreation' means in the context of Exhibition Place (e.g. passive or active recreation). The concern stemmed from consultation being focused on local needs and not the business and commercial uses of the site.
- The stakeholders noted that the guiding principles regarding an "Openness and Transparency / Responsiveness to the Broader Community" should also include a reference to responsiveness to 'Stakeholders'.
- The stakeholders expressed a need to consider implementation items including financial, business & operational analysis as part of future preferred options / components of the Master Plan.

Site Greening

- Flexible and adaptable space was viewed as vital to support the full range of events that occur at Exhibition Place (e.g. accommodating event space, midway and truck marshalling spaces). Each event uses the site differently.
- Site greening efforts should not preclude operational needs, such as:
 - sufficient parking for exhibitors and visitors;
 - staging areas and trailers for events, exhibitions and conventions, including the need for large turning movements of trucks.
 - 'back of house' infrastructure which is vital to ensure the site remains operational.
- Parking Lot 852 (e.g. Festival Plaza area) was identified as being very important for staging and events (e.g. CNE, Royal Agricultural Winter Fair, Toronto International Boat Show).
- Areas to drop off trailers while events are being hosted is an important operational consideration. When trailers are moved off-site (e.g. Unwin Avenue or Commissioners Street in the Port lands), operational needs escalate including the need for shuttle buses and slower set-up and take-down. Further, when these off-site storage areas are redeveloped, new locations will continually be needed. On-site solutions at Exhibition Place should be pursued.
- The Master Plan needs to consider operations in the context of potential changes at Ontario Place. Surface parking areas may not be available at Ontario Place for events hosted at Exhibition Place.
- Site Greening as it may pertain to environmental initiatives has the potential to increase the site costs for clients and tenants.

Transportation and Transit

- The stakeholders indicated that people are choosing to avoid going to events and exhibitions at Exhibition Place given their frustration with transportation and transit access to the site due to traffic congestion, as well as the need to make many transfers when taking the TTC.
- It was expressed that from a customer's perspective, the experience of attending an event at Exhibition Place starts at home, and includes the customer's experience about how they get to/from the grounds. This highlights the need to provide excellent transportation and transit access to and from the site.
- Transportation Plans are created by Exhibition Place staff for many events hosted at Exhibition Place to ensure that needs are accommodated (e.g. the Collision Conference's transportation plan included ride-sharing; the Jehovah's Witness Conference's transportation plan required the conversion of streets to one-way during the morning/evening rush, including traffic restrictions and paid duty police). It was agreed that transportation management plans for the various events would be shared with City staff.

- Access and egress to the grounds needs to consider: surge crowds (high peak times), load-in and load-out requirements, and accommodating tractor trailers. Signal control is also important.
- GO Train frequency and GO Transit infrastructure (tunnels) should be increased to support surge crowds.
- The stakeholders asked if there was any additional information regarding the province's proposed Ontario Line, as it was seen as an important transit link to the site.
- The Waterfront Transit Network Plan was discussed and identified as a priority.
- Construction phasing and impacts were discussed, along with the need to coordinate projects (e.g. Lakeshore West GO improvements and TTC Waterfront Transit Network).

Stormwater Management

- Stormwater management solutions, as proposed in the Festival Plaza plan, would have logistical issues for truck turning movements.
- Opportunities should be explored to coordinate stormwater facilities with plans for Ontario Place and reduce flooding on Lake Shore Boulevard West.

Beautification

- A "refresh" of the site is encouraged and warranted to ensure the site continues to maintain a high quality appearance.
- Beautification is needed, including at the edges of the site and could include more attractive elements such as movable parking barriers.
- Physical improvements to the transit station (e.g. GO Station, TTC Loop and tunnel connection) should be encouraged to provide a better environment for transit users and pedestrians. This could include enhanced pedestrian amenity, tunnel capacity and directional signage.

Cultural Heritage

- Historical aspects of Exhibition Place need to be protected but should not impede opportunities and upgraded technologies on the site.

Attracting Customers

- To attract new customers, new technologies such as providing WIFI across the site should be considered.
- For out-of-town visitors, traffic congestion, parking availability and paid parking are among the largest barriers to coming to Exhibition Place.

Restaurants

- The stakeholders generally did not see providing a permanent on-site restaurant as a priority. Typically, food is provided at events and the goal is to provide this service so customers do not have to leave and come back.

- It was thought that Ontario Place may be a better location to offer this type of amenity/attraction near the water.
- The convention center in Irving, Texas was cited as an example where restaurant amenities are provided nearby but are a 30-minute walk and deters people from leaving the event to go and come back.

Use of Existing Buildings and Site

- Existing buildings were considered to be well used and programmed.
- Each building provides its own unique opportunities. Several events and conferences have the opportunity to grow at Exhibition Place as there are several buildings which can accommodate expanding crowds as events become more popular and/or priced to accommodate various budgets.
- Some weekends are considered "Super Weekends" where several events are hosted on the site at the same time.
- City Planning staff were encouraged to attend events, exhibitions and conventions at Exhibition Place to observe and conduct public consultations with users of the site.

4.4.2. Tenant/Client Stakeholder Meeting #1

September 27, 2019, 1:30 to 3:00 pm
Beanfield Centre

City Planning staff presented the emerging Exhibition Place Master Plan to the Exhibition Place Tenant/Client Meeting at the Beanfield Centre. Approximately 52 people attended the Client-Tenant Session, including representatives from numerous organizations and operations staff that use and/or manage the Exhibition Place grounds. Eight staff from the City Planning Master Plan team were also in attendance to give the presentation, respond to questions and hear feedback. The meeting included representatives from the following:

• Royal Agricultural Winter Fair • Canadian National Exhibition • Informa Canada (One of Kind Show) • Toronto Festival of Beer (Beerlicious Inc.) • GES Event Management • Power Sport Services • Horse Palace Riding Academy • James Tario Management Inc. • Auto Show • Cause Force • BILD - Home Shows • Toronto International Boat Show • Hotel X • Restaurants Canada • Tourism Toronto • Black Owned Unity • Toronto Caribbean Carnival • Annual Culture Day • Screemers, Winter Wonderland, Spring Fest • Honda Indy Toronto • Ontario Volleyball Association • Canada Blooms • Motorcycle Show • Liberty Grand • Medieval Times • General Service Contractors • EMS, City of Toronto • Parks Forestry and Recreation, City of Toronto

City Planning staff provided an overview presentation of the Exhibition Place Master Plan including: study overview and timeframe, public consultation to date, as well as a review of the emerging vision statement, guiding principles and ideas. Following the presentation, an open-forum discussion was held with opportunity to ask questions of clarification. Below is a summary of what was heard and discussed.

General Comments

- At the outset of the Client-Tenant Session, Don Boyle, CEO of Exhibition Place, provided opening remarks, including comments regarding the Master Plan. He noted that the master plan:
 - is not about adding new facilities;
 - will need to consider operational aspects of events; and
 - will consider how people get in and out of the Exhibition Place grounds.
- Don Boyle reiterated that the user experience of coming to an event at Exhibition Place begins at home, and includes the commute to and from the grounds. The full user experience needs to be considered.
- An attendee sought clarity about "program areas" (e.g. relax, entertain, exhibit) shown in the presentation. Staff noted that program areas generally reflect programming on the grounds today. The intent is that the program areas could be integrated throughout the site in the future.
- Mass timber construction was identified as a construction practice that should be considered and pursued for new buildings on the site. Staff noted that this idea would fit within the theme of innovation on the site.
- An attendee asked about which buildings were designated heritage structures. Exhibition Place staff noted they would share the Cultural Heritage Landscape Assessment to see detailed information about heritage buildings and attributes on the site.
- A question was asked about mapping in the presentation which identified the area to the west of the Enercare Centre. Staff noted this area represents an appropriate location for a potential expansion to the Enercare Centre. Staff clarified that one purpose of the Master Plan is to identify the most appropriate locations for potential new buildings should they be required for future programming opportunities.
- Some attendees expressed the importance of having an airport rail link and station stop (e.g. UP Express station) close to the Exhibition Place grounds, including convenient pedestrian connections between the station and the grounds. This would be a competitive advantage to Exhibition Place and would help to promote trade shows and conventions on the grounds. Attendees noted that the City should consider discussions with Metrolinx to accommodate for this.
- One attendee asked about the guiding principle which identified a reduction in parking, and how much parking would be reduced. Staff noted that it was not quantified yet, but that a key objective will continue to look at providing alternative modes of travel to and from the site. This level of detail may come in later implementation stages.
- A question was asked if the volume of people on the grounds was considered as part of the Master Planning work to date. Staff noted that attendance numbers that are tracked for events on the grounds provide some understanding of this. However, pedestrian flows will need to be further considered, especially in the context of proposals for Ontario Place, as well as the proposed new Ontario Line station at Exhibition Place.

- Staff identified that more detailed implementation studies would be required to realize the vision of the Master Plan, and that this is the first phase of work being undertaken.
- Attendees felt that a weakness to be addressed was the issue of surge crowds during major events (or multiple events) that put significant strain on access points onto the grounds, often reaching capacity. Staff noted that the emerging Master Plan identifies the need to accommodate greater access to and from the site, including new pedestrian access points around the existing transit station area. Staff also noted that a way to ease peak traffic could be to provide a reason for people to stay on the site longer (e.g. restaurants) after events let out, which may assist to disperse peak volumes. Staff noted that event management considerations may be considered as part of later implementation stages.
- It was noted that parking will still be required for people who work on-site as many people have shift work and cannot rely on transit.
- The EMS station on the Exhibition Grounds must be considered and that emergency response times need to be factored into decision making. EMS staff have had to respond to off-site calls more frequently, with a concern that response times could be affected. Staff encouraged EMS staff to follow up with City Planning directly.
- Attendees raised a concern that traffic congestion around the Exhibition Place grounds is getting worse and that, at times, the road network/system does not work. Staff noted that the Master Plan will not solve the traffic issue that exists today as it is a broader city-wide issue. The focus of the Master Plan will be to prioritize transit improvements. Staff noted that the introduction of the Ontario Line could provide large scale improvements.
- Cirque de Soleil was identified as a recent best-practice which provided transit as part of the ticket price to encourage people to take transit rather than arrive by car. Some attendees felt that this approach should be promoted as a way to reduce vehicle use. Attendees from the Royal Agricultural Winter Fair noted that Metrolinx has been a great partner on this type of initiative and their event has seen a substantial increase of event goers arriving by transit as a result. Staff noted that there are many discount schemes that could be explored to assist with promoting alternative forms of travel to and from the grounds.
- It was identified that many people who attend events at Exhibition Place arrive via the island airport. Connections to the island airport was raised as a point to be considered.
- Attendees asked for more details about the Province's proposed Ontario Line. Staff provided an overview of what is known to date, including the potential station location on the north side of Exhibition Place, and the proposed subway alignment from Exhibition Place to the Ontario Science Centre. Staff highlighted the importance of the proposed location of the new subway station as it increases the need for a north-south pedestrian connection across Exhibition Place for people to access Ontario Place. Staff also identified that the proposed Ontario Line could assist to relieve pressure off the current 509 Streetcar.
- A question was asked about the proposed streetcar extension to the Dufferin Street streetcar loop (over the Dufferin Bridge). Staff identified that this connection is identified

in the Waterfront Transit Network Plan and that City Council approved staff to proceed to a 30% design phase.

- Event staging, loading, truck traffic, and logistical requirements for events was identified as a critical area for consideration. Staff noted that a key objective of the Master Plan is to look at goods movement in conjunction with pedestrian movements on the site, and options to provide staging. Overall, the objective is to look at ways to make the site more efficient for many users. Staff encouraged the client-tenant group to share their staging plans with City Planning to better inform the development of the Master Plan.
- City Planning concluded the session noting that clients and tenants play an incredibly important role in shaping the Master Plan. Staff noted that they would share the presentation with the group.

4.4.3. Tenant/Client Stakeholder Meeting #2

November 28, 2019, 10:30am-12:00pm
Beanfield Centre

City Planning staff presented the emerging Exhibition Place Master Plan strategy to the Exhibition Place Tenant/Client Meeting at the Enercare Centre. The purpose of the meeting was to present the emerging ideas, and seek feedback from client and tenant groups to help inform the development of the Master Plan.

Approximately 25 people attended the Client-Tenant Session, including representatives from numerous organizations and operations staff that use and/or manage the Exhibition Place grounds. Six staff from the City Planning Master Plan study team were in attendance to give the presentation, respond to questions and hear feedback. The meeting included representatives from the following:

- | | |
|---------------------------------------|-----------------------------------|
| • Royal Agricultural Winter Fair | • Toronto International Boat Show |
| • Canadian National Exhibition | • Hotel X |
| • Informa Canada (One of A Kind Show) | • Honda Indy Toronto |
| • GES Event Management | • Liberty Grand |
| • Auto Show | • Medieval Times |
| • BILD – Home Shows | |

City Planning staff provided an overview presentation of the Exhibition Place Master Plan including: study overview and timeframe, public consultation to date, as well as a review of the emerging master plan and ideas.

Below is a summary of what was heard in the open forum discussion.

Parking & Access

- Parking was raised as a longstanding issue, with a greater demand for parking than supply. Tenants expressed that their customers' primary complaint is often about

parking, and that business is lost because there is not enough parking. There was a concern that the master plan was not addressing ongoing parking concerns.

- The proximity of parking to individual venues was expressed as important. Some tenants stated that they can't operate without adjacent parking areas, and that a potential parking structure located north of the OVO Centre would be located too far from destinations on the site.
- Getting people in and out of the site was raised as a longstanding issue.
- Tenants expressed that it is unrealistic to remove surface parking and expect people to take transit given the nature of business operations (e.g. wedding venues, events where many purchases are made, etc.)
- Surface parking areas are used and needed for trailers, storage and staging areas during events. Some expressed concern that the assumed Enercare and Hotel X expansions will have huge operational impacts.
- Given the many "red flags" expressed about parking, a suggestion was made to consider a recommendation that ensures there will be no loss of existing parking, and to improve and enhance the site with transit improvements.
- Concern that the inspiration images used to visualize flexible hardscape areas is not representative of the site context, or what is desirable for the site.

Implementation and Timing

- Concern that not enough consultation has been done with the broader stakeholder community to identify needs for the site.
- Concern over what recommendations will be going to Council, and what the plan will include.
- A question was raised asking how the Cultural Heritage Landscape Assessment (CHLA), which is to form the basis of the Master Plan, will be considered in recommendations going forward.
- Several tenants requested a more detailed timeline and implementation schedule to understand the impacts on their business:
 - Which proposed elements in the plan will be long-term, and which are short-term? How are long and short-term defined?
 - When are transit improvements expected to arrive? Any reduction in parking viewed as contingent on increased transit service.
 - Timing will impact contract and lease negotiations.
- Desire to see the timeline and implementation schedule at the tenant/client meetings before bringing a final plan to council.
- Attendees asked what changes will be made based on the feedback from this meeting, and whether there be another opportunity for the tenant/clients to provide input.

4.4.4. Tenant/Client Stakeholder Meeting #3

January 20, 2020, 10:00am-12:00pm

Beanfield Centre

Councillor Jim Karygiannis and Board Member Howard Lichtman co-hosted a special meeting of the Exhibition Place Tenant Liaison Committee at the Beanfield Centre. Exhibition Place staff sent an invitation via email to tenants and clients on January 8, 2020. On January 17, 2020, a reminder email was sent along with a meeting agenda and background information package prepared by City staff.

Approximately 20 people attended the session, including representatives from numerous organizations and operations staff that use and/or manage the Exhibition Place grounds. Several Board Members and Exhibition Place senior staff were also in attendance. The meeting included representatives from the following:

- BILD - Home Shows
- Canadian National Exhibition
- Royal Agricultural Winter Fair
- Honda Indy
- Horse Palace
- Hotel X
- Informa Canada (One of A Kind Show)
- Liberty Group
- Maple Leaf Sports & Entertainment
- Medieval Times
- Queen Elizabeth Theatre
- Toronto Event Centre
- Toronto International Boat Show
- City of Toronto Parks, Forestry and Recreation

After an introduction and welcome from Councillor Karygiannis, City Planning staff gave a brief overview presentation of the background and progress on the emerging Master Plan strategy. Following the presentation, City staff facilitated roundtable discussions with smaller groups of attendees, to received feedback focused on the following questions:

How does your operation use space at Exhibition Place?

Tell us about your parking needs and challenges.

The Master Plan is intended to articulate a long-term vision. What should we be taking into account with respect to phasing?

Do you have any concerns with any of the other proposed plan elements or guiding principles (not related to parking/staging)?

What do you think should be the priorities for the physical development or improvement of Exhibition Place?

The table discussions concluded with a report back to the larger group. Below is a summary of what was raised:

Parking, Site Access and Mobility

- The key driver for any changes, and a common goal for Exhibition Place and its tenants should be improving the visitor experience from the moment they arrive on the grounds.

- Visitor parking was raised as a longstanding issue. Major show operators frequently hear complaints from visitors that they are not able to find parking near the show, causing them to question returning in the future – some are seeing lower attendance because of this. Venues are affected when parking lots are taken out of use to stage major events.
- The study should recognize that there is a baseline of the population, particularly those who come from outside Toronto or may be making large purchases at trade shows, who will continue to come by car regardless of transit availability.
- Getting people in and out of the site was raised as a longstanding issue. Vehicular access points are constrained, leading to line-ups and traffic both within the site and outside. Pedestrian traffic is congested at the TTC Loop and underground tunnel at the GO station before and after major festivals and sporting events.
- The pedestrian experience could be improved by better identifying pedestrian access points to make them more visible, and providing more covered walkways within the site with connections to all buildings.
- Shuttles and moving walkways could help pedestrians cover long distances across the site. Accessibility is increasingly important with an aging population. Suggestion to have a shuttle service around the perimeter of the grounds so as not to conflict with existing traffic.
- The efficiency of getting cars in and out of parking lots needs to be improved, to help people get on and off site more quickly. Consider designating pick-up and drop-off areas for taxis and ride sharing services to keep traffic flow moving.
- Major events like the CNE, Honda Indy and Royal Agricultural Winter Fair close off access to the site, limiting business for on-site businesses.

Operations & Staging

- Consider designating exhibitor parking/staging areas to leave other parking areas open for visitors.
- The design of Festival Plaza or other hardscaped open spaces must remain sufficiently open to allow for wide truck movements, which could be constrained by the addition of streetlights and planting. Similarly, paving stones must be adequately weight-bearing to stand up to heavy loads and usage, including midway rides.
- City Parks, Forestry & Recreation, who maintains the open spaces on the grounds, has a maintenance yard on-site that is being relocated further east from its current space under the Gardiner, and continue to be "squeezed out".
- Consideration should be given to the aesthetics of the site at the entry points, and the visual impact of locating storage and "back of house" operations at these gateways.
- Storage and back-of-house needs also occupy spaces off-site, including space on the north side of the rail tracks.

Phasing

- Many in attendance felt that the Master Plan should prioritize the correction of existing issues before undertaking new projects.
- Attention should be paid first to improving the quality of the site design, directional signage and wayfinding, pedestrian lighting and sheltered areas.
- The Master Plan should not assume a transit-only scenario, and should address issues around vehicular access together with transit improvements. Parking spaces should not be removed or reduced until transit improvements are in place.
- The construction schedule for any transformation project will need to address the operations of the tenants on-site.
- More clarity is needed around the timing of potential infrastructure improvements to allow for responsive business planning.

Green Space Connectivity

- Increased green space and passive recreation could be satisfied by strengthening connections to the adjacent waterfront parkland at Coronation Park and Marilyn Bell Park.
- The plan should be strategic about where open space is set aside for passive recreation and community use. Bandshell Park could be improved and better utilized to accommodate festivals and events.

Business Development

- Question whether Exhibition Place has a business plan measuring gains, assessing who is attending events, and projecting attendance if site access is improved.
- The Exhibition Place Business Plan should support the tenants' plans. Shows and events bring significant revenue and economic spin-off benefits to the City.
- The expense associated with mounting shows and events at Exhibition Place was cited as a disincentive to attracting new business.

4.5 Local Advisory Committee

A Local Advisory Committee (LAC) was formed to solicit input from organizations representing local resident associations, business improvement areas, and city-wide groups and organizations on the emerging Exhibition Place Master Plan. The LAC met twice to inform the Master Plan's analysis and evolution phases.

4.5.1. Local Advisory Committee #1

September 23, 2019, 6:30 to 8:30 pm
Fort York Visitor Centre

City Planning staff hosted the first Local Advisory Committee (LAC) meeting, to present and seek comments on the draft vision, guiding principles and ideas that will guide the evolution of Exhibition Place through the development of a Master Plan. The meeting invitation was sent to approximately 22 organizations representing local resident associations, business improvement areas, and city-wide groups and organizations. In attendance were representatives from:

- Parkdale Residents Association & Waterfront for All
- West Side Community Council, Ossington Community Association
- Liberty Village Residents Association
- Fork York Neighbourhood Association
- The Bentway
- Roncesvalles MacDonnell Residents Association

Councillor Joe Cressy provided introductory remarks, explaining the purpose of the Exhibition Place Master Plan as a vision and guiding principles document that will be used to inform future decision making at Exhibition Place. He noted that it is not a business plan, which will continue to be the purview of the Strategic Plan developed by the Board of Governors of Exhibition Place.

City Planning staff provided an overview presentation of the Exhibition Place Master Plan process to date including: a study overview and timeframe, a listing of key study inputs (Cultural Heritage Landscape Assessment, Exhibition Place Strategic Plan, Festival Plaza, Waterfront Transit Network, Call for Development of Ontario Place, etc.), public consultation to date, as well as a review of the emerging vision statement, guiding principles and ideas. The presentation concluded with an outline of next steps and highlighted opportunities for future engagement.

Following the presentation, there was an opportunity to ask questions of clarification, then staff led a discussion to gain feedback on the draft vision statement and each of the draft guiding principles. The discussion was framed around the following questions:

What do you like?

What can be improved?

What other suggestions do you have?

General Comments

- The LAC raised concerns about the challenges of developing a Master Plan for Exhibition Place without knowing the plans or timing for the revitalization of Ontario Place. However, what happens through the Exhibition Place Master Plan may also help to inform the Ontario Place Master Plan, which was viewed as a positive. Coordination of planning was identified as essential. Staff advised that further details regarding the Ontario Place revitalization were still unknown.
- The consideration of public realm improvements in concert with the recommendations of the completed Cultural Heritage Landscape Assessment is positive.
- Both the CNE and Royal Winter Fair are cherished events and institutions of the city which must be maintained. The LAC noted there are challenges on the site given the need to provide storage areas to address the functional operating and servicing needs for large events. One LAC member was concerned that recent lease arrangements with clients, such as the Royal Winter Fair (5 years), may be a signal that they are contemplating moving away from the site.
- The site should become more accessible, and a 365-days-a-year space. The site is beautiful but there is not much reason to visit as there aren't many events going on for the general public. One LAC member presented an idea of providing a food destination on the grounds, such as a St. Lawrence Market "west".
- Climate mitigation should form part of future plans for Exhibition Place.
- Pedestrian and cycling connections to Coronation Park should be considered, including the larger waterfront trails network.
- Connections to the western beaches should be promoted as it is a unique area that can connected people directly to the water (swimming).

Draft Vision Statement

- A primary challenge of Exhibition Place and its by-laws is that it is set up to "maximize revenues" from all sources. This was viewed as a concern.
- An economic assessment, providing a cost-benefit analysis, should be an implementation item of the Exhibition Place Master Plan which could demonstrate the return on investment of providing green space and tourism. Some attendees noted the High Line in NYC as a case study.
- The vision is good but there is disconnect between what the vision statement says, and what is currently happening on the grounds. One LAC member noted concern with the state of maintenance of heritage buildings and public art.
- The integration of cultural components onto the grounds would be an interesting and worthwhile endeavor, appealing to various cultural groups and Indigenous communities.

Removing Barriers/Making Connections/Prioritizing Transit

- Questions were raised about the Province's proposed Ontario Line. Staff noted that the Province released a business case in July 2019 that identified the location of a subway station on the north side of the site near the Exhibition GO station.
- Attendees noted that the City owns lands on both sides of Lakeshore Road, and that a land bridge would be an amazing extension of park space that would spur Ontario Place to look at integration opportunities.
- LAC members were very supportive of the connection to and extension of the Bentway onto the site, and encouraged the Master Plan to consider more intimate spaces and gathering areas. It was noted that the area which is currently bricked-in under the Gardiner Expressway could offer unique creative spaces if it were to be reused from its current use for event storage and staging. In the context of this discussion, the LAC thought it would be helpful to better understand the amount of space, both indoor and outdoor, which was used for storage on site.
- The LAC inquired about decking over the Gardiner Expressway from Dunn Street to Dufferin Street to enhance connectivity. Staff noted that the Dufferin Street bridge will be improved with better connectivity to the north of the site, and include a future streetcar connection.
- The new GO Station has the potential to become a very important multi-modal hub, and a significant focal point and junction for transit connections with the introduction of new transit services to the area.
- The LAC discussed the western gateway and noted that, when considering the Western Waterfront Master Plan which would reconfigure Lakeshore Road further to the north, it creates greater parkland but also greater opportunities for enhanced pedestrian and cycling connections to/from Exhibition Place and Marilyn Bell Park with access to the water.
- The guiding principle language should reference enhancing and creating connections to the lake.
- Transit to Exhibition Place is currently awkward and not convenient - particularly because it is currently configured in such a way that it only reaches the edges of the site, creating awkward conditions for first-mile and last-mile connections to get to certain venues on the Exhibition Place grounds, especially for people with young children, the elderly, or accessibility needs.
- A convenient route for transit could be to extend Dufferin Street southward to connect to Lake Shore Boulevard West, which would create a "U" shape for transit to travel along Dufferin Street, Lake Shore Boulevard West, and Strachan Avenue.

Building a Network of Spectacular Waterfront Parks and Public Spaces

- In order to maintain the area for parks, consideration should be given to maintain and/or expand the lands designated as *Parks and Open Space Areas*, rather than *Regeneration Areas* which currently applies to certain lands within Exhibition Place.

- One attendee expressed concern that lands designated *Regeneration Areas* are viewed as having the purpose of maximizing revenue, and would be less desirable to maintain for open space uses.
- Residential uses would likely not be considered on the site given space constraints on the site.
- Gore Park could be enhanced to bolster the eastern gateway locations.
- LAC members expressed concern that no funding will be provided to realize the implementation of the Master Plan.

Promoting a Clean and Green Environment

- The LAC was pleased to see environmental sustainability being considered, including storm water management, given flooding issues in the Parkdale neighbourhood and along Lakeshore Boulevard. Innovative technology such as stormwater management facilities should be incorporated into underground parking.
- When considering the windmill on site, the LAC discussed ideas about creating an "alternative energy centre" similar to the Ontario Science Centre, to focus on, exhibit, educate and incubate sustainable energy technologies and green technology.

Creating Dynamic and Diverse New Places

- A key component of creating a diverse place is to leverage the history of the site, including French and Indigenous history.
- One LAC member noted that the design of Hotel X did include creative approaches to promoting the history of the site, but as the museum artifacts are not yet on display, this puts into question the 'vision' versus what is actually realized.
- The LAC discussed how the lease agreements of the various facilities on site could be leveraged to create the vision we want to achieve.

Openness and Transparency / Responsiveness to the Broader Community and Stakeholders

- The LAC noted the need to build consensus with Council and that the inclusion of an economic assessment / cost-benefit analysis may assist to create a more "sellable" outcome. If we are trying to maximize the city's asset (i.e. Exhibition Place), we should do so with a perspective that it is a city-wide asset and not just through business related leases. We should consider the value it brings to the city as a whole, and not just the value of the property itself.
- The LAC would like to broaden the reach of the conversation with resident groups in the area.
- A positive way to bring greater awareness of surrounding community needs into the process would be to include a member from the local surrounding communities on the Board of Governors.

4.5.2. Local Advisory Committee Meeting #2

December 2, 2019, 6:30 to 8:30 pm
Fort York Visitor Centre

The purpose of the second LAC meeting was for participants to learn about the progress of the Master Plan, the development of the emerging "big ideas" for the site, and to provide feedback. The meeting invitation was sent to approximately 24 organizations representing local resident associations, business improvement areas, and city-wide grassroots groups and organizations. Representatives of the following groups were in attendance:

- Friends of Trinity Bellwoods Park
- Parkdale Residents Association & Waterfront for All
- CityPlace Residents' Association
- The Bentway
- Niagara Neighbourhood Now Community
- Friends of Fort York
- Office of MPP Chris Glover
- Roncesvalles MacDonnell Residents Association

City Planning staff provided a presentation of the Exhibition Place Master Plan process to date including an overview of study inputs and timelines, what's been heard to date, and the emerging master plan strategy. Following the presentation, staff responded to questions and comments on the emerging plan framed around the following questions:

Are there any concerns about the emerging strategy?
What is important for us to know?

General Comments

- The theme of "innovation" was viewed positively as it is a historical aspect of the grounds.
- The grounds present an opportunity to take advantage of city-owned lands as a public asset. Do not want to see it turned over to private hands.
- Desire to have the site balance more needs, as a destination for events as well as for passive recreation.

Transportation

- Consider cutting the east-west road axis running through the middle of the site in half, to deter through traffic, which changes the dynamic of the site.
- There is a level of convenience associated with having parking close to venues.

Program Areas

- The intent of identifying Program Areas (Relax, Entertain, and Exhibit) was challenging to understand. It was viewed as counterintuitive to place a parking structure in the Relax zone.

- Some felt the Program Areas were a good idea as it helps segregate the site into manageable areas; provided the overall integration of the site and its original design intentions are maintained.

Connectivity, Design and Place-Making

- The vision for a waterfront promenade across the entire waterfront should be considered at Exhibition Place to ensure the waterfront network can be "stitched" together with various points of interest including institutions, activity areas, museums, opera houses, and new parks for kids and adults.
- Better pedestrian facilities, connections and routes are needed on the site. The site currently feels "anti-pedestrian".
- Design excellence is of paramount importance.
- Place-making opportunities should tell the story of the evolution of Exhibition Place, encourage exploration of the site and incorporate elements of 'surprise'.

Cultural Heritage

- Connection to the site's Indigenous past should be highlighted.
- The site's cultural heritage resources need to be highlighted and promoted.
- Prominent buildings such as the Liberty Grand, Better Living Centre and Automotive Building were designed to front onto the lake shore.
- Heritage buildings, primarily on west side of site, which are currently occupied with a number uses should be considered against the vision for the area. (E.g. Does a nightclub fit the vision?)

Development

- One attendee asked whether the potential development sites on the plan, including the western expansion of the Enercare Centre and future phase of Hotel X, were a certainty.
- Hotel X was not viewed positively from a development and design perspective. It was suggested that any new building on the site should be the subject of an international design competition.

Site Operations

- Many locations on the grounds are currently used for necessary storage and event logistics, including the Food Building and under the Gardiner Expressway, and perhaps they could be utilized better or more efficiently.

Public Realm and Activation

- There is a desire to have something to "go to" at Exhibition Place when there are no events being held. A branding exercise was suggested as way to attract people to the site.

- There is a desire to have Exhibition Place provide an extension of the public realm for people living around it, and to activate and animate the grounds with people, as well as events.
- Expanded green space would be welcomed, including a green approach to new development. Public spaces can be designed to appear more green but still firm enough to accommodate activities and staging.
- Winter and cold weather facilities should be considered to allow for year-round experiences.
- Artist/artisan spaces and community uses could provide more activity and vibrancy to the site outside of events.

Implementation

- Concern regarding how the plan would be implemented given there have been previous plans for the site which have not come to fruition.
- The Master Plan document was viewed as an opportunity to avoid ad-hoc development and to guide what is permitted on the site.

4.6 Technical Advisory Committee

A Technical Advisory Committee (TAC) was formed to solicit input from City divisions and agencies on the emerging Exhibition Place Master Plan. The TAC met twice to inform the Master Plan analysis and evolution phases.

4.6.1 Technical Advisory Committee Meeting #1

September 11, 2019, 3:00 to 4:30 pm
Toronto City Hall

In Attendance:

Leslie Gash, Waterfront Toronto

Scott Haskill, Manager, Project Development and Coordination, TTC

Michelle Berquist, Area Transportation Planning, Transportation Services

Eric Chan, Area Transportation Planning, Transportation Services

Easton Gordon, Gardiner Rehabilitation Project, Engineering & Construction Services

David O'Hara, Capital Construction (Fort York), Parks, Forestry and Recreation

Eric Stadnyk, Planning, Design & Development, Parks, Forestry & Recreation

Paul Leithwood, Urban Forestry, Parks, Forestry & Recreation

City Planning staff provided an overview presentation of the Exhibition Place Master Plan process to date including: a study overview and timeframe, a listing of key study inputs, public consultation to date, as well as a detailed review of the draft emerging vision statement and guiding principles and 'big ideas'. The presentation concluded with an overview of next steps and highlighted opportunities for future engagement. Following the presentation, an opportunity to ask questions of clarification was provided and a discussion was held regarding the emerging Master Plan and areas for consideration. Key discussion questions included:

Did we miss anything critical?

Do you have any concerns?

What are your thoughts on the Big Ideas, Vision and Guiding Principles?

The following is a summary of what was heard and discussed.

- The rail corridor is the primary barrier at the northern edge of the site, rather than the Gardiner Expressway.
- The group discussed the parking utilization study of Exhibition Place, completed by WSP approximately two years ago. It was identified that:
 - For approximately 6% of the year, parking utilization is over 80%;
 - For the majority of the year (greater than 50%), parking utilization is 20%.
- Showing options for a future land bridge is appropriate.

- There may be potential interest from the Province for a "people mover" from Exhibition GO Station to Ontario Place.
- An enhanced pedestrian linkage could be considered alongside the proposed extension of the LRT to the Dufferin TTC Loop.
- It was discussed that prioritizing transit was a key focus for getting people to and from the site from across the City, whereas the promotion of multi-modal movement could be a focus for movements to, through and within the site.
- Currently, transit users are penalized as they only have access to the edges of the site, whereas car drivers are able to get immediately closer to venues and events.
- The TAC discussed the importance of AODA requirements for the site, especially when events are being hosted and access through the site is not available. It was noted that a recent AODA concern was raised when a person with accessibility needs had to circulate around the outside of the Exhibition Place grounds adding hours to their trip/route to access the Exhibition GO station.
- Consider other areas of the city, such as the Toronto Island, where movements and plans are focused on active transportation and car-free areas which are enjoyable for everyone.
- The TAC encouraged the project team to look at different partnerships when further developing the plan, such as the Automated Vehicle Group and work coming out of the MARS Centre.
- Consider what user groups would be using the site, as each user will have different needs for getting to/from/around the site.
- Consider a new entrance and 'front of house' facilities for the TTC streetcar on the south side of Manitoba Drive (given the extension streetcar services to the TTC Dufferin Loop). The potential to integrate a new streetcar entrance into the existing Food Building was discussed.
- At the conclusion of the presentation, the TAC discussed how the Master Plan would align with the existing operational and leasing aspects of Exhibition Place. A key discussion point was who would be in charge of implementing the various programming elements being discussed within the Master Plan. The project team noted that work on the Master Plan was being led by City Planning, and that operational and leasing matters will have to be considered as an implementation item with the Board of Governors (operational) and City Council (long-term leasing) being a key component of implementation.
- The consideration of winter activities, programming and events, such as the Aurora Winter Festival put on by the CNE and held at Ontario Place. was viewed as positive, as it is also a key consideration for Waterfront Toronto.
- If the project team is considering consolidated parking areas, as per the draft guiding principles, there is a need to also consider staging and program areas needed for hosting events. The TAC discussed the need to consider flexible spaces.

- The TAC discussed the idea of incorporating a "Welcome Centre" at the transit hub located at the Exhibition GO station to provide persons arriving at the Exhibition Place grounds with directional information for Exhibition Place and city-wide attractions.
- Gore Park on the east side of Strachan Avenue is a key entry area into Exhibition Place. The TAC identified that this area could also provide opportunities for flexible open space and could accommodate park needs in the area. However, it is also used for staging for events held at Exhibition Place, which also needs to be considered.
- The concept of land bridges to Ontario Place is worth looking at even though the cost would likely be quite high, and that the design of the land bridge would need to be spectacular and designed to move appropriate volumes of people and could also provide recreational opportunities.
- There is likely a psychological barrier amongst the general public about Exhibition Place. Most people view the grounds as an event space only, and generally not for use as a park and open space area.
- Many people who want to host events at Exhibition Place can't afford it, and many events end up coming to Fort York.
- Various needs for events, such as the Honda Indy, place restrictions on the site, such as paving materials where the race track is located, and planting trees that may block sight lines for cameras (filming).
- The group discussed the extensive archeological potential of the Exhibition Place grounds, as per the Cultural Heritage Landscape Assessment, including extensive Indigenous heritage. It was expressed that there should be a focus on placemaking opportunities (e.g. public art, etc.) that consider Indigenous heritage (i.e. Trillium Park at Ontario Place).
- The TTC had previously provided seasonal service directly from Union Station to Ontario Place when it was operational, as there was limited transit connections from Exhibition GO.
- The western gateway identified on the draft materials presented would need a coordinated infrastructure plan to consider the large number of projects being contemplated and/or approved for the area (e.g. Waterfront Transit Network, Lake Shore Boulevard realignment, and cycling and pedestrian connections into the Parkdale neighborhood to the north).

4.6.2 Technical Advisory Committee Meeting # 2

November 18, 2019, 1:30-3:30 pm
Toronto City Hall

In Attendance:

Laurel Christie, Planning, Design & Development, Parks, Forestry & Recreation
Matthew Davis, Manager, Capital Projects & Programs, Transportation Services
Leslie Gash, Waterfront Toronto
Scott Haskill, Manager, Project Development and Coordination, TTC
Laurence Lui, Senior Planner, Transit Service, TTC
Alok Sharma, Manager, Tourism Services, Economic Development & Tourism
Laura Purdy, General Manager, Exhibition Place (by teleconference)
Lindsay Wiginton, Project Manager, Automated Vehicles, Transportation Services
Edmond Wu, Senior Planning & Policy Analyst, Toronto Parking Authority

City Planning staff provided a presentation of the emerging Exhibition Place Master Plan including: an overview of the study process, vision and guiding principles; transportation demand management opportunities and constraints; further development of the "big ideas", and the draft Master Plan illustrations organized by sub-areas. Following the presentation, staff invited comments based on the key discussion questions as follows:

Are there tie-in opportunities to your agency/divisional work programs?
What should be prioritized for implementation (e.g. "quick wins")?
Is there anything we should not move forward with?

The following is a summary of what was heard and discussed.

- An increase in GO Transit Service is likely a contributing factor leading to a higher modal split for persons arriving to Exhibition Place by transit.
- Exhibition Place staff confirmed that the reversible third lane on British Columbia Road, identified in the WSP Parking Study (2017), is now under construction.
- Maintaining the commercial nature and viability of Exhibition Place, which hosts 350+ events and 5.5 million visitors annually, was emphasised as an important consideration as it is the primary function of the site.
- Parking areas continue to be an important consideration as they ensure commercial viability and operational efficiencies. Changing most/all parking areas to green space is a concern.
- Transit improvements to the site, including the Ontario Line, were seen as positive. Exhibition Place staff noted that significant transit improvements are needed prior to

parking being removed from the site. Removal of parking areas should not be considered a "quick win" until enhanced transit is provided to the site.

- Exhibition Place staff were felt that consultation to date has not captured the broader regional population that visit Exhibition Place. The potential Park Bridge (connecting to Ontario Place) offers good opportunities and possibilities for the site.
- The location of the parking deck and the proposed north-south elevated multi-use promenade was a concern due to the operations of events held on the site.
- The bollards and paving treatments identified on the plan are a concern given requirements for the Honda Indy (liability). One example is the need to bolt down utility hole covers to accommodate the Indy race route.
- The bollards through public spaces were identified as a concern as they were seen to reduce the flexibility of the space, and increase maintenance and operational costs (removing and replacing bollards) to host events.
- The green roofs and other environmental initiatives are positive.
- Festival Plaza was identified as a key concern on the plan which needs further consideration. As currently presented, the plan would inhibit the ability to host many of the events that require this space.
- Economic Development staff asked if Exhibition Place felt they could accommodate more on the site. City staff noted that they do want to expand their convention business, and that current tenants have expressed concern with the potential loss of parking areas.
- Attendees had the impression that the facilities sit dark for a significant portion of the year.
- There was a sense that the plan was trying to "connect the un-connectable" as people typically go to Exhibition Place for one event and leave. People don't think about exploring other places on the grounds outside of the event they are going to. Staff suggested that this mindset could be shifted if there were more reasons to visit the site, which could help disperse the volume of crowds entering and exiting the site simultaneously. A market hall and/or food hall was identified as a possible solution to assist with "connecting" the usage of the site.
- It is costly for events to be held at Exhibition Place. The idea to tier the pricing/costs for hosting events was suggested, as many events currently get excluded from the grounds.
- It was noted that comments from the public often seek more parks and open spaces, when it is not necessarily what is needed to enliven the space. If green space is being introduced, there needs to be a focus on how it will function and the needs it will serve.
- Connectivity was identified as the larger need for Exhibition Place. Trail connections to the open space system and Martin Goodman Trail could be "quick wins".
- There was a discussion about how the development contemplated in the plan would take place: all together, in tandem, or in phases. It was noted that the current thinking behind

the Master Plan Strategy is to think of the site as a whole, with improvements occurring as opportunities arise, such as the arrival of the Ontario Line and Ontario Place redevelopment.

- Transportation Services (Automated Vehicles Team) has had discussions with Exhibition Place staff about the idea of a Transportation Innovation Zone. It has been flagged as an area that could become an early adopter for new technologies and trials such as shuttle service. The Transportation Innovation Zone concept was very well received and seen to align with Exhibition Place's role as a place to exhibit innovative ideas.
- Transportation Services was going to look at coordination and alignment of the "transportation innovation zone" concept given their ongoing work, upcoming consultation in February 2020, and reporting to Council planned for Q4 2020.
- TTC noted that shared spaces for multiple transportation routes is sometimes less efficient for transit.
- TTC also noted that many people use the Exhibition Place loop to access Liberty Village, as well as for commuter purposes.
- The TTC was supportive of exploring the use of the Food Building for future transit links/improvements to Exhibition GO and TTC services.
- The multi-use elevated promenade was seen as an interesting opportunity for open space, connectivity and providing a unique experience. Also raised for consideration:
 - it is approximately 750 metres long
 - climate controlled connections could be considered
 - it needs to cater to high pedestrian volumes during surge crowds
 - Would people choose an elevated route (outside of event times) if an at-grade route was provided?
 - it could act as a destination in and of itself

After the meeting, additional comments were received as follows:

- Related to the Green DNA vision, the Green Streets Working Group is a multi-divisional effort currently working on standards for, and the incorporation of, green infrastructure throughout the City. Given the history of Exhibition Place as a site for innovation, this would be a great place to explore innovation in green infrastructure.
- The multi-use elevated promenade would need to be further integrated into the site to allow it to be successful. Other than the few days a year when it may be used as the only public access north-south across the site, the promenade will need something to draw pedestrians to walk up above in a more exposed location. The park bridge seems like a more natural location with a good overlook to the waterfront.
- As already identified, this site has a wealth of cultural heritage landscapes. How can circulation be better embedded with the cultural landscapes of the site?
- Is there a definition of what 'development' is? Can the identified locations for development be filtered through the lens of the existing cultural heritage landscape?

4.7 Planning Review Panel

November 2, 2019, 1:00-4:00 pm
Northern District Library, Gwen Liu Room

The City's Planning Review Panel provides a citizen-based platform to broaden engagement and bring new voices into the planning process, working together to reflect the interests of all Torontonians. The project team presented the draft vision, guiding principles and emerging big ideas for the Exhibition Place Master Plan to the Planning Review Panel. Facilitation consultants MASS LBP prepared the following meeting summary.

Executive Summary

The Planning Review Panel is a representative group of 32 randomly selected Torontonians that help the City Planning Division guide growth and change in Toronto. They have been asked by the Chief Planner to work together over the course of two years to provide City Planning with informed public input on major planning initiatives. Members are tasked, in particular, with helping to ensure that these initiatives are aligned with the values and priorities of all Torontonians.

Advice re: Exhibition Place Master Plan

The City Planning Division is writing a new Master Plan for Exhibition Place. The project team presented the Panel with a list of early draft ideas that might be included in the Plan and asked for the Panel's input on whether the draft ideas would make Exhibition Place an appealing destination for all Torontonians to visit. They also asked for the Panel's input on whether the City's draft plan appropriately balances the site's mixed use as a public and exhibition space.

The Panel broadly supported the project team's proposed approach of improving connections to and from the site, providing more public and green space, creating new dynamic places, and promoting a green environment. They also felt that the Plan struck a good balance between creating new public spaces and maintaining exhibition space. Panelists also strongly supported two of the City's proposed 'Big Ideas' for the site: an elevated multi-use promenade and a new gathering space.

In addition to these comments, Panelists agreed that the Exhibition Place Master Plan should:

- **Improve the site's connectivity.** Panelists felt this was the key ingredient to making Exhibition Place more of a destination for all Torontonians. Some Panelists also emphasized the need for improved on-site connectivity in all seasons and for all ages and levels of ability.
- **Emphasize year-round access.** Panelists supported this new focus on the draft plan and also suggested specific types of winter programming that could be built in, such as skating and skiing facilities.

- **Create a complete site.** Panelists proposed attractions as well as amenities that would make a day-long visit more comfortable for people of all ages; for example, greater access to food year-round, comfort stations, prayer spaces, shelters, etc.
- **Consider affordability.** While the question of affordability is largely outside the scope of the Master Plan process, Panelists commented that visitor affordability will be a key consideration for whether Exhibition Place becomes a more highly visited destination in the future. Affordability was defined by Panelists both in terms of the cost to travel to Exhibition Place, as well as the possible expense of the amenities on-site. Panelists suggested that the City consider ways to offset this possible expense, such as by subsidizing travel costs.

Detailed Summary

Melanie Melnyk and Dan Nicholson from the City Planning Division attended the Panel to present on the City's Master Plan process for Exhibition Place. City staff have been directed by Council to write a new Master Plan for the site that also aligns with emerging plans for the adjacent provincially-owned Ontario Place. Staff have been working since June to gather input from various stakeholders and the general public to inform the draft Master Plan.

Exhibition Place is a 192-acre site on the waterfront that hosts many of Toronto's most significant conventions and exhibitions. It is also home to several sports venues, including BMO Field and the Coliseum. The site has various heritage properties as well as some entertainment venues and public parkland. Exhibition Place faces challenges related to its size and location, primarily that it is not well-connected in terms of transit, cycling and pedestrian access, and feels separated from the surrounding area due to being bordered by Lake Ontario on one side and Lakeshore Blvd on the other.

The project team presented the Panel with five broad principles that they hope to accomplish in the new Master Plan:

- Removing barriers, making connections and prioritizing transit;
- Building a network of spectacular waterfront parks and public spaces;
- Promoting a clean and green environment;
- Creating dynamic and diverse new places; and
- Openness, transparency, and responsiveness to the broader community and stakeholders.

For each principle, the project team then described several specific ideas to help illustrate how these principles might be realized in the Master Plan.

The project team also sought feedback from the Panel on four 'Big Ideas'. These ideas were: 1) Enhancing the 'gateways' to the site, 2) Building an elevated multi-use promenade that would go the entire length of the site; 3) Making Exhibition Place a sustainability and innovation zone; and 4) Creating a new major gathering place.

Following this presentation, the project team posed three questions to the Panel:

1. *Would the City's proposed features, elements, and 'Big Ideas' for Exhibition Place make it an appealing place for all Torontonians to visit? Why or why not?*
2. *What other features and elements might be missing from the plan?*
3. *Will this draft plan ensure an appropriate balance between providing public space and providing exhibition space? Should one be emphasized more than the other in the Master Plan?*

Overall feedback

Panelists broadly supported the proposed features, elements and Big Ideas presented by the project team for Exhibition Place because they felt the proposed features would help improve access to the site and create new, interesting attractions. Panelists supported the protection of the site's exhibition spaces, but also felt that the City's draft ideas would help balance the site by improving the public spaces and amenities.

Panelists had specific feedback and additional ideas in a number of different areas.

Connectivity

All Panelists agreed that improving access to the site, particularly by transit and cycling, is a key ingredient to the revitalization of Exhibition Place.

Several Panelists also emphasized the importance of internal connectivity and accessibility throughout the site. Exhibition Place is very large and not all visitors will be able to easily walk or cycle around it. Several Panelists emphasized the importance of providing alternate means of getting around, such as shuttles or even more creative methods like cable cars. A few Panelists also suggested improving wayfinding and signage to make the site more navigable.

Affordability

A related concern of most Panelists was the overall affordability of visiting Exhibition Place. A possible consequence of improving the features of the site may be that it becomes too expensive for people to visit. Panelists suggested that while the City does not have full control over the expense of on-site businesses and amenities, that they nonetheless consider ways to build more affordability into future plans for the site, such as by offsetting travel expenses like parking and transit fare.

Year-round access

All Panelists agreed with the City's suggestion to make Exhibition Place a year-round destination. Panelists specifically suggested some potential programming elements for the winter months, including a skating area, or even an extension of the Bentway skating trail, and skiing trails or areas. Some Panelists also emphasized the need for the City to ensure the site remains navigable in winter months by staying on top of snow removal and providing ways to get around the site that are more protected from the elements.

Elevated promenade and major gathering space

Panelists supported all four 'Big Ideas' but were particularly excited about two: the elevated multi-use promenade, and the major gathering space. They felt that the gathering space in particular could serve as an 'anchor' to the rest of the site and provide good return on investment for the entire project.

A few Panelists suggested that the major gathering space should be designed flexibly to ensure it can serve multiple purposes. Panelists had specific ideas for how the site could be used, such as for a theatre or venue for the performing arts.

Creating a more complete site

All Panelists emphasized the importance of expanding the types of features and amenities on site to make it a place that people could reasonably visit for an entire day. This includes affordable food available year-round, more public washrooms, prayer space, and so on.

Additional Ideas

While not agreed upon by the entire Panel, the following ideas were also suggested by various Panelists for the City's consideration:

- **Improve the aesthetic and architectural elements of the site.** Several Panelists felt that this would help improve the visitor experience and make Exhibition Place more of a destination. Currently, the site is covered by a lot of concrete which Panelists noted is not very visually appealing much of the year. A few Panelists suggested looking for as many opportunities to green the site as possible, such as by planting more trees, especially where there are parking lots and wide open, barren spaces.
- **Incorporate safety into the design.** Safety features should be included to enable people to visit after dark, especially in the winter. Considerations should also be made for how to effectively separate the different modes of travel around the site to improve safety, especially at times when large events are taking place.
- **Find new ways to highlight the site's heritage and history.** A few Panelists noted that Exhibition Place has an interesting and unique history, and that more could be done to make that history visible to visitors through heritage interpretation and programming.
- **Find new opportunities to connect visitors to the water.** While much of this access may come via a better connection to Ontario Place, Panelists suggested that generally being able to access the water at Exhibition Place would make it a more accessible and interesting place to visit in the summer months.
- **Consider bringing back some kind of amusement park** or other child- and family-friendly attraction to broaden the appeal of the site.
- **Link on-site recreation to surrounding recreation trails.** Several Panelists suggested that in addition to creating more on-site trails for recreation, the site could be better

linked to the walking and cycling trails to the east and west (the Martin Goodman Trail). This might have the effect of making Exhibition Place a natural start or end point for races or for people just looking to do a 'loop' around or through the site by bike or foot.

- **Introducing more climate-friendly amenities.** One Panelist suggested clean energy sources such as solar panels, green roofs, and battery walls, as well as including electric vehicle charging stations hooked up to on-site sustainable energy sources which could be used for personal vehicles and electric buses. The Panelist also suggested using repurposed shipping containers to sustainably host new on-site amenities.

4.8 Design Review Panel

The Design Review Panel is comprised of private sector design professionals – architects, landscape architects, urban designers and engineers – who provide independent, objective advice to city staff aimed at improving matters of design that affect the public realm. The Panel provides advice for both private development and public project, based on professional judgment, understanding of good design principles, and conformance with the Official Plan and other related policy documents.

City staff presented the emerging strategies for the Exhibition Place Master Plan to a joint panel consisting of members of the City and Waterfront Design Review Panels. Minutes of the meeting, including the panel's commentary, were recorded as follows:

DESIGN REVIEW	First Review
APPLICATION	City Study
PRESENTATIONS: CITY STAFF	Svetlana Lavrentieva & James Parakh, Urban Design; David Brutto, Transportation Planning
VOTE	No vote

Introduction

City staff outlined the project history, existing and future context, and planning framework. Staff are seeking the Panel's advice on the following key issues:

- 1. What are the critical issues or topics requiring further focus?*
- 2. What additional ideas or suggestions do you think will enhance the strategy?*
- 3. Are there any concerns about the emerging strategy?*
- 4. What would you prioritize in terms of improvements – "quick wins"?*

Chair's Summary of Key Points

The Panel would like to thank the proponent team for their presentation and the considerable effort that has been invested to date. This master plan addresses one of Toronto's most iconic and magical sites; steeped with civic heritage and celebration, unique surrounding context and a dynamic diversity of activity. As such it is essential that the master plan successfully reimagines the next one hundred years of Exhibition Place. With the above in mind the following areas need to be addressed:

Response to Context (including local character and heritage)

- Ensure that the heritage context of the site is openly / physically celebrated and used as a significant connective tissue in the master plan.
- Include Liberty Village and Ontario Place existing and potential future context in master plan.
- Anticipate and embrace significant changes in climatic context.

- Address existing and integrate future transportation / public transit context into master plan.
- Ensure that existing landscape context is enhanced and extended to form a connective tissue throughout the site.

Site Plan Design

- See Response to Context.
- Ensure that the master plan includes a clear, intuitive and universally navigable north-south pedestrian-first connection, from Liberty Village through to Ontario Place.
- Focus first and foremost on people... gathering... celebration.
- Weave big and finer-grained moves together throughout to achieve a sensitively scaled and engaging environment (this applies to site and built form).

Pedestrian Realm

- See Response to Context and Site Plan Design.

Built Form (Massing, Height, Articulation, Heritage Conservation)

- See Site Plan Design.

Landscape Strategy

- See Response to Context.

Sustainable Design

- See Response to Context.
- Given the magnitude and civic importance of the site, its existing and potential future uses, the time span of the master plan and increasingly rapid climate change; a holistic "beyond net zero" sustainability strategy is essential.

Comments to the City

- The following comments are provided in the spirit of recognizing the significant amount of work that has been undertaken to date, and with the goal of achieving the very best master plan:
 - o The submission package is filled with valuable content but very difficult to understand. Organize and distill to ensure that the information and message being provided is clear and compelling.
 - o With a submission package that includes lots of valuable data and ideas the thing to do now is to step back and set a Vision for the master plan.
 - o The creation of the original Exhibition Place celebrated a "coming of age" moment in time that captured the achievements, dreams and hopes of Toronto. It was a symbol of a progressive and confident city. Since that time Exhibition Place has changed and along the way has lost much of its original purpose and soul. At the same time though it still possesses the ability to be that uniquely magical place that is unlike any other part of our city. The new master plan needs a vision that will regain that Exhibition Place soul so that it is the singular identifying character and presence throughout the site.

Panel Commentary

The Panel thanked the study team for their presentation and draft master plan, with many members commenting that it was a large amount of work to unpack. While the Panelists thought there were a lot of good ideas in the package, including ones that had been wrestled with for a long time, the draft lacked a bold, overarching vision for Exhibition Place. Moving forward the Panel hoped to see more contextual analysis as part of the master planning, including with Ontario Place and connections to the city. The Panel looked forward to seeing the evolution of the plan.

RESPONSE TO CONTEXT (including local character and heritage)

Historical Context

Several Panel members commented that they would be interested in seeing the original vision for Exhibition Place from the late nineteenth century. In general, the Panel felt there needed to be a more comprehensive analysis of the cultural and historical context of the area. The Panel felt that currently this heritage context had not been adequately reflected in the proposed master plan or identified themes.

Collaboration with Board of Governors

Some members noted that recently there has been governance challenges at Exhibition Place. These members felt that reviewing the mandate and role of the board of governors needed to be a part of any master plan moving forward.

Ontario Place

The Panel strongly felt the relationship between Ontario Place and Exhibition Place was very important to the success of both places, and therefore the overarching area. The Panelists advised that at minimum there needed to be joint connections and north-south linkages between the two sites.

The Panelists felt that the master plan needed to include Ontario Place and present an overall vision for the two sites and the role they could have in extending the waterfront. Many members commented that Ontario Place was an important cultural and built resource.

Liberty Village

Several members felt that a "powerful north-south connector" was an excellent idea for the broader area. Many members wondered how it would further connect Liberty Village down to Ontario Place. A few members noted that currently Exhibition Place can feel like private space and recommended creating a promenade so that those coming from Liberty Village didn't feel like they were invading the site.

Develop Overarching Vision

Many members commented that the relax/entertain/exhibit approach seemed to capture the themes of Exhibition Place, and the Panel appreciated the overarching approach to developing stronger connections to and within the site. However, the Panel thought the master plan still lacked a clear overarching vision.

Several members advised creating a "bold" and "inspirational" vision for Exhibition Place. Some member suggested a successful master plan needed to propose something that was at a larger scale of thinking and other members commented that the vision should be humanist and focus on pedestrians. The Panel thought a successful vision needed to oscillate between the granular and the grand.

Brand Identity

Several members questioned the overarching brand identity of Exhibition Place beyond the relax/entertain/exhibit themes. The Panel wanted to see a "crystal clear" description of the area as part of the master plan. Some members felt this should be strong enough to be able to be conveyed in a singular postcard advertising Exhibition Place.

Public Ownership

Many members were concerned that there didn't seem to be a discussion around the issue of privatizing the public ownership of the site. The Panel thought the plan needed a clear, strong statement declaring that first and foremost Exhibition Place is, and will remain, a public asset.

Submission Package

The Panel thought the graphic representation in the submission package was obscuring the ideas and design thinking being brought forward for Exhibition Place. Various members commented that the graphics were "confusing" and had "too much noise". Instead, the Panel suggested simplifying the drawings to just show the key ideas and context, such as with Nolli plans.

SITE PLAN DESIGN

Legibility of Road Network

The Panel noted that the road network had legibility issues and many members felt it was difficult for the public to navigate the site, whether as a pedestrian or in a vehicle. Many members felt that permeability was another challenge for those trying to access the site.

Some members, commenting on the unmovable barrier to the north of the site suggested strengthening that area as a back end for Exhibition Place.

Vision Zero

The Panel thought it was important for Vision Zero to inform the master plan for the site, and more specifically be reflected in the plans for the road network.

Transportation & Servicing Requirements

Many Panel members pointed out that the site has a lot of servicing requirements and as such needs a functional back end. A few members commented that one of the challenges of the site was that "stuff happens all over the place" and there is no easy place to tuck things away.

While the Panel agreed that the transit improvements were a "no brainer", some members wondered about locating transit down the middle to service the site vs on the far edge, noting there were pros and cons to both.

Parking Requirements

Looking at the parking requirements on site, many members felt the strategy was still "weak". The Panel noted that parking was an induced demand and should be supplemented by other transit modes. The members wondered whether the proposed connection between Exhibition Place and Ontario Place could begin to inform other aspects of the design, including where parking is located.

Some members suggested parking could be located between the two landmark sites, while other members suggested implementing perimeter parking. A few members wondered whether some amount of parking could be put below the plazas as has been done in Europe.

North-South Pedestrian Connection

While the Panel supported the idea of a north-south pedestrian connection, many members were not convinced of the elevated structure. Various members pointed out that the principles behind the raised walkway were to improve connections, within the site and the broader area and questioned whether a raised walkway would help achieve those aims. Some members suggested elevating the connector only where absolutely necessary.

Gateways & Citywide Context

The Panel advised that the master plan needed to show more of the surrounding context to understand how Exhibition Place relates and integrates into the context of Toronto. The Panelists felt that the most important thing to consider is the edges of the site and noted that the more Exhibition Place was connected to its surroundings, the more it would feel like a part of the city.

Many members suggested developing a stronger connection to the lake by establishing a gateway south to the waterfront landscape. Other potential/improved gateways noted by the Panel included reorienting Strachan Ave to give the Princes' Gate a defined forecourt and strengthening the Dufferin Street gateway.

Master Planning

Several members felt that the aim of any master plan should be to knit the site back together. The Panel noted that Exhibition Place was "a place unlike any other" and advised that this was a quality that should be kept. Many members felt that mixed use "might be a mistake".

Some members suggested unlocking the site by realigning the western portion of Manitoba Dr. These members further suggested the intersection of Manitoba Dr. and Dufferin St. could become a major new entrance. They noted that Dufferin would then perceptually run down to Lake Shore and establish a connection from the City through Exhibition Place down to Ontario Place.

Indy Racetrack

The Panel pointed out the grounds had vast undefined spaces and huge expanses of asphalt. While they understood it would be a challenge due to the necessary laydown areas for events, they suggested focusing on the fine grain, pedestrian scale in developing the master plan.

Many members commented that the road design and turning radius for a racetrack are not conducive to a pedestrian environment. Various members suggested making the track a "really

interesting public pedestrian mobility place" and a few members wondered if the racetrack grounds could become a skating rink in the future.

Prioritize Quick Wins

Several Panel members advised prioritizing "quick wins" such as landscape/public realm investment and the implementation of a regular A/V shuttle service. Many members pointed out that if the City is able to remove much of the asphalt now, it would help develop an overarching identity for the public immediately. The Panel hoped that the master plan would include a budget and implementation strategy.

BUILT FORM (Massing, Height, Articulation and Heritage Conservation)

Heritage Buildings & Elements

Several members felt that all the existing buildings on the Exhibition Place grounds were "sacrosanct" and historically significant. A few members appreciated the plans for the Queen Elizabeth Fountain square and connections.

SUSTAINABLE DESIGN

Green Infrastructure

The Panel questioned how the sustainable vision would actually be implemented on the site. Many members wondered how the entire site would contribute to the green infrastructure and how the stormwater management would work. Some members suggested the Sherbourne Commons Stormwater Treatment Facility as a relevant precedent.

Develop Net Zero Sustainability Strategy

The Panel felt the master plan needed to push the envelope more on sustainability and transit mobility and advised developing a net zero sustainability strategy. Some members wondered how climate change would impact Exhibition Place over the next 50-100 years.

Sustainable Identity

Many members pointed out that Exhibition Place has always been about showcasing innovation. The Panel felt that moving forward Exhibition Place should have a sustainable identity. A few members commented that the existing wind turbines generate a lot of conversation among members of the public. These members felt that the next iteration of Exhibition Place needs to reflect advancing sustainability goals.