

A night-time photograph of the Toronto skyline, featuring the CN Tower and various skyscrapers illuminated with city lights. The lights are reflected in the water in the foreground. Overlaid on the image is the text 'EXPO 2025 CANADA' in a large, white, outlined, sans-serif font. The text is arranged in three lines: 'EXPO' on the top line, '2025' on the middle line, and 'CANADA' on the bottom line. The background is a dark blue sky with some clouds.

EXPO 2025 CANADA

THE WORLD NEEDS MORE CANADA
THE CASE FOR EXPO 2025 IN TORONTO

EXPO2025CANADA.CA

A high-angle, top-down photograph of a person with dark hair, wearing an orange sleeveless top and dark pants, walking on a curved, multi-layered wooden architectural structure. The structure is made of many thin, horizontal wooden planks that curve around a central point, creating a spiral-like effect. The person is walking away from the camera, towards the center of the curve. The background shows a light-colored, tiled floor and some structural elements of the building.

**“Toronto has
everything
needed to host
a World Expo.”**

Dr. Vicente Gonzalez Loscertales, Secretary General
of the Bureau International des Expositions (BIE)
concluding his three-day tour of Toronto, January 26, 2016

“The Canadian Council for Aboriginal Business (CCAB) fully supports the vision and commitment of the EXPO 2025 bid. We see this as an opportunity to proudly celebrate Canada’s First Peoples through not only a cultural and traditional perspective but also through the entrepreneurial spirit and growth of Aboriginal business in 21st Century Canada.”

JP Gladu, CEO
The Canadian Council for Aboriginal Business

INTRODUCTION



Expo 2025 is a once-in-a-lifetime opportunity for Toronto, Ontario and Canada. We are at a rare moment in time when aspirations converge with opportunity and potential.

“The world needs more Canada” said President Barack Obama in his address to the House of Commons in June 2016. Canadians have an inspiring story to tell—of inclusion and reconciliation; of innovation; of creativity and city-building, and environmental stewardship.

At a time when others are closing their doors, we are throwing ours open.

Prime Minister Trudeau has sent a clear message: “Canada is back.” Expo is a powerful tool to reinforce those words, an unparalleled international stage to take our story and leadership to the world. It can catalyze an important urban renewal project, give a multi-billion-dollar economic boost, create tens of thousands of jobs, build new affordable housing and give a priceless lift to the spirits of Torontonians, Ontarians and Canadians.

Expos are experiential in nature. They provide the general public an opportunity for education and entertainment, provoking the imagination. Expo 2025 will go well beyond learning via the Internet and social media.

Expo is a global marketing campaign, a massive international platform to give exposure to our emerging technology sector while highlighting our nation, province and city region as tourism destinations. No other event can match Expo 2025 as a tool to build trade, investment and tourism. It would be a giant series of trade missions, with every participating country interacting with Canadians and our businesses before, during and after the event.

This document highlights the key findings of a credible and thorough Feasibility Study, with the resoundingly clear conclusion: **Expo 2025 is an extraordinary opportunity that we should seize.**

The timing is fortuitous, given the alignment of government priorities and agendas, and the emergence of our innovation sector. The reality is that Expo 2025 is a very winnable bid:

- ★ Non-committed field of competitors with various issues relating to government and public support
- ★ The Bureau International des Expositions (BIE) wants Expo to return to North America
- ★ Expo '67 and '86 are two of the most well regarded Expos in history
- ★ This is a unique moment in time: Canada’s back!
- ★ The Expo provides a cost-effective means to significantly further key government agendas in a timely manner

But the window of opportunity is narrow and the need to act is pressing.

Expo 2025 would produce a \$4.37 billion boost to the national GDP, deliver \$1.26 billion in tax revenue and create more than 50,000 person-years of employment. The real economic benefits far outstrip the projected \$650 million of net incremental public investment in Expo: This amount is comprised of \$1.91 billion of total estimated incremental public investment, less the \$1.26 billion in direct government tax receipts. The net incremental investment would be shared among the three levels of government and the private sector, in proportions to be determined. (see ‘Long-Term Economic Impact’ diagram on page 18).

The study also projects that Expo’s anticipated direct revenues from ticket sales, sponsorships and other sources would be \$1.64 billion, enough to cover the expected operating costs with a surplus.

Expo 2025 would receive 30 million paid visits to the site. Toronto would benefit from 9 million incremental, unique visits--people who are drawn to the city region specifically to attend the event.



Golf Bag Totem
Artist: Brian Jungen , 2010

Crucially, Expo 2025 builds on the extensive work that has already been done towards the planned rehabilitation of the Port Lands. As the home of Expo 2025, this visionary redevelopment would become an international showcase promoting Canadian ingenuity in green technology, creative industries, digital media and the development of a Smart City.

Expo 2025 has already drawn broad support and interest, with more than 1000 organizations representing business, labour, the arts and youth. An array of community groups and individuals representing the diversity of the city have also lent their support.

Expo would not only pay for itself, it would give back to Toronto, Ontario and Canada in countless ways both profound and profitable for generations.

1. Expo Overview: Why an Expo?

2. The Legacy Proposition

3. Expo 2025 Alignment with Government Priorities

- A. Innovation
- B. Smart Cities
- C. Affordable Housing
- D. Trade and Investment (Economic Development)
- E. Climate Change

4. Expo 2025 and the Re-branding of the Toronto Region and Canada

- A. International Brand and Reputation
- B. Tourism
- C. Diversity

5. Feasibility Study Results

- A. Site Analysis
- B. Financial Analysis and Economic Impact

6. Summary and Conclusions

“... from our perspective at the Wellesley Institute, the opportunity is much bigger. We are interested in building a healthier and more equitable Toronto. We use the lens of the social determinants of health to improve public policy. Sixty per cent of our health and life expectancy is directly related to social factors like where and how we live, work, play and age. Social factors have a greater impact on our health than our genetics or our health care system. From the viewpoint of the social determinants of health the argument for a bid for Expo 2025 becomes even more compelling. From a social and economic perspective bidding for Expo 2025 is a good idea. From a mental and physical health perspective, done properly, it is a no-brainer. Expo 2025 could be the catalyst that brings together and focuses the City of Toronto.”

Dr. Kwame McKenzie, CEO
Wellesley Institute

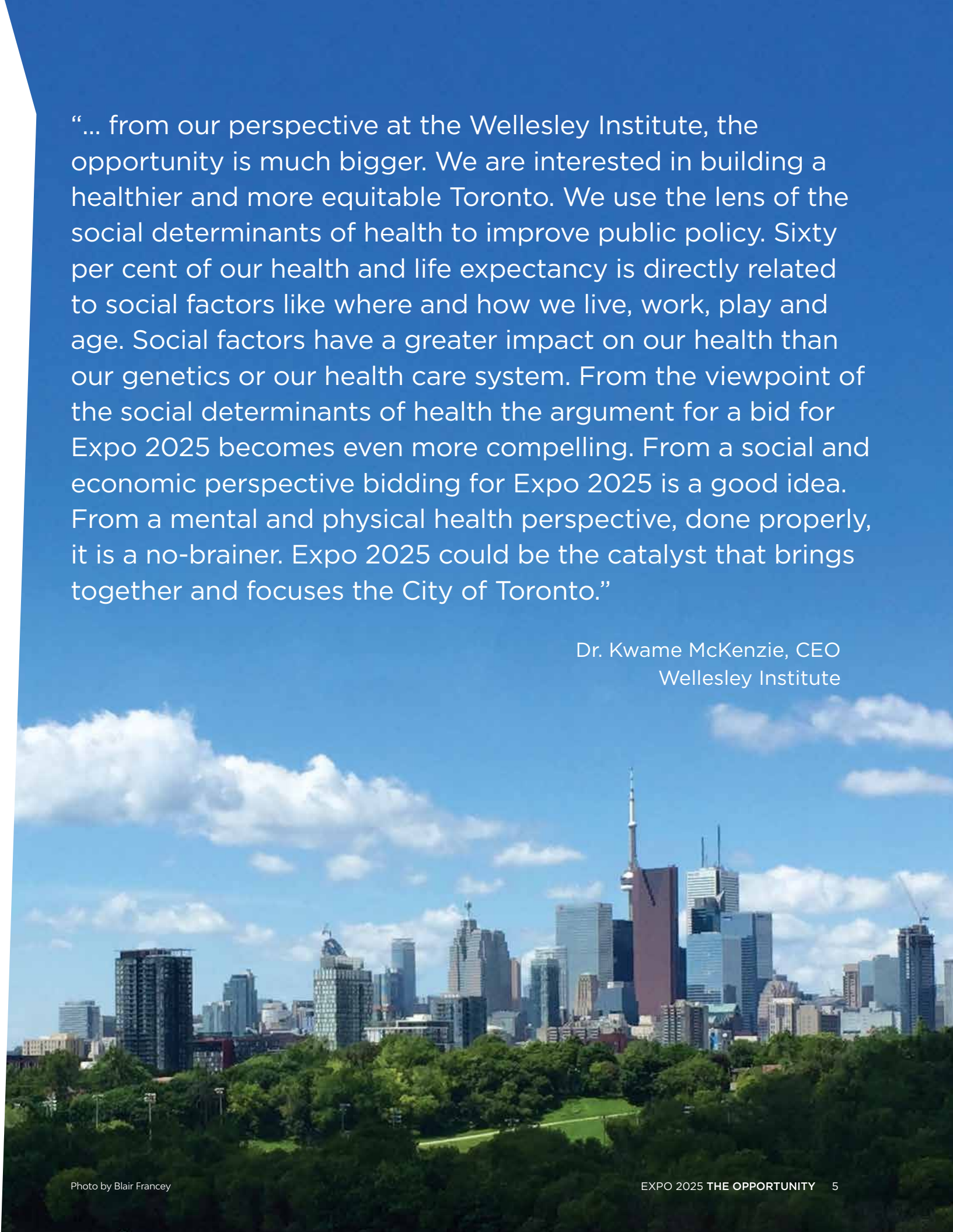
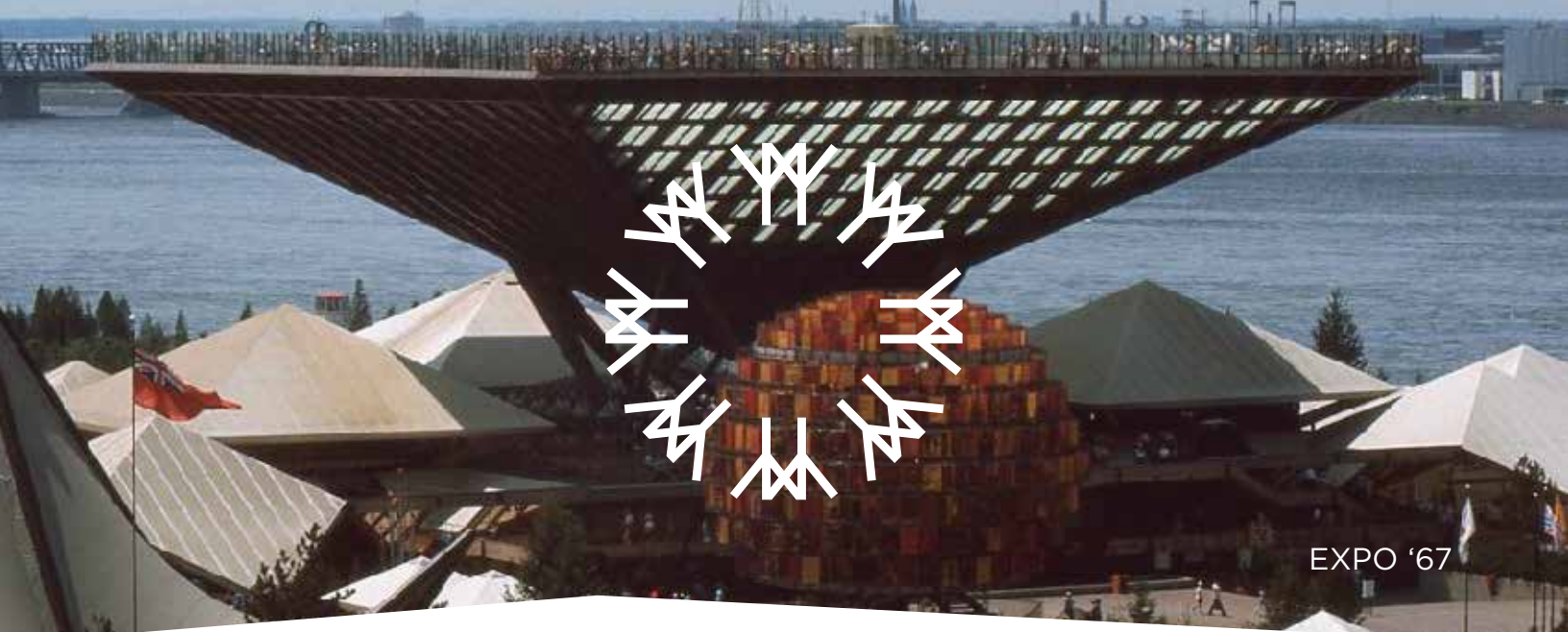


Photo by Blair Francey



1 EXPO OVERVIEW: WHY AN EXPO?

The timing is perfect on many levels. Canada is embarking on an ambitious international re-branding mission - Prime Minister Trudeau and his government are emphasizing "Canada is back." Expo 2025 would be an eloquent demonstration to reinforce the message. Major international events like World's Fairs or what is now known as World Expo or simply Expo promote a nation's image to the world while bringing numerous social, economic and cultural benefits. Canada has an illustrious record: Expo '67 and '86 are broadly recognized as two of the most successful Expos in modern history, with lasting positive impacts.

Three major events have a true global reach and the potential to offer this value to a country: the FIFA World Cup, the Olympic Games and the World Expo. However, the merits of hosting the Olympic Games and FIFA World Cup have been called into question, with some justification, over the past 5-10 years.

- ★ The Olympic Games and the FIFA World Cup have been deemed too expensive and disruptive; the legacy associated with these events, although vast, can prove to be too great a burden.
- ★ They prescribe rigid hosting requirements, making it difficult for governments and

organizers to plan and solve operational problems in a cost-effective manner, tailored to the specifics of their city.

- ★ The governing bodies of these events have been embroiled in controversy, greatly hurting their brands, a main source of their strength and attractiveness.
- ★ The cost to bid is significant in and of itself.
- ★ Further, the bid process of these events is focused on appealing to the interests of approximately 100 individuals (FIFA and IOC members). These interests often do not align with those of the broader population.

In comparison to these events, the World Expo and its governing body, the Bureau International des Expositions, (BIE), provides a much more attractive opportunity:

- ★ Located on one site, the operations of the Expo prove less disruptive to normal city operations, and reduce complexities, helping to facilitate a far less costly event.
- ★ Unlike the other major international events, the BIE does not prescribe rigid hosting requirements. The development of the event concept, from master planning to the specific

essence of the event--the central theme--can be tailored to the needs of the host city/country and the agendas of the relevant governments.

- ★ **The majority of costs associated with venue construction are undertaken by participating countries or corporations/NGOs.** The effect is not only to reduce the burden on the host city/country, but also to act as a form of foreign and private sector stimulus for the local economy. Participating countries often look to the host country to fill jobs in the design, construction and staffing of their national pavilions.
- ★ The cost to bid is a fraction of other major events, and given the clear business development opportunities, the private sector is often more than willing to contribute by way of sponsorship and engagement.
- ★ The bid process itself is an exercise in international diplomacy and can act as a tool to aid Canada in realizing its trade and foreign policy objectives. It is not an exclusive group of individuals who determine the winning host country, but rather the governments of the 169 member nations. The campaign to win and then mount Expo 2025 would

become a multi-year, international marketing opportunity for Toronto, Ontario and Canada.

Even more, the impact of Expo 2025 is far broader and deeper than a two-week sporting festival. It is a six-month mega-event focused on furthering civic dialogue, international trade and economic development. It is a global opportunity for sharing innovation, fostering collaboration through knowledge transfer, and promoting progressive policies.

Unlike the Olympics or FIFA World Cup, an Expo is not dictated by an international organization. An Expo host city and nation shape the event to match their own governmental agendas. Toronto, Ontario and Canada would collaboratively and exclusively decide the legacy. An Expo is an invaluable tool in realizing long-term objectives in a cost-efficient, inclusive and much accelerated manner. Expo 2025 will bring Toronto more housing, more transit, more prosperity and do it far more quickly than otherwise possible.

The analysis in the attached Feasibility Study shows clearly that Expo 2025 offers tremendous potential for city and nation building and a powerful catalyst to lift our city, province and nation towards grand aspirations.

2 THE LEGACY PROPOSITION

Expo 2025's legacy would be Canada's, Ontario's and Toronto's legacy. The vision is to align directly with the Toronto Region's long-term city planning, to act as a powerful accelerator to help realize and support plans that are already well underway. After extensive community consultation, Waterfront Toronto developed detailed concepts for the revitalization of the Port Lands. They offer a unique and attractive canvas upon which to develop Expo 2025. Given that Expo would adapt to and build upon the detailed research and planning work already done on the Port Lands revitalization, it means that the incremental cost to government is much lower than other major events.

The prospects for the Port Lands project seem promising no matter what happens with an Expo bid. But what Expo 2025 can deliver are hard and fast deadlines--assurances that principal elements are delivered by specific dates. A major event can act as a powerful catalyst to kick-start progressive initiatives across the economy.

Even more, Expo 2025 will enhance the return on the planned infrastructure investments. Expo 2025 is a valuable use for these lands in the interim between site servicing and development; a time during which major investment has been committed with little immediate return. Expo 2025 will provide that additional short-term return on a major, long-term public investment, sowing the seeds for the planned Port Lands community.

Where the Expo will prove to be a catalyst is in realizing the existing ambitious vision for the future Port Lands community; a vision based on the community building objectives of Waterfront Toronto and priority government agendas. As detailed in the following section, they are:

- * Innovation
- * Smart Cities
- * Affordable Housing
- * Economic Development/Jobs
- * Climate Change



Some of the key elements of this future community would be:

- * An innovation hub focused on prototyping and scaling of the newest advancements in green technology, communications, and social innovation
- * A focus on creativity, creative industries and digital media
- * A model 'smart city' and sustainable, liveable community, connected with Toronto and the region through new and upgraded physical (rapid transit/cycling) and virtual corridors

Expo 2025 can help achieve this vision by tailoring the Expo theme to support these elements and by creating synergies through the integration of long-term plans while adding new opportunities to optimize these plans.

The Expo 2025 concept offers transformational benefits to the Toronto region and Canadian economy as a whole. This is the moment in time to make the decision that will realize these goals.

Expo 2025 will provide governments with an unequalled, cost effective, marketing vehicle to showcase the positive results of their significant investments.

The legacy proposition for Expo 2025 is rooted in enriching and furthering an existing vision for a model community in the Port Lands.

- * A community that will set a new benchmark for city building and act as an exemplar for other communities throughout Canada and the world
- * A community that will realize priority government initiatives, putting them into practice on an international stage

The Port Lands redevelopment is an opportunity few cities of Toronto's size and wealth have at their doorstep; the potential of this opportunity must be maximized. Expo 2025 offers a platform to lift it to a new level, to leverage this visionary project so that it can deliver multi-billion dollar incremental benefits to Toronto, Ontario and Canada.

"Toronto is already "home to the world." Our diversity of culture and experience fosters both expertise and acceptance; our vibrant arts and media sector signals deep bench strength of experimentation and creativity. In Expo 2025 we have a timely opportunity to showcase our imagination to envision new and better worlds...a key ingredient for an Expo to leave a lasting legacy for the next generation of Canadians."

Claire Hopkinson, Director and CEO
Toronto Arts Council



3 EXPO 2025 ALIGNMENT WITH GOVERNMENT PRIORITIES

A. INNOVATION

When launching the Government of Canada's Innovation Agenda in June 2016, the Hon. Navdeep Bains explained that Canada needs to invest and focus on innovation in order "to position Canada as a world leader in turning ideas into solutions, science into technologies, skills into jobs and start-up companies into global successes."

To achieve this vision, the Government of Canada will focus on six areas for action:

- ★ Promoting an entrepreneurial and creative society
- ★ Supporting global science excellence
- ★ Building world-leading clusters and partnerships
- ★ Growing companies and accelerating clean growth
- ★ Competing in a digital world
- ★ Improving ease of doing business

The 6-month event of Expo 2025 will help foster these key innovation action areas through the sharing of the newest advancements and best practices in relevant technologies. It will cultivate collaboration among world leaders right here in Toronto, opening up opportunities for the city region and Canada's businesses and diverse residents.

These action areas will receive crucial support through the envisioned innovation hub in the Port Lands, post-Expo. Waterfront Toronto has already taken meaningful first steps towards achieving this vision with its Intelligent Communities

initiative and the planned Waterfront Innovation Centre. Expo 2025 will build on this base and provide a potent forum to align and enhance the key components that have proven critical in the creation of a successful innovation hub, components which currently exist in Toronto and the region but which need a catalyst to better focus and bring them together. These include:

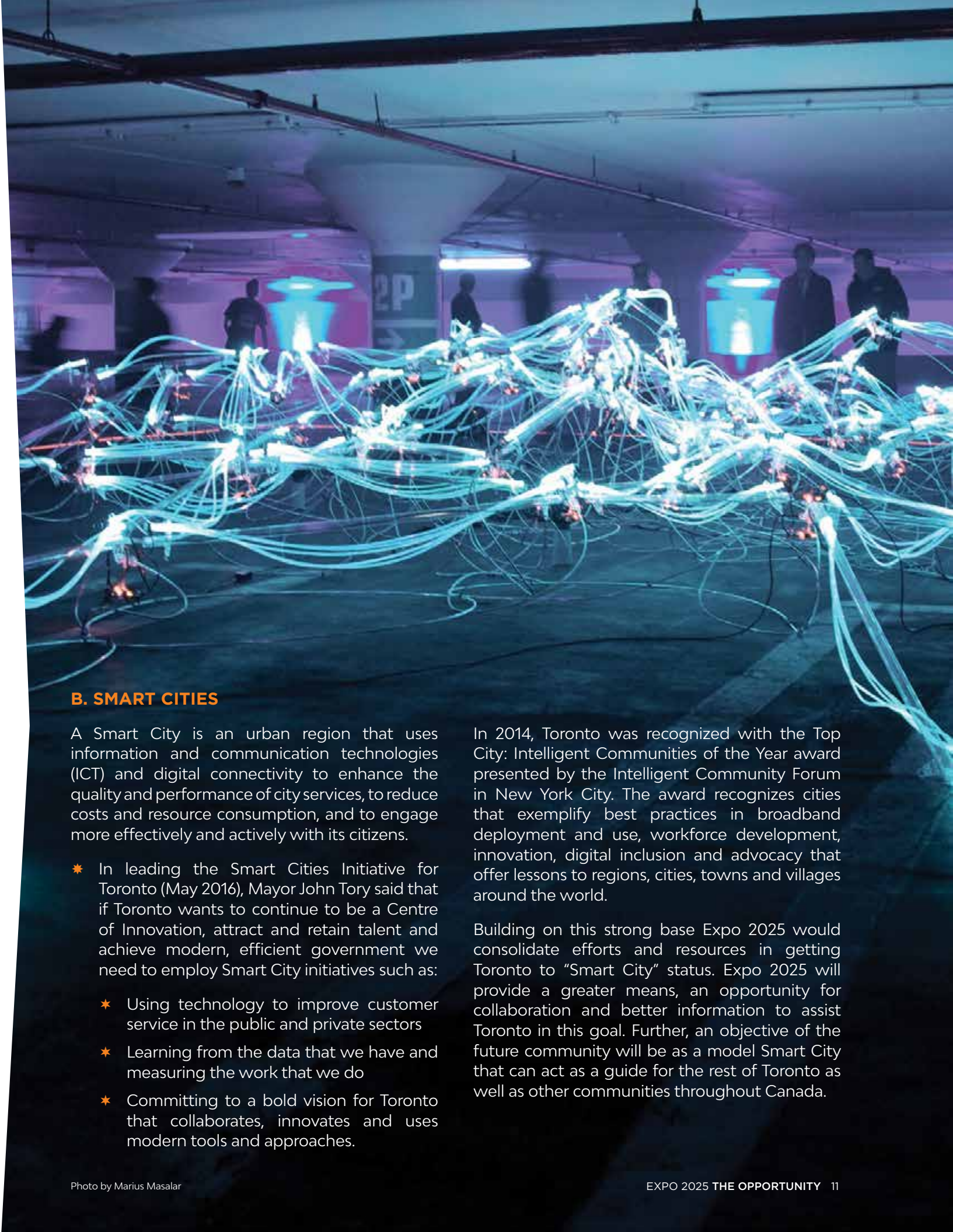
- ★ Talent Acquisition & Retention
- ★ Access to Capital Markets
- ★ Networks
- ★ Government Policy/Regulation
- ★ Culture and liveability

Expo 2025 will cultivate these components and accelerate the transform the Port Lands into a world centre for innovation.

Expo 2025 will also act as a tool to engage and encourage other knowledge hubs throughout the region and country through the creation of physical and virtual corridors, including providing an impetus and greater means to further the objectives and development of the Toronto-Waterloo Super Innovation Corridor.

Expo 2025 will give small and medium-sized (SME) innovation firms an international platform, helping them to grow—a key priority of all three levels of government.

Expo 2025 will prove to have a major impact on the attraction and retention of human capital and talent in the Technology Sector, as well as on providing further opportunity and incentive to attract the approximately 200,000 Canadians currently working in Silicon Valley back home.



B. SMART CITIES

A Smart City is an urban region that uses information and communication technologies (ICT) and digital connectivity to enhance the quality and performance of city services, to reduce costs and resource consumption, and to engage more effectively and actively with its citizens.

- ★ In leading the Smart Cities Initiative for Toronto (May 2016), Mayor John Tory said that if Toronto wants to continue to be a Centre of Innovation, attract and retain talent and achieve modern, efficient government we need to employ Smart City initiatives such as:

- ★ Using technology to improve customer service in the public and private sectors
- ★ Learning from the data that we have and measuring the work that we do
- ★ Committing to a bold vision for Toronto that collaborates, innovates and uses modern tools and approaches.

In 2014, Toronto was recognized with the Top City: Intelligent Communities of the Year award presented by the Intelligent Community Forum in New York City. The award recognizes cities that exemplify best practices in broadband deployment and use, workforce development, innovation, digital inclusion and advocacy that offer lessons to regions, cities, towns and villages around the world.

Building on this strong base Expo 2025 would consolidate efforts and resources in getting Toronto to "Smart City" status. Expo 2025 will provide a greater means, an opportunity for collaboration and better information to assist Toronto in this goal. Further, an objective of the future community will be as a model Smart City that can act as a guide for the rest of Toronto as well as other communities throughout Canada.



C. AFFORDABLE HOUSING

Approximately 1000 units of housing are needed to house foreign workers as they prepare and operate participating nation pavillions during Expo 2025. However, as presented in Tab A - Site Analysis, Masterplan, Transport & Infrastructure of the Feasibility Study, the BIE requirements for this housing are not rigid and can be tailored to the needs of the City, provided the appropriate transport solutions are in place. Therefore, should the City want to accelerate the Open Door Program to create even more affordable housing, Expo 2025 will be the attractive investment vehicle that gets units built faster. Importantly, these units can be located throughout the city, as opposed to one, consolidated village. This provides the opportunity and an additional catalyst to build affordable housing in targeted, priority neighbourhoods in the City; an objective of the City's Official Plan.

Further, a criticism associated with the promise of affordable housing as a legacy of Olympic-style Athletes Villages, is that only a fraction of

the total housing is provided as affordable due to the immense costs associated with the rigid requirements of an Athlete's Villages. Coupled with the City objective to only include 20% affordable housing in each neighbourhood, the legacy of affordable housing from major events is often not fully realized.

This criticism is not a risk associated with Expo 2025. Should the City wish, the 1000 apartments or more needed for the event can be distributed into different affordable housing buildings, located in targeted areas around the City to aid those neighbourhoods in meeting the 20% affordable housing objective; neighbourhoods which will be linked to the Port Lands through rapid transit and upgraded cycling connections along the Martin Goodman and Don River Trails.

Expo 2025 represents an opportunity for Toronto to advance its affordable housing strategy in advance of 2025 in a manner that best suits the City.

D. TRADE AND INVESTMENT (ECONOMIC DEVELOPMENT)

Expo's unique characteristic as an event is that it aligns seamlessly with and provides a tool to realize the broader trade and investment strategy of Canada. Expo 2025 will be an all-encompassing trade mission, bringing the political and business leaders from all 169 participating nations to Canada, facilitating the opportunity to engage in bilateral and multilateral discussions, and increasing Canada's international trade and investment opportunities. As the world's most diverse urban area, the Toronto Region is home to people from all of these countries. Expo 2025 would engage them to act as ambassadors, reaching out to their countries of origin as highly-effective marketers for both the event and the associated business opportunities.

This trade mission does not begin and end with the 6-month event. As with Dubai 2020, an Expo can now expand its impact further as engagement with other countries begins far in advance of the event and includes conferences and events that provide another opportunity for Toronto and Canada to build relationships and position itself as a global leader. Through World Expo Nation Days, Heads of State and trade mission delegates visit weekly over the course of the 6 months as well as in the years leading up to the opening of the Expo. This affords Canada the opportunity to showcase our accomplishments and initiatives with visiting delegations in the years leading up to 2025 opening.

Expo 2025 will further facilitate achieving the objectives of Canada's Innovation, Trade and Investment strategy by:

- ✳ Increasing the exposure of Canadian businesses to broad global innovation
- ✳ Better promoting Free Trade Agreements (FTAs) to Canadian corporations, specifically Small and Medium Enterprises (SMEs) as they are not yet taking advantage of the FTAs Canada has to offer
- ✳ Supporting exporters and helping to facilitate global enterprises by identifying firms,

especially SMEs, that have a potential to grow significantly and provide upscale assistance, access to global markets and new potential business partners

- ✳ Providing further opportunities for SMEs to receive capital investment
- ✳ Expo 2025 ties in with PMO Youth Agenda. An Expo will provide exposure to educational and employment opportunities for all ages 6-96, engaging creative imaginations. It will facilitate access for young entrepreneurs to people, ideas and global business opportunities, helping to drive growth.
- ✳ Strengthening the investment attraction of Toronto, Ontario and Canada by promoting Canada on a grander scale
- ✳ Being a catalyst to streamline immigration processes and policies to attract targeted talent and investors

Importantly, the Expo itself acts as a tool to attract offices of businesses from around the world to locate in Toronto, Ontario and Canada. Through Expo 2015 and 2010 respectively, Milan and Shanghai attracted overseas businesses to permanently locate and build offices in their cities and subsequently hire locally to staff them and foster stronger ties with other Expo-hosting alumni cities and nations. Reuters reported that the Milan Expo had a "highly successful run", exceeding expectations for numbers of visitors. Shanghai's attendance was an astonishing 73 million people and it ran an operating profit of approximately US\$157 million.

Through targeted marketing and incentives, coupled with the creation of an innovation hub and the envisioned model community in the Port Lands, Toronto Region can build upon the successes of past host cities, such as Milan and Shanghai to use Expo 2025 as a marketing tool to attract leading companies from around the world to locate offices in the Port Lands and throughout the city region.



4 EXPO 2025 AND THE RE-BRANDING OF TORONTO, ONTARIO AND CANADA

A. INTERNATIONAL BRAND AND REPUTATION

Expo 2025 affords Canada, Ontario and the Toronto Region an unmatched platform to meaningfully re-brand itself to the world in a way that supports its values, desired image and aspirations.

- ✱ Expo 2025 will reinforce and reposition Canada as a convener of nations
- ✱ It will establish Canada as a world leader in:
 - ✱ Climate Change
 - ✱ Science and Technology
 - ✱ Communications and Digital Media
 - ✱ Smart Cities and Communities

In addition, it presents a platform for Toronto and Southern Ontario:

- ✱ To brand itself as a hub for investment within North America and the Americas
- ✱ To re-brand itself as a leading tourist destination

B. TOURISM

Toronto is in the midst of unprecedented growth and the world is starting to notice. The New York Times wrote earlier this year: "Canada's largest city is ready for its closeup." The time is ripe to seek a major international stage to showcase our attractions. Aligned with a focused tourism strategy, we need to open the world's eyes to a new Toronto characterized by youth, diversity, a burgeoning arts scene, innovation, and by 2025, a revitalized, world-class waterfront. The Feasibility Study predicts that Expo 2025 would draw 9 million incremental visitors—9 million unique opportunities to spread our story. Expo would give the Toronto Region a powerful tool to strategically promote itself and to strive to become a leading tourist destination.

C. DIVERSITY

As parts of the world are closing their doors, Canada has the opportunity to open itself to the world and show the country's willingness to collaborate on new ideas with different cultures. At the same time, reconciliation with Indigenous Peoples is a national priority. First Nations will play a meaningful role in setting both the cultural and entrepreneurial tone of Expo. JP Gladu, CEO, The Canadian Council for Aboriginal Business said: "We see this as an opportunity to proudly celebrate Canada's First Peoples through not only a cultural and traditional perspective but also through the entrepreneurial spirit and growth of Aboriginal business in 21st Century Canada."

Expo 2025 will allow all Canadians to celebrate both their heritage and their home, whether they are new Canadians or members of First Nations. Expo 2025 will be an important tool for Toronto, Ontario and Canada to continue nurturing the harmonious diversity which defines our society. Our Expo will imbue all Canadians with the pride of achievement and the celebration of a diverse and accepting nation—one of the greatest places in the world to live.



E. CLIMATE CHANGE

Waterfront Toronto, through its partnership with the Clinton Climate Foundation, aspires to develop the Port Lands into one of Canada's first carbon neutral neighbourhoods. Expo 2025 will prominently display and demonstrate Canadian clean technology and green infrastructure expertise.

- ✱ Expo 2025 will provide the opportunity to engage the entire world in dialogue and thought leadership to support Canada's journey towards achieving a model carbon-neutral community.

- ✱ The site itself will act as its own "exhibition" during Expo 2025 on best practice sustainable development, providing a showcase and marketing platform for the substantial planned climate change investments of the various levels of government.
- ✱ Expo 2025 will serve as a marketplace for the exchange of ideas and the latest advancements of climate change best practices and technology. It will provide the opportunity for Canada to both present and distribute its latest green tech and climate change innovations to the world, while benefiting from the advancements of participating nations.

5 FEASIBILITY STUDY RESULTS

Fundamentally, the Feasibility Study aims to address the following core considerations.

- A. To determine whether an Expo is capable of being hosted in the Port Lands and whether the site itself is feasible given the numerous associated complexities (Site Analysis)
- B. To provide a thorough breakdown of costs and revenues which highlight the true, incremental cost of the event to government and the associated long-term economic return (Financial Analysis and Economic Impact)



A. SITE ANALYSIS

A detailed site analysis proves that it is feasible for Expo 2025 to be hosted in the Port Lands:

- ✱ The site is of sufficient size, comparable to previous International Expos
- ✱ There are viable transport solutions with the necessary access points
- ✱ Proximity to the city centre and waterfront location present an attractive event proposition with unique hosting opportunities and operational solutions
- ✱ The alignment of existing Waterfront Toronto and city development plans and the Expo 2025 master plan facilitates a significant reduction in incremental cost
- ✱ The site provides the foundation for a compelling legacy vision

However, this feasibility is conditional on the following:

- ✱ The completion of major city infrastructure and transport works
 - ✱ Lower Don Flood Protection
 - ✱ East Harbour RER station and rail link
- ✱ The implementation of transport demand measures
- ✱ The establishment of Expo 2025 specific planning bodies, in the City and Province, to expedite approvals

B. FINANCIAL ANALYSIS AND ECONOMIC IMPACT

Incremental Cost:

A focus of the Feasibility Study was to properly identify the incremental cost of the event to government. This required fully understanding the alignment between the existing, long-term development plans of the City region and the Expo 2025 master plan. As outlined in the financial analysis, these “Planned Costs”, which, either currently funded or intended to be funded, are recognized as a part of the long-term plans of Waterfront Toronto and/or the various levels of government. Although these projects are incorporated into the Expo master plan, they will happen and their costs will be incurred regardless of the Expo and they are therefore not directly attributable to Expo.

The true, incremental costs of the event to government are those which will be incurred solely as a result of the event. Careful consideration was employed to properly identify these costs and not exclude any ancillary or trickle down costs. For instance, the cost of accelerating the timelines of projects associated with “Planned Costs” was factored into the “Incremental Costs” as these are costs which would not have been incurred should the project have proceeded along its natural timeline. See Tab B - Projected Attendance, Budget & Economic Impact of the Feasibility Study.

As detailed in the Feasibility Study, this incremental cost is relatively low in comparison to other events of the same magnitude with such impactful benefits. The reasons for this are as follows:

- ✱ The extensive alignment between existing long-term Waterfront Toronto and city development plans and the Expo 2025 master plan
- ✱ The significant contribution to the organization of the event and construction of pavilions from foreign governments, corporations and NGO’s
- ✱ The neutral event operations cost/revenue analysis showing a break-even scenario

The result is that the real economic benefits far outstrip the projected \$650 million of net incremental public investment in Expo: This amount is comprised of \$1.91 billion of total estimated incremental public investment, less the \$1.26 billion in direct government tax receipts. The net incremental investment would be shared among the three levels of government and the private sector, in proportions to be determined.



Long-Term Economic Impact:

The long-term economic impact analysis demonstrates the return on investment to the City, Province and Federal Government.

The long-term economic impact analysis shows that this incremental cost will be an investment yielding (within Canada):

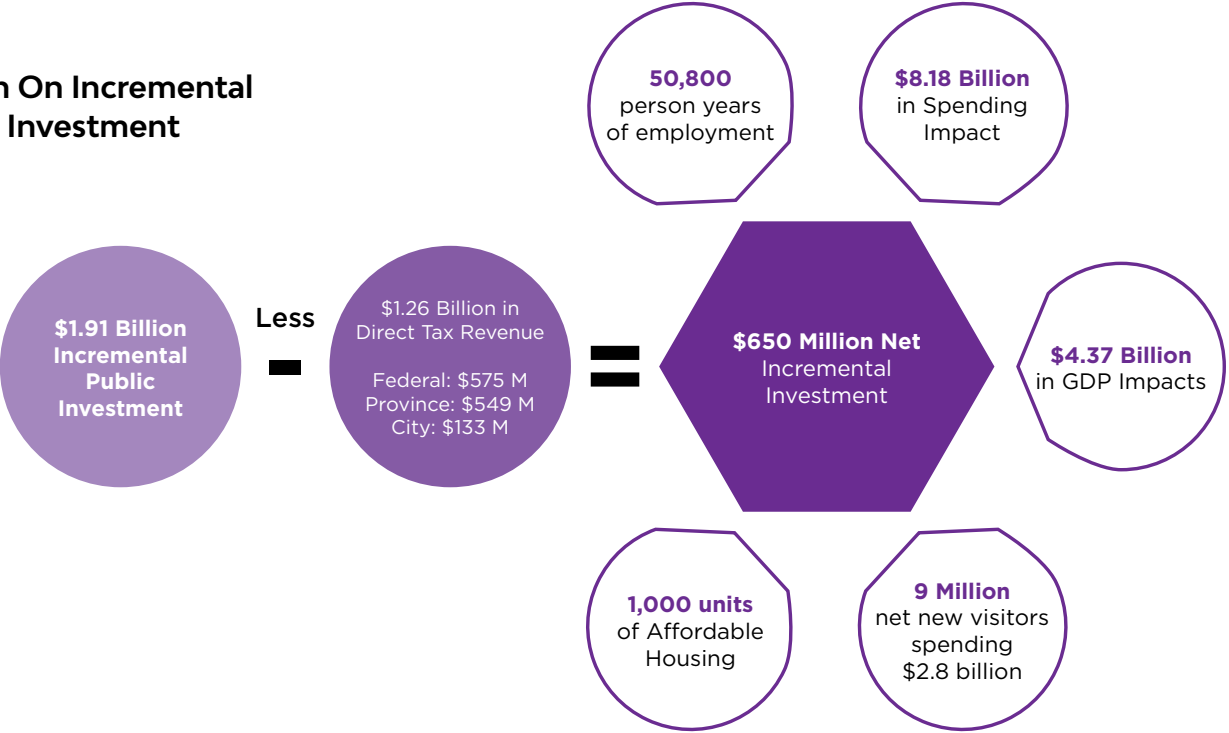
- * \$8.18 billion in Induced Spending Impacts
- * \$4.37 billion in GDP Impacts
- * \$2.90 billion in Employment Income Impacts

All three levels of governments will receive direct tax revenues in the range of:

- * Government of Canada: \$575 million
- * Province of Ontario: \$549 million
- * City of Toronto: \$133 million

Further, the investment associated with this incremental cost will create approximately 50,800 person years of employment within Canada. A percentage of these jobs will be provided to disadvantaged groups in priority areas, as has become the custom with major government projects.

Return On Incremental Public Investment



“Canada is a beacon on the planet for pluralism, and each year, we proudly welcome at least 100,000 new residents into our Region. With Expo 2025, we have a once-in-a-lifetime opportunity to create a powerful six month interim use for 460 acres of City owned Port Lands. With a modest incremental investment to create the venue on this now derelict land, we as Canadians will see a return in the form of thousands of jobs, opportunities for increased global trade, and the local economic boost that comes from 30 million visitors to the site where potentially 169 member nations can build their pavillions.”

Ken Tanenbaum, President
World Expo Canada Bid Corporation;
Vice Chair, Kilmer Group



6 SUMMARY AND CONCLUSIONS

In plain language: we can do this. The timing is perfect and the benefits massive.

But we need to move boldly and quickly.

The two key considerations of the Feasibility Study were addressed in detail and their outcomes clear:

- * The Port Lands is a viable and promising site on which to host Expo 2025. The event is an ingenious way to leverage a visionary project into an eloquent message to the world
- * The benefits far exceed the investments. Expo would produce a \$4.37 billion boost in GDP and a total direct tax revenue of \$1.26 billion to government, compared to an incremental investment for the event of \$1.91 billion to be shared by the three levels of government over several years
- * Expo's direct revenues would cover its operating costs, with a small surplus

There is great long-term potential of the Expo 2025 legacy proposition to:

- * Enhance and strengthen the envisioned model community planned for the Port Lands
- * Support and facilitate a leading innovation hub, spurring economic development and job growth
- * Establish a legacy of affordable housing and further advance the national housing strategy
- * Tangibly further key government agendas
- * Attract international trade and investment
- * Inspire a generation of young people. There is great excitement about this opportunity among millennials, the very demographic

that will be going to the fair. The *Expo Next* (a working group established to engage this group and those under 45) representatives believe Expo 2025 offers the chance to tap into their energy, harness the many ideas they are bringing from around the world and galvanize an entire generation to participate in an inspirational project

Further, Expo 2025 provides an unmatched platform to re-brand Canada as a world leader, solidifying and spreading the value of diversity as a strength, and promoting the Toronto Region as a global tourist destination.

Expo builds on and supports:

- * A strong core set of existing assets and ambitious government agendas
- * Long-term development aspirations for the Toronto waterfront
- * A clear set of aligned priorities for all 3 levels of government

But this is a time-sensitive endeavour. Development in the Port Lands will begin in the next few years, and once the first parcels of land are sold to the private sector and developed, the opportunity to host such a transformational event will be lost.

It must be stressed that this is an eminently winnable bid. The Bureau International des Expositions has clearly signaled a desire to return to North America. The commitment of potential competitors seems ambiguous. Prime Minister Trudeau has generated much favourable international attention for Canada since coming to office. Our nation has a proven record of success in holding World Expos. The stars are aligning for Toronto to win a bid for Expo 2025.



The facts speak loudly. Expo 2025 would be a win on several levels:

- * It furthers important government agendas and priorities
- * It acts as a powerful tool for economic development and growth
- * It maximizes the return on the infrastructure investment for the planned revitalization of the Port Lands
- * It provides a platform to re-brand Canada and to lift our international profile
- * It does all of the above in a cost-efficient manner with a strong return on investment.

The Report to the Mayor's Advisory Panel on International Hosting Opportunities (Appendix A) details the value and benefits that major events can bring to the City, while outlining the criteria by which Toronto should consider and analyze these opportunities. An assessment of this criteria shows near perfect alignment with Expo 2025. When analyzing the merits of an event, it is difficult to imagine a more favourable scenario.

APPENDIX A



REPORT FROM THE MAYOR’S ADVISORY PANEL ON INTERNATIONAL HOSTING OPPORTUNITIES – EXPO 2025

An assessment of the Expo 2025 opportunity in relation to the recently approved Bringing the World to Toronto: A Report from the Mayor’s Advisory Panel on International Hosting Opportunities, portrays a favourable case for an Expo bid.

Of the key criteria related to Hosting Principles, Expo 2025 easily meets the vast majority of them, and where it does not, it is mainly due to the current early, pre-bid stage of the project.

1. Start from a position of strength

- ★ This privately funded feasibility study shows the commitment of the corporate community in this project
- ★ An extensive degree of stakeholder engagement has occurred and a large community group, representing the various corners of the City, has been established in support of Expo
 - ★ Since 2005 residents of Toronto and Canada have been consulted and actively engaged in discussions about hosting a Expo 2025
- ★ The economic and social benefits have been recognized; wide-spread community support has been noted through meetings, consultations, social and traditional media
- ★ The hosting concept and legacy proposition has been developed at this early stage with the help of industry leaders and through community consultation
- ★ The existing Waterfront Toronto plans for the Port Lands revitalization are at the core of the Expo master plan

- ★ A working relationship with the BIE has already been established and their criteria and requirements well understood
- ★ Full government support and a clear breakdown of responsibilities amongst the various levels of government is still outstanding due to the exploratory stage of the project
- ★ Evidence suggests there is a strong chance for a successful bid:
 - ★ The BIE has expressed interest in coming back to North America
 - ★ Expo ‘67 and ‘86 held in Montreal and Vancouver respectively are viewed by the BIE as two of the most successful Expos in history
 - ★ The competing countries are currently non-committal and each have their own issues with respect to government and public support

2. Optimize Toronto as a host city and region

- ★ Existing capacity and plans are being leveraged in the form of the Waterfront Toronto, government approved Port Lands revitalization plans and the associated extensive planning and public consultation
- ★ The 2015 Pan Am Games has left a diverse set of experienced professionals across all relevant industries and organizations needed to successfully host a major event
- ★ The event will be staged in downtown Toronto, however, the impacts will be felt throughout the Golden Horseshoe, specifically, the legacy impacts which are rooted in economic development and regionally focused

3. Advance key city building priorities

- ★ Expo 2025 has near absolute alignment with key long-term city infrastructure plans
 - ★ Transport: East Bayfront LRT, GO East RER (Unilever site)
 - ★ Port Lands revitalization and Lower Don Flood Protection
- ★ Expo will help advance affordable housing objectives through the potential to provide 1000 total units, located in priority neighbourhoods throughout the City
- ★ Expo will be a tool to realize priority government agendas in:
 - ★ Climate Change
 - ★ Transit
 - ★ Smart Cities
 - ★ Innovation
 - ★ Economic Development and Job Growth
 - ★ Affordable Housing

4. Responsibly Manage Hosting Costs, Resources and Risks

- ★ Having the event located on one site simplifies operations, reducing overall costs for such a mega event
- ★ This one site approach facilitates a less complex and more sensible security plan, lessening associated costs
- ★ Having the event located solely in the Port Lands will minimize disruptions to the rest of the City
- ★ The research and findings of this Feasibility Study indicate that the City and partners, with a strong governance and leadership structure, can manage costs/ resources and avoid or mitigate for risks associated with hosting the event

5. Generate Legacy Benefits for all Torontonians

- ★ Legacies are an important benefit of World Expo requirements as set out by the BIE. Expo 2025 would generate socio-economic benefits such as jobs, transportation and social innovations developed through global collaboration, leaving meaningful benefits for local communities after the event has ended
- ★ Employment opportunities will be wide-spread and a focus will be placed on providing jobs to disadvantaged groups and priority neighbourhoods
- ★ As a 6-month event, economic impacts will be significant and felt throughout the City and region
- ★ Climate Change will be at the centre of the event
- ★ A focus will be placed on ensuring a permanent First Nations focused legacy
- ★ The legacy will be rooted in economic development
 - ★ Expo 2025 will support the Innovation Agenda, increasing Toronto’s presence as a Tech and Innovation Hub and further the establishment of the Toronto-Waterloo Corridor
 - ★ Expo 2025 will act as a trade mission, allowing governments to meet with dignitaries and delegations from all over the world, right here at home
 - ★ The investments in both the bid and hosting concept have public value in terms of economic development, trade, investment and socio- economic growth

THE PANEL'S BIDDING & HOSTING CHECKLIST

1 START FROM A POSITION OF STRENGTH	STRONG	MEDIUM	WEAK
Does the event have the necessary support of government partners?	<input type="checkbox"/> Yes, All partners have pledged support	<input checked="" type="checkbox"/> Yes with conditions, or likely but not yet fully approved	<input type="checkbox"/> No or limited government support
Does the event have the necessary support and commitments from Toronto's corporate community?	<input checked="" type="checkbox"/> Equal or primary funder for bid/event	<input type="checkbox"/> Secondary funder for bid/event	<input type="checkbox"/> No corporate support yet found
Does the event engage the local community in a meaningful way and respond to their interests and concerns?	<input checked="" type="checkbox"/> Actively engaged through a range of strategies	<input type="checkbox"/> Engaged in a limited way with plans for more	<input type="checkbox"/> No community engagement to date
Is there a high degree of confidence in the success of a bid?	<input checked="" type="checkbox"/> Understand process, strong concept and confident of success	<input type="checkbox"/> Understand process but uncertain about success	<input type="checkbox"/> Lack of clarity about process and no certainty of success
2 OPTIMIZE TORONTO AS A HOST CITY AND REGION	STRONG	MEDIUM	WEAK
Do the investments in both the bid and hosting concept have public value?	<input checked="" type="checkbox"/> Both the bid and event, if awarded will have public value	<input type="checkbox"/> Only the hosting concept has public value	<input type="checkbox"/> Neither has public value
Is the event built on (i) existing capacity, (ii) strong/diverse leadership and (iii) a regionally-coordinated approach?	<input type="checkbox"/> Achieves all three aims	<input checked="" type="checkbox"/> Achieves one or two aims	<input type="checkbox"/> Achieves no aims
3 ADVANCE KEY CITY BUILDING PRIORITIES	STRONG	MEDIUM	WEAK
Will the event advance key city building priorities such as transportation infrastructure, community development and/or affordable housing?	<input checked="" type="checkbox"/> Achieves two or three city building objectives	<input type="checkbox"/> Achieves one or two city building objectives	<input type="checkbox"/> Achieves no city building objectives
4 RESPONSIBLY MANAGE HOSTING COSTS, RESOURCES AND RISKS	STRONG	MEDIUM	WEAK
Do the City and its partners have confidence that they can manage costs/ resources and avoid or mitigate for risks associated with hosting the event?	<input checked="" type="checkbox"/> Plans are in place to ensure all costs and risks are well managed	<input type="checkbox"/> Plans are in place, but one or more risks have yet to be resolved or addressed	<input type="checkbox"/> No plans currently in place
5 GENERATE BENEFITS AND LEGACIES FOR ALL TORONTONIANS	STRONG	MEDIUM	WEAK
Will the event generate broadly shared benefits and will it leave a meaningful legacy for local communities after the event has ended?	<input checked="" type="checkbox"/> Will deliver a broad range of benefits and will leave positive long-term legacies for communities across Toronto	<input type="checkbox"/> There will be some benefits but these are likely short-term or focused on a specific community or stakeholder group	<input type="checkbox"/> No meaningful community benefits or legacies



Timeless Circle Sculpture
Artist: Susan Point, 2016, Whistler, B.C

Back cover photo of The Crystal Cathedral of Commerce designed by the renowned Spanish architect Santiago Calatrava by: Blair Francey



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