

An aerial photograph of a city, likely Chicago, showing a dense urban area with numerous buildings, streets, and a large body of water in the foreground. A prominent white logo with the letters 'OPX' is overlaid on the center of the image. The 'O' is a simple circle, the 'P' is a block letter, and the 'X' is a block letter with a stylized, curved underline that extends to the left and then curves back under the 'X'.

OPX

MARCH 2019

THE TEN BUILDING BLOCKS

1 DRAMATICALLY INCREASE ACTIVITY IN OPX WHILE KEEPING IT PUBLIC AND PRESERVING THE BEST

The downtown has now grown out to OPX, providing the opportunity to create the year-round activity necessary to provide economically-viable, long-term uses for its heritage buildings, accommodate and expand key economic drivers and add exciting new uses, all serviced by greatly improved connectivity and all located within a wonderful waterfront park.

2 CREATE A GLOBALLY-SIGNIFICANT CONVENTION CENTRE

There is an urgent need to regain Toronto's status as a globally-competitive convention destination. Convention activity and associated high-value tourism are critical components of the region's economy and the current fragmented convention offer does not provide what the industry is demanding. The Provincially-run Metro Toronto Convention Centre on Front Street is highly constrained and difficult to expand and modernize. Exhibition Place, with its City-run trade and convention buildings, can be readily expanded to provide the quantity and quality of meeting and exhibition space required. A state-of-the-art convention complex will not only rejuvenate a critical industry, it will provide the urgently needed energy and activity to rejuvenate the entire OPX site.

3 RE-INVENT THE ONTARIO SCIENCE CENTRE ON THE WATERFRONT

The current Ontario Science Centre location suffers from both a relatively remote location and an aging building. A new building on the waterfront will not only locate the attraction in a prime tourist area, it will offer an opportunity to re-invent the very nature of a science centre in the 21st century. Several locations in OPX have the potential for what could be an iconic building. An attractive possibility is to locate it within the footprint of the Better Living Centre, a large, heritage-listed modernist structure long in search of a viable future. There is also adequate space to place the new Ontario Science Centre on the mainland of Ontario Place bridging over to the West Island. Regardless of the specific location chosen within the broader site, a new Science Centre would aid critical mass providing increased activity all months of the year, contributing to year-round success at OPX.

4 RE-PURPOSE THE PODS

The architecturally significant pods and Cinesphere require revenue generating activities and programming that can ensure their preservation. Permanent occupants would include entertainment programming and exhibition destinations that can benefit from the unique location and architecture. The heightened activity of the expanded convention centre and the Ontario Science Centre will also generate events and hospitality activity, collectively providing the income stream necessary for their long-term preservation.

5 CREATE LOTS OF DESTINATIONS IN OPX

There is plenty of room for destinations large, medium and small at OPX. The now largely empty East Island of Ontario Place presents a wonderful location for a destination tourism attraction. A large, imaginative indoor/outdoor waterpark/spa, adjacent to hotels on the east parking lot would complement the convention centre and animate a restaurant and retail edge around the east lake. On the West Island, new indoor/outdoor performance space would complement the existing stage. Other appropriate destinations can be located along Lake Shore, accommodating active waterfront uses such as further retail, entertainment, and tech/media activities.



The New OPX

THE TEN BUILDING BLOCKS

6 THE WATERFRONT IS FOR EVERYONE

All the new buildings and activities in OPX will be located within fully-accessible public space, with a continuous water's edge promenade connecting the waterfront trail to the new Trillium Park and to the West Island of Ontario Place, which will become a connected landscape of parks, gardens and water spaces studded with interesting activity. In combination with the existing park spaces of Exhibition Place, the western half of OPX will become a very large new contiguous waterfront year-round public open space, bringing new life and energy back to a remarkable stock of heritage buildings, landscape spaces and its singular lakeside location at one of the key gateways to the city. Interesting new ideas might include the development of a new urban farm, incorporating the Horse Palace.

7 THE CNE LIVES!

A large new Festival Plaza site located south of BMO Field would be able to accommodate the CNE and other big events, such as concerts, performances, arts and athletic activities, including playing the role of a host space for the upcoming 2026 World Cup. Festival Plaza would be fully serviced to support such uses, creating a unique, large celebratory space in the city. The plaza would extend over Lake Shore Boulevard to link directly to the lake edge in Ontario Place, with parking accommodated under this new land deck.

8 A NEW TRANSIT HUB

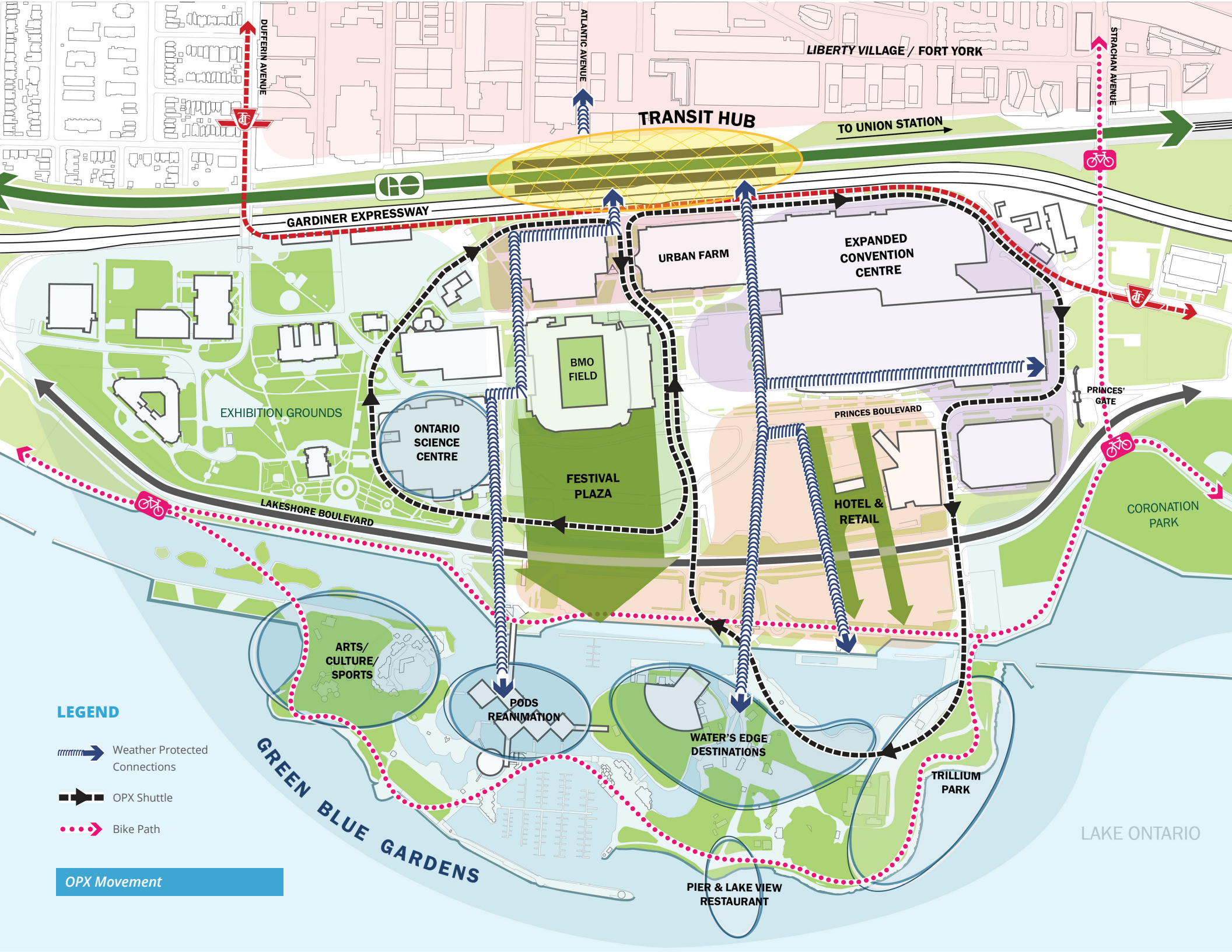
A successful new convention centre requires first-class connectivity from Union Station and downtown hotels, which can then also extend to service all the other activities at OPX. The existing station can be completely remade to accommodate shuttle-style service to Union Station and the LRT, in a weather-protected environment with direct connection to surrounding buildings and permitting easy north/south crossing of the track corridor to growing Liberty Village and other surrounding neighbourhoods.

9 ONE CONNECTED PLACE




OPX is large and connections from the transit hub to all the activities in the park are essential. Two major weather protected north/south pedestrian corridors are proposed; one leading through the convention centre complex and across Lake Shore Boulevard to the destination attractions on the East Island; the other linking to the Food Building, to BMO Field and to the new Ontario Science Centre and extending across Lake Shore to the pods and Cinesphere. An OPX shuttle service from the transit hub at Exhibition Place to Ontario Place will link all the destinations.

10 HAVE FUN!

OPX will become again what it has always historically been, a place for everyone to enjoy themselves. For conventioners and for families, for people walking, on bikes and in canoes, a place of excitement and activity in winter storms and summer heat. Lots of things to do and places to go, large and small. All the traditional events: The CNE, the Royal Agricultural Winter Fair, the Indy, TFC celebrations, bandshell concerts and Live Ent. Add to this new destinations – the Ontario Science Centre, the destination waterpark, the re-animated pods and Cinesphere, retail shops and restaurants, a new MLSE/ Live Nation event centre, a high tech/media centre, and an urban farm. OPX will be a place for noisy crowds and for peaceful enjoyment of the lake's edge. A place that's easy to get to and to get around. A place for people to have fun.



LEGEND

-  Weather Protected Connections
-  OPX Shuttle
-  Bike Path

OPX Movement





THE EIGHT KEY MOVES

To achieve the 10 Building Blocks requires a coordinated set of eight key moves by the Province and the City to attract the required investments and make the necessary site improvements. The essential strategy is to make OPX an economically self-sustaining park by locating a complex of activities large and small that can generate the revenues necessary to support a large and active public space while minimizing upfront City and Provincial investment.

RE-ALIGN THE OPX SITE TO MATCH MANAGEMENT RESPONSIBILITIES AND CAPTURE ECONOMIC VALUE

The OPX site is now divided north/south at Lake Shore Boulevard between the City and the Province. The new OPX envisaged is best managed by making the Province responsible for the eastern half containing the “economic engine” – the expanded convention centre and the associated hotels, entertainment and leisure destinations. The City would be responsible for the more park-like environment of the West Island (with sporting activity, festivals and gatherings to the water’s edge), pods and Cinesphere and that part of Exhibition Place west of the expanded convention centre, as well as for Festival Plaza. The Province and the City can with this new land division each be responsible for what it does best.

RELOCATE THE CONVENTION CENTRE

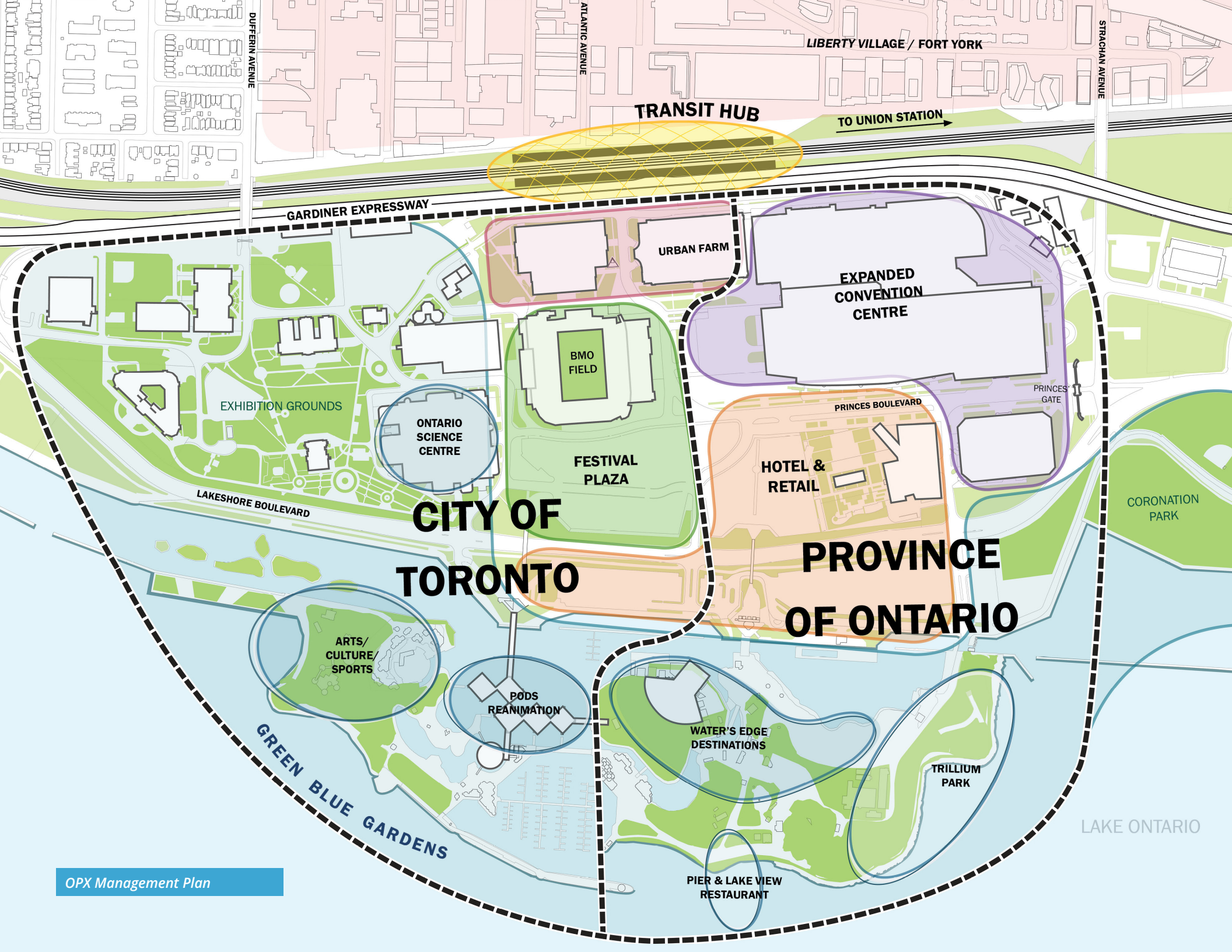
An expanded convention complex is the foundation to increasing day-long and year-round activity at OPX. It is the basis of the “economic engine” that will drive additional economic activity on the site, including hotels, restaurants, entertainment, and other tourist destinations. It is also the most cost effective solution to Toronto’s lagging performance in this critical industry.

Exhibition Place, 11th in North America in 2016 with 1 million square feet of space (including exhibit, meeting and event space), is projected to drop to 15th by 2020 as other cities are investing dramatically in their facilities. The provincially-managed Metro Toronto Convention Centre site on Front Street would be difficult and expensive to remake for the required quality and quantity of space; to bring it into the top 10 convention facilities in North America would cost significantly more than construction of a similar expansion at Exhibition Place. The Front St site does however have substantial redevelopment value which would be released by terminating the long-term lease to the MTCC, proceeds from which could in part be contributed to the expansion of new facilities at OPX. The existing south MTCC convention centre facility would continue as a valuable meeting space for the downtown and region.

Other forms of non-provincial funding would also be pursued, including alternative public/private financing and delivery. Such an arrangement would increase Toronto’s share of the booming convention business, benefiting everyone with more events, jobs, hotel nights and restaurant spend. The value of increased convention activity if Toronto regains top 10 status was projected in 2013 at \$392 million in annual direct spending and \$85 million in annual tax revenues to all levels of government.

RELOCATE THE ONTARIO SCIENCE CENTRE

The current Ontario Science Centre location is isolated from the main visitation attractions of the city and not surprisingly it performs poorly as a tourist destination; visits from outside of Ontario and Canada represent only 16% of general attendance. Further, the building is in poor condition and in need of significant investment; the 10 year deferred maintenance needs of the building has been estimated at \$147.5 million. The site on which it is located, owned by the City, is of great redevelopment value as the table lands can be developed as purpose-built rental housing with a high degree of affordable product – all connected to transit via the new Crosstown. The asset value of the Don Mills site, and the elimination of that building’s state-of-good-repair liability, constitute significant contributions to the development of a new building. Relocating the facility to a more prominent, accessible and attractive location would improve the Centre’s visitation and add exciting activity to OPX. Several sites have potential, but best among them would be a) the Better Living Centre building at Exhibition Place, a heritage structure now largely without basic building systems on a very substantial, well-located and prominent site, or b) south of Lakeshore on the current Ontario Place lands, acting as a bridge to the West Island and the pods.



LIBERTY VILLAGE / FORT YORK

TRANSIT HUB

TO UNION STATION

GARDINER EXPRESSWAY

URBAN FARM

EXPANDED
CONVENTION
CENTRE

EXHIBITION GROUNDS

ONTARIO
SCIENCE
CENTRE

BMO
FIELD

FESTIVAL
PLAZA

PRINCES BOULEVARD

HOTEL &
RETAIL

PRINCES
GATE

LAKESHORE BOULEVARD

**CITY OF
TORONTO**

**PROVINCE
OF ONTARIO**

CORONATION
PARK

ARTS/
CULTURE/
SPORTS

PODS
REANIMATION

WATER'S EDGE
DESTINATIONS

TRILLIUM
PARK

GREEN BLUE GARDENS

PIER & LAKE VIEW
RESTAURANT

LAKE ONTARIO

THE EIGHT KEY MOVES

TRANSIT HUB

The current Exhibition Place GO and LRT station is inadequate both to serve the customer needs of a modern convention centre and to access the balance of the OPX site. Conceptual work has been undertaken on a new station design that would provide weather-protected access to the adjacent buildings and to new pedestrian corridors across the site. Redevelopment opportunities exist to the north and to the south of the transit hub with overbuilds of the Food and possibly the Horse Palace buildings, proceeds from which could be dedicated to the station and other site improvements.

FESTIVAL PLAZA

The 10-acre Festival Plaza at the centre of OPX is located on a current parking lot. The site would need to be properly serviced with power and utilities to support the CNE and other large-scale gatherings, concerts and celebrations - and to act as the host site for the 2026 World Cup and other international events. Such functions could justify federal funding involvement. 'Canada Place' could join Ontario Place and Exhibition Place.

NEW PARKING

The proposed development program for OPX would largely take place on areas of the site now used for surface parking, but some replacement parking supply will be required given the touristic nature of many of the future uses. New parking is best supplied by expanding the existing Enercare Centre below-grade garage under the newly expanded convention centre buildings and by carrying the Exhibition Place land grade over Lake Shore Boulevard (land bridge) to create decked parking levels under new lakeside development while improving overall site connectivity

ADDITIONAL DESTINATIONS

OPX is a big site, with lots of capacity to accommodate many interesting medium and small scale destinations, in turn supporting an interesting retail, entertainment and restaurant mix for a year-round market of convention visitors, tourists and locals. A great variety of new locations are available within OPX and many existing heritage buildings have exciting re-use potential.

ENGAGING A VARIETY OF STAKEHOLDERS

The time is right to reimagine this incredible and underutilized waterfront asset in the heart of Toronto. There is excitement and energy among wide-ranging potential partners who are eager to play a role in OPX's transformation. Several organizations have already indicated interest in being a part of the OPX mix (or increasing their interest therein), including:

- **MLSE**
- **Live Nation**
- **Indoor/outdoor destination waterpark operator**
- **Various retail and restaurant operators**
- **University of Guelph / Royal Winter Fair (privately funded urban farm and live lab)**
- **Various sports (including esports), arts and cultural organizations**
- **Hotel X (additional hotel rooms and conference facilities)**
- **CNE**

The Kilmer Group (Ken Tanenbaum) and Joe Berridge have prepared this vision with input from a broad range of stakeholders, and share this work publicly without precondition or expectation. This is a project of enormous consequence for the City and the Province, and we are committed to helping to make this a dynamic and sustainable economic engine for the region. We believe that Ontario Place and Exhibition Place must be planned, executed and governed in a coordinated manner in order to achieve their full potential. Ultimately, the procurement for delivery of these assets, in whole or in part, will require a careful selection process to ensure Torontonians and Ontarians receive fair value and an enduring legacy.

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OPX

The logo consists of the letters 'OPX' in a bold, white, sans-serif font. A white, stylized wave or swoosh underline is positioned beneath the letters, starting under the 'O' and extending under the 'X'.