



*The Chairman*

20<sup>th</sup> April, 2012

The Honourable Dalton McGuinty  
Premier of Ontario  
Legislative Buildings  
Room 281, Queen's Park  
Toronto, Ontario  
CANADA M7A 1A1

Dear Mr. Premier,

I would like to express my great concern for the future of the Canadian racing industry due to the cancellation of the Slot at Racetrack program which was announced by the Ontario government recently.

As a Chairman of the International Federation of Horseracing Authorities (IFHA), I would like to take this opportunity to describe an important role that Woodbine Entertainment Group has been playing in the international racing community.

Woodbine Entertainment Group (WEG) is a sole representative of Canadian racing industry to the IFHA and Mr. David Willmot, CEO of the WEG is one of the important members of the Executive Council of the Federation which is represented only by major racing organizations.

WEG is also well known for organizing prestigious international races like Canadian International and E.P Taylor Stakes which attract top class horses and horsemen around the world. Thanks to WEG playing a leading role of the Canadian racing industry, Canada is categorized as one of the 16 'Part I' countries by the International Cataloging Standards Committee which is responsible for quality control of thoroughbred races around the world.

Woodbine Racetrack is also playing a leading role for integrity and safety of racing in North America. According to the racing data, Woodbine Racetrack has one of the lowest horse breakdown rates in North America and it is partly because of its stricter policy on horse medication. IFHA is in favor of a 'No Medication Policy for Racing' and the WEG has been playing an important role on this important subject in North America.

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**International Federation of Horseracing Authorities**  
**Fédération Internationale des Autorités Hippiques de Courses au Galop**

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*The Chairman*

The WEG is also known as a frontier of introducing successful business model into racing. As the name of the Woodbine Entertainment Group describes itself, the Group's operation is beyond racing. They offer the first class 'entertainment' to their customers and one of the key success factors of the WEG is surely diversifying their operation which is common among successful racing organizations around the world.

The Hong Kong Jockey Club, an authority and organizer of racing in Hong Kong, offers lottery and sports betting to their customers. PMU, one of the biggest wagering operators in France, offers wagering on racing as well as on-line sports betting and on-line poker.

Those two organizations are two of the most successful racing product providers even in the middle of the global financial crisis, and their key success factor was creating a win-win situation for both racing and other entertainment activities by diversifying their operations.

As far as I understand, WEG has increased its pari-mutuel handle each of the past 3 years by approximately 6% on average and it is the only racetrack in North America to increase its pari-mutuel handle.

Having outlined those leading international roles played by WEG, I would like to emphasize that the program cancellation in Toronto would result in losing revenues as well as rising unemployment in the long run because contributions to the Government are not only revenues from entertainment activities but also from creating employment in the local community.

In my capacity of Chairman of the International Federation of Horseracing Authorities, I would like to draw your attention to the disastrous consequences of the cancellation of the program and I sincerely hope that you will review your decision by taking all those remarkable facts into consideration.

Yours sincerely, *and best regards*

Loius ROMANET

Chairman

International Federation of Horseracing Authorities

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**Fédération Internationale des Autorités Hippiques de Courses au Galop**

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March 27, 2012

The Honourable Dalton McGuinty  
Premier of the Province of Ontario  
Room 281, Queen's Park  
Main Legislative Building,  
Toronto ON M7A 101

Dear Premier McGuinty,

I write today on behalf of the 20,000 members of the United States Trotting Association, dozens of harness racing tracks and hundreds of county fair tracks in the U.S.

For well over 50 years, the harness racing industry of Canada has been an important trade partner with the harness racing industry in this country, and indeed, across the world. Ontario's horses, farms and horsemen and woman have always been the strongest segment of that trade market. Within Ontario, Woodbine Entertainment Group (WEG) has been a leader in presenting the most competitive and commercially appealing races to an international customer base.

The export of racing signals for American bettors, especially those of WEG, generate vast revenue for the Ontario government. These Americans do not drive on your roads, require screening at border crossings or place stress on your infrastructure, yet they generate considerable and consistent revenue for your citizens.

Any retreat from the current business model between the OLG and racetracks would lead to swift and sure decline in betting revenue, commensurate with a decline in the quality of racing. Borders are a minor consideration for those who make their living competing with horses. Horses and horsemen, who must literally compete for every paycheck, have a simple axiom: "Follow The Money."

Horse bettors have the choice of many harness racing venues on which to bet. Bettors' only loyalty is to themselves -- they bet where the racing is most competitive. As one of the rare forms of gambling where player knowledge is a major advantage, harness racing bettors follow high profile horses and horsemen, regardless of the venue. They, too, follow the money.

The horses that compete on the track, generating revenue through gambling, are an economic engine long before they set foot on the track. It takes two acres of open space to raise just one horse. With that comes expenditures in fences, barns, tractors, feed, hay, veterinarians, blacksmiths, horse vans, trucks and the people necessary to make all those puzzle pieces work.

I have seen the rise of Ontario racing since the partnership between OLG and the harness racing industry. Our US participants are buying horses bred and raised in Ontario, sending their mares to breed to stallions in Ontario, wagering on Ontario races. Our money is beating a steady path to your banks.

I ask you to recognize the profound economic benefit to the Ontario government generated by a cooperative and complementary agreement between government and industry. Please work to sustain and strengthen that agreement to benefit all Ontarians for the long haul.

Sincerely,

THE UNITED STATES TROTTING ASSOCIATION

A handwritten signature in black ink, appearing to read "Michael J. Tanner", with a long, sweeping flourish extending to the right.

Michael J. Tanner  
Executive Vice President/Chief Executive Officer



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March 23, 2012

The Hon. Dalton McGuinty  
Premier of Ontario  
Legislative Buildings  
Room 281, Queen's Park  
Toronto, Ontario  
Canada M7A 1A1

Dear Premier McGuinty:

As chairman of The Jockey Club, I have been following the events in Ontario with respect to Thoroughbred racing at Woodbine Racetrack with concern.

The Jockey Club, by way of background, is the breed Registry for Thoroughbred horses in the United States, Canada and Puerto Rico. The organization is dedicated to the improvement of Thoroughbred breeding and racing, and it fulfills that mandate by serving many segments of the industry through its subsidiary companies and by providing support to a wide range of industry initiatives.

The Jockey Club and its affiliated companies have a long history of wide-ranging collaboration with the Woodbine Entertainment Group.

Woodbine has been a valuable racetrack partner in Equibase Company, the Thoroughbred industry's official database for racing information, since Equibase was formed in 1990. (Equibase is a partnership between The Jockey Club and the Thoroughbred Racing Associations of North America.)

Personnel from Woodbine have also lent their expertise to many of The Jockey Club's initiatives to improve the sport, most recently in the areas of wagering security and race scheduling.

In addition, several "Members" of The Jockey Club maintain racing stables at Woodbine.

The dramatic revitalization that has occurred at Woodbine in the past several years serves as a model for others to follow, in all corners of the Thoroughbred world. The racing program, the facility and the exceptional equine safety record at Woodbine are the envy of many other racetrack operators.

Nick Eaves, the president and chief executive officer of the Woodbine Entertainment Group, was a featured speaker at our annual Round Table Conference in Saratoga Springs, NY in August 2010 when he updated 400 attendees and an Internet audience on the manner in which Woodbine has been converted into a modern-day entertainment destination.

Top-class Thoroughbreds based at Woodbine have competed successfully not only in the United States but in numerous other countries. At the same time, top Thoroughbreds from those countries have also journeyed to Woodbine to compete in its historic and prestigious events. A number of American-based racing stables now keep divisions at Woodbine throughout the year.

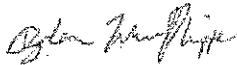
Several members of The Jockey Club's management team have worked closely on international projects with the talented and experienced staff at Woodbine Entertainment Group for many years. One such example is the International Federation of Horseracing Authorities (IFHA), which exists to promote good regulation and best practices on international matters.

In every collaboration, we have appreciated the professionalism exhibited by these individuals. Every one of them has a deeply rooted commitment to the health of both the Thoroughbred industry and the Thoroughbred breed and they continued to be widely admired for their dedication and integrity.

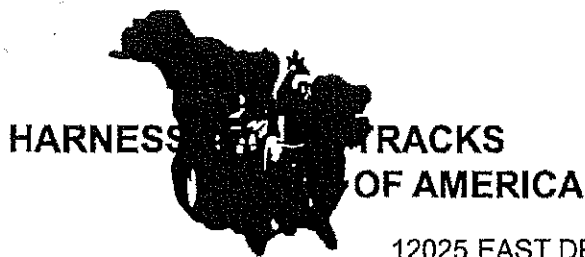
On behalf of the entire management team of The Jockey Club, I would like to respectfully endorse the Woodbine Entertainment Group as an internationally recognized organization that many others around the world have tried to emulate.

I would be glad to provide additional information or answer any questions you may have at any time. Thank you for the opportunity to provide this letter of reference.

Sincerely,



Ogden Mills Phipps  
Chairman  
The Jockey Club



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**Paul J. Estok, Executive Vice President and General Counsel**  
[paul.estok@azbar.org](mailto:paul.estok@azbar.org) • Cell (520) 907-5726

March 21, 2012

The Hon. Dalton McGuinty  
Premier of Ontario  
Legislative Buildings  
Room 281, Queen's Park  
Toronto, Ontario  
Canada M7A 1A1

Dear Premier McGuinty:

I write to you as the Executive Vice President and General Counsel of Harness Tracks of America ("HTA"), the North American trade association whose membership is made up of the finest harness racing organizations on the continent. Given the proposals for restructuring currently being discussed in the Province of Ontario, I feel it is my duty to write to impress upon you the impact your decisions in Ontario may have on the harness racing industry internationally, and to highlight the importance of the Woodbine Entertainment Group ("WEG"), the Western Fair District, and other Ontario racing facilities to the overall health of harness racing worldwide.

The strength of harness racing in Ontario is vital to a strong racing industry across North America and around the world. The modern business environment in which the organizations I represent operate has become one of interdependence, with racing organizations, horse owners, breeders and the industries they support working together. In this environment, WEG and smaller Ontario racing organizations have grown into a powerful economic engine upon which the harness racing industry in the rest of North America and the world have come to rely.

WEG, as Ontario's largest harness racing operation and one of the largest harness racing operators in the world, provides a high quality racing product that is valued by the racing organizations I represent. The ability to provide that premium product is tied directly to the ability of WEG to offer purses that ensure races are filled with the best horses available, most of them born and raised in Ontario. That racing product is respected for its quality and integrity the world over and is purchased in places as close as Ohio and New York and as far away as Sweden and Australia. WEG also hosts races that regularly draw horses to compete from around the world. These special events, such as the Breeders Crown, are possible due to the stature and

quality of WEG and Ontario racing. The WEG brand leads the way in bringing Ontario harness racing to the world, and in drawing attention to its product, helps draw attention to other fine Ontario racing products as well.

WEG and Ontario's pre-eminent position in worldwide harness racing not only provides a steady supply of racing for export, but also has led to direct investment by those from outside Ontario in all that is necessary to produce that product, first and foremost the horse. Breeders send horses to be bred to the fine stallions which stand in Ontario, horses that stand at stud there because of WEG's outstanding racing product. Most of the off-spring of these sires remain in Ontario, with owners from the United States and around the world adding fuel to the engine of the harness racing economy. But many Ontario-bred horses subsequently race at the many racetracks I represent in the United States, other provinces in Canada, and in many other countries. Here, too, it is WEG's standing internationally and the high quality of its racing product that strengthens racing throughout the world.

In addition to its racing product and all that goes into supporting it, WEG and Ontario share their knowledge and expertise with the rest of the harness racing world. WEG officials serve on international bodies helping to formulate plans for the growth and prosperity of harness racing throughout the world. Representatives from WEG, and Western Fair District as well, serve as emissaries to organizations such as the United States Trotting Association, the World Trotting Council, the International Federation of Horseracing Authorities as well as the organization I represent, to name only a few, as part of the effort to move harness racing forward.

As I stated earlier, harness racing has become an industry that relies on the interdependence of all of its participants in order for it to survive and thrive. WEG, as one of the world's largest harness racing organizations, maintains a critical place in the fabric of an industry that touches hundreds of thousands of lives and helps drive economies in countries around the world.

Harness Tracks of America is proud to represent and support the harness racing associations of North America and the thousands of jobs directly provided by and created as a result of the existence of a strong, vibrant and flourishing harness racing industry on the continent. The continued strength of that industry requires healthy and strong racing at WEG, at the Western Fair District, and all across the province of Ontario. I urge you to do all that is within your power to help this vital and important international industry.

Yours sincerely,



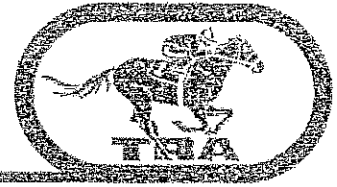
Paul J. Estok



# Thoroughbred Racing Associations

420 Fair Hill Drive, Suite 1, Elkton, Maryland 21921-2573

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March 22, 2012

The Honourable Dalton McGuinty  
Premier of the Province of Ontario  
Room 281, Queen's Park  
Main Legislative Building,  
Toronto, ON  
Canada M7A 1A1

Dear Mr. Premier:

The Thoroughbred Racing Associations of North America, Inc., is a trade organization of 48 member associations racing at 41 tracks in the United States and Canada, accounting for approximately 75 percent of the more than \$15 billion wagered annually. Woodbine and Hastings Park in Vancouver are our two Canadian members and are involved in the TRA because they are a vital component of the North American racing and breeding industries.

The strong co-relationship between the United States and Canadian horse industries is hardly new. Our offices are located in a small town in Maryland, less than 10 miles north of the rural town of Chesapeake City, which was home to arguably the world's most influential Thoroughbred stallion of the 20<sup>th</sup> century, Northern Dancer, owned by the renowned Canadian E. P. Taylor.

To date, the business partnership between Woodbine and the OLG has been the model which I thought all U.S. states should emulate. From the outset, OLG provided an extremely profitable new line of gambling options, while Woodbine provided ready market access with a world class facility (the only non-U.S. track selected to be host to the Breeders' Cup World Thoroughbred Championships) in an environ already engaged in legalized gambling.

Both partners more than lived up to their end of the deal with OLG and Woodbine each diversifying its business line with a product that eventually has exceeded their original products in revenue production.

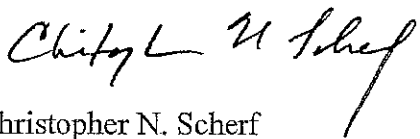
From the perspective of the North American racing and breeding industries, however, the most important aspect of Woodbine's success has been its reinvestment in the horse business, becoming not just the linchpin of the Canadian industry but expanding into an ever-growing leadership position throughout North America. Woodbine has proven to be the continent's foremost example of utilizing product diversification to stabilize, improve, and grow horse racing. Woodbine has been a bold innovator for all North American racing, taking a lead role in developing and implementing a variety of equine safety, wagering security, customer service, and technological innovations.

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Eliminating the casino component of Woodbine's business model would not have a devastating effect on only the Canadian horse industry, but would be hugely detrimental to U.S. racing and breeding as well.

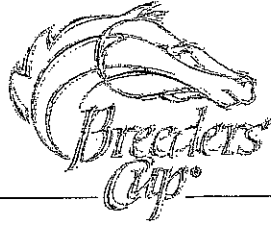
On behalf of the TRA and its membership, I strongly urge the continuation and strengthening of this extremely successful partnership, which has served Woodbine, the OLG, and the citizens of Ontario so well, plus the entire North American equine community whose welfare is deeply dependent on a thriving Woodbine Entertainment Group and its critical support of our industry.

Respectfully yours,



Christopher N. Scherf  
Executive Vice President

COPY



The Honorable Dalton McGuinty  
Premier of Ontario  
Legislative Buildings  
Room 281, Queen's Park  
Toronto, Ontario  
Canada M7A 1A1

**Re: Woodbine Entertainment Group**

Dear Sir:

I am writing to solicit your support of Woodbine Entertainment Group ("WEG") and to urge the continuation of the existing slot revenue sharing arrangement that has been so vital to the continuing success of Thoroughbred racing in Ontario.

WEG has been an important partner to the Breeders' Cup World Championships, not only as a host site, but as a simulcast partner, marketing partner, and as a host in recent years of races in the Breeders' Cup Challenge Series. WEG is a highly regarded member of the international racing community and its stewardship of the funds entrusted to it through the current revenue sharing structure has been exemplary.

Unlike some racing operations in the United States, WEG has used its resources to improve both its racing product as well as its facilities. Moreover, it is often cited for its safety record and for pioneering efforts such as the Polytrack installation that has been so important to equine and rider safety.

I appreciate your consideration of our concerns and urge your continued support of WEG and the important position it holds in international Thoroughbred racing.

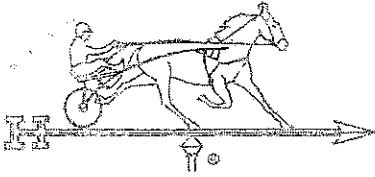
Very truly yours,

Craig R. Fravel

President and Chief Executive Officer

CC: Nick Eaves  
Steve Koch  
David Willmot •





# *The Hambletonian Society, Inc.*

March 27, 2012

The Honourable Dalton McGuinty,  
Premier of the Province of Ontario  
Room 281, Queen's Park  
Main Legislative Building,  
Toronto ON  
CANADA M7A 101

Dear Mr. Premier:

As president of The Hambletonian Society, I have been following with some concern the recent news regarding horse racing and OLG that has been coming out of Ontario, particularly as it affects the Standardbred breeding industry and those racetracks operated by Woodbine Entertainment Group ("WEG").

The Hambletonian Society is a not-for-profit organization formed in 1924. The Society's mission is to encourage and support the breeding of Standardbred horses throughout North America through the development, administration and promotion of harness racing stakes and other special events. These include trotting's most prestigious event the Hambletonian Stake, for which the Society was named, as well as the sport's championship series the Breeders Crown.

Canadian harness racing has long been an irreplaceable component to our industry, especially the participation and contribution of Ontario horse breeders, owners & horsemen, several of whom sit on our board. The two WEG tracks, likewise, have been important business partners in the Breeders Crown program since its inception in 1984. In the past decade the two WEG tracks have hosted more Breeders Crown events than any other track in North America.

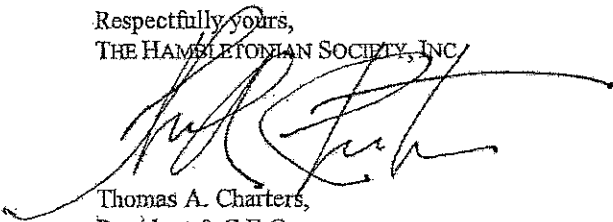
This past year all twelve Breeders Crown races were conducted at Woodbine Racetrack. It was the finale of the racing season and its presence at Woodbine is indicative of that organization's prominence, not just in the North American harness industry, but throughout the racing world. We will return again this October and anticipate that it will again be the biggest business night in Canadian harness racing. The total purses on this night will again be in excess of \$6,000,000, funded almost in their entirety by payments from horse owners and breeders throughout North America.

By any measure, the investment of the provincial government in the racing industry has been mutually beneficial for both parties. The subsequent reinvestment and growth of the Ontario Standardbred industry in both quantity and quality was never more in evidence than on that Breeders Crown night last year. Horses with Canadian connections, the large majority from Ontario, earned at least \$2.38 million that night and won six of the twelve races including a victory by Ontario sired, bred & owned San Pail -- which secured his title of Horse of the Year in North America by defeating an international field that included the two fastest trotters from Europe. It was indeed a crowning moment for the Ontario Standardbred industry.

We anticipate that again this October, Woodbine will be the focus of the international harness world. It is a preeminence WEG richly deserves and has fostered because of the OLG program has been a leader in both the Standardbred as well as the Thoroughbred industry internationally. Eliminating the casino component of WEG's business model would not only have a devastating effect on the Canadian horse industry, but would be immeasurably detrimental to U.S. harness racing and breeding as well.

Speaking for the Hambletonian Society and its directors, I strongly urge the continuation and strengthening of this extremely successful partnership, which has served the OLG, the families whose future is dependent on a healthy provincial horse racing business and -- most importantly -- the taxpayers of Ontario so well. And the entire North American harness community, whose welfare is deeply dependent on a thriving Woodbine Entertainment Group and its critical support of our industry. I remain

Respectfully yours,  
THE HAMBLETONIAN SOCIETY, INC.

  
Thomas A. Charters,  
President & C.E.O.

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