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June 10, 2011

EXHIBITION PLACE

To: The Board of Governors of Exhibition Place

FOR INFORMATION ONLY

From: Dianne Young
Chief Executive Officer

Subject: **Strategic Plan Objectives Reflected in 2012 Operating & Capital Budgets**

Summary:

As requested by the Board's Finance & Audit Committee, this report responds to the question on how the proposed 2012 Operating and Capital Budgets address the Board's Strategic Plan.

Decision History:

At its meeting of May 28, 2009, the Board approved of the draft Strategic Plan 2009 – 2012 which set out the Vision, Mission, Goals, Objectives and Outcomes as developed by the Board at its strategic planning session in April 2004 and by Exhibition Place staff.

Issue Background:

At its meeting of June 10, 2011, the Finance & Audit Committee considered reports from the CEO entitled "2012 Operating Budget" and "2012 Capital Works Budget as Part of the Ten-Year (2012 – 2021) Program Submissions" and requested information on how these budgets reflect the Board's Strategic Plan.

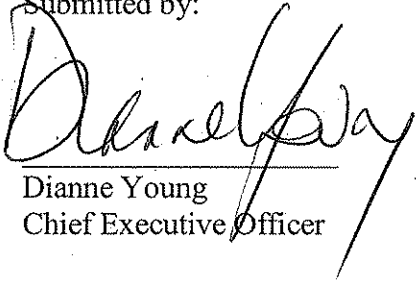
Comments:

Many of the particular goals and objectives set out in the Board's Strategic Plan are employee initiated and do not depend necessarily on additional programming which would be reflected in revisions to particular budget line items in the 2012 Operating and Capital Budgets compared to 2011. One of the difficulties with the expedited budget process directed by the City is that it precedes the setting of 2012 goals and objectives which in the past have been outlined in the Fall Annual Plan to the Board from all Departments and by then the status of the 2011 objectives are known. However, Appendix "A" attempts to respond partially to the question raised by the Board member and lists all the Strategic Goals and Objectives and highlights where adjustments were made to the 2012 budgets to meet these objectives.

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Submitted by:



Dianne Young
Chief Executive Officer



Business Development – Integrate each of the business enterprises across Exhibition Place to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence
Achieve our events business revenue

1. Develop an evaluation process considering all aspects of show service delivery from all departments

Tasks

- Provide pricing and profitability analysis by show by major revenue categories (10 days post event)
- Design and implement a reporting system that tracks major issues & possible efficiencies for each show
- Track budgeted cost of work request against actual cost for Third Party work and report quarterly
- Achieve 90% on Mystery Shops and 80% on surveys and do necessary follow-up on any issues
- Conduct a focus group with event clients to determine the metrics for customer service
- Create an attendee survey form to be available at kiosks within Direct Energy Centre
- Survey exhibitors to determine current level of satisfaction to ensure achievement of minimum scores of 80%
- Develop survey for IT/Telecom users to determine satisfaction levels

Target Completion

- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 3rd Quarter
- 3rd Quarter
- 4th Quarter
- 3rd Quarter

Achieved

Budgetary Implications

1. Most objectives are staff driven with no additional funding necessary
2. 2012 Operating Budget has funding for a 3rd party contractor to do Mystery Shops

2. Develop protocols and processes for Allstream Centre

Tasks

- Review pricing of rates and services compared to competitive venues
- Develop procedures setting response time to client change requirements
- Finalize a Competitive Meeting Package with Cerise
- Finalize responsibility for cleaning and labour service delivery with Cerise and measure results
- Finalize responsibility for IATSE service delivery with Westbury/Cerise and measure results
- Create a government pricing package
- Investigate a one stop shop strategy for select Allstream clients
- Redesign Allstream Client Survey

Target Completion

- 2nd Quarter
- 2nd Quarter
- 3rd Quarter
- 4th Quarter
- 4th Quarter
- 3rd Quarter
- 4th Quarter
- 3rd Quarter

Achieved

Budgetary Implications

3. 2012 Operating Budget reflects pricing approved by the Board for Rates & Services for Allstream Centre
4. 2012 Operating Budget reflects 3rd year Proforma for Allstream Centre



Exhibition Place

Business Development – Integrate each of the business enterprises across Exhibition Place to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence
Achieve our events business revenue

3. Review our sales and marketing package to ensure competitiveness

Tasks

- Review and revise the Master Rentals & Services Price List
- Analyze industry trends and competitive service rates for Food & Beverage
- Determine long-term rental rates for Meetings, Conventions & Incentive Travel
- Complete a competitive rate analysis of parking rates

Target Completion **Achieved**

- 2nd Quarter
- 4th Quarter
- 3rd Quarter
- 4th Quarter

Budgetary Implications

- 5. 2012 Operating Budget reflects pricing approved by the Board for Rates & Services
- 6. 2012 Operating Budget reflects existing parking rates & following 2011 review of parking rates this budget line may change

Grow our new events business

1. Develop an annual marketing plan for pursuing new event business

Tasks

- Develop a sales strategy to increase government meetings from municipal, provincial and federal levels
- Develop a sales plan for Exhibition Place new business by sector

Target Completion **Achieved**

- 1st Quarter
- 1st Quarter

Budgetary Implications

- 7. 2012 Operating Budget reflects \$1.003M in yet unidentified new business

2. Maintain a strong relationship with Tourism Toronto

Tasks

- Conclude Toronto Tourism TMIF agreement & reporting mechanisms
- Participate on Tourism Toronto and sales initiatives with Tourism Toronto
- Participate on Tourism Toronto Sales Advisory Committee

Target Completion **Achieved**

- 2nd Quarter
- 4th Quarter
- 4th Quarter

Budgetary Implications

- 8. 2012 Operating Budget includes \$250,000 for Exhibition Place share for TMIF program



Business Development – Integrate each of the business enterprises across Exhibition Place to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence
Leverage the multiple business enterprises on site

1. Develop a joint marketing strategy with tenants

Tasks

- Include tenants in website, sales materials, and event RFP responses as appropriate

Budgetary Implications

- 9. Staff driven with no budgetary implications

Target Completion 4th Quarter
Achieved

Leverage the types of events on site

1. Develop a plan (sales plan & infrastructure plan) to increase community events

Tasks

- Oversee development and implementation of a Virtual Haunted Tour and revisions to the Haunted Walking Tour
- Identify community/festival customer base and infrastructure requirements for water/drainage/electrical; develop budget scope; and capital plan
- Work with cultural groups, festivals, charity walks etc. for appropriate use of Bandshell Park and Exhibition Place Parkette

Target Completion 2nd Quarter
3rd Quarter
4th Quarter
Achieved

Budgetary Implications

- 10. 2012 Capital Budget reflects upgrading of Parking Lot 2 which will include in-ground services
- 11. Virtual Haunted Tour / Haunted Walking Tour will be staff initiated or self-funding in 2012 Operating Budget

Promote the site as an international business centre

1. Implement an outreach plan

Tasks

- Develop an “Exhibition Place Day” as part of the CNE Info Booth program
- Solicit Toronto School Boards for an interest in learning about Exhibition Place & CNE & coordinate presentation
- Support Pan Am 2015
- Negotiate 2012-2014 Honda Indy agreement
- Pursue memberships by staff in an Industry Association serving at the committee level

Target Completion 3rd Quarter
4th Quarter
4th Quarter
1st Quarter
4th Quarter
Achieved ✓

Budgetary Implications

- 12. 2012 Operating Budget includes the new financial package for Honda Indy as approved by the Board



**Environmental – Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations
Develop a 'green' promotion strategy both externally and internally**

1. Advance the green meeting marketing and sales plan

Tasks

- Negotiate new "green" energy purchase agreement with Direct Energy for shows / events
- Set targets for all sales staff for number of green meetings booked

Target Completion

- 3rd Quarter
- 4th Quarter

Achieved

Budgetary Implications

13. 2012 Operating Budget includes existing "green" energy price & may increase / decrease depending on renegotiation of electrical prices

2. Build a culture of environmental sustainability across the organization at all levels

Tasks

- Review and consolidate existing copiers, printers and faxes to increase efficiencies
- Achieve 75% registration by staff for electronic pay stubs
- Develop and implement electronic Record of Employment system
- Develop language to include environmental objectives as part of all RFQ/RFP bids process
- Design and implement Scan, Save & Share Policy for Purchasing Division
- Promote and expand the SMART commute program for employees
- Continue annual office waste audit competitions
- Develop a monthly tracking mechanism for snow removal efficiencies and salt use
- Develop an environmental plan for parking lots

Target Completion

- 2nd Quarter
- 4th Quarter
- 3rd Quarter
- 4th Quarter
- 2nd Quarter
- 4th Quarter
- 1st Quarter
- 4th Quarter
- 3rd Quarter

Achieved

✓

Budgetary Implications

14. 2012 Operating Budget includes using "LEED" designated salt for winter season
 15. Most other goals will be staff initiated without budget implications



Environmental – Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations
Develop a 'green' promotion strategy both externally and internally

3. Expand the GREENSmart plan for events and tenants

Tasks

- Undertake LEED EBOM strategy for Direct Energy Centre
- Provide monthly/quarterly energy use statistics for tenants
- Develop an environmental event award program for shows/events
- Expand GREENSmart signage across the grounds
- Work with tenants, events, TTC and GO to promote sustainable transportation use
- Train workforce on new LEED certified cleaning products
- Review results of 2011 Visitor Transportation surveys and recommend initiatives to promote transit use
- Create an "Easy Green" checklist for clients, shows and events
- Encourage clients to minimize additional lighting during events / shows
- Target 3 events to improve green opportunities
- Expand Greenest Exhibitor Award Program

Target Completion **Achieved**

- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 2nd Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 2nd Quarter

Budgetary Implications

- 16. 2012 Operating Budget includes using "LEED" designated cleaning products across the grounds
- 17. 2012 Operating Budget includes funds for engaging LEED consultant to assist with LEED EBOM strategy for Direct Energy Centre
- 18. Most other goals will be staff initiated without budget implications

Develop programs aimed at reducing the 'heat island' effect of our site

1. Design an outdoor lighting 'lightsavers' program

Tasks

- Complete construction of LED pathway project and commence one year study
- Develop plan to improve lighting in parking lots in keeping with the LED technologies and new lighting standards

Target Completion **Achieved**

- 4th Quarter
- 3rd Quarter

Budgetary Implications

- 19. 2012 Capital Budget & 2012 Operating Budget recognizes payment by FCM for last grant payment for LED project & completion of the study
- 20. 10-Year Capital Budget has funding for lighting upgrades in Lot 2



Environmental – Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations
 Develop programs aimed at reducing the “heat island” effect of our site

2. Develop a plan focusing on soft landscaping, tree planting and green roofs

Tasks

- Identify 10-year plan for implementation of green roofs along with scope and budget
- Develop a 5 year landscaping / tree planting plan

Target Completion **Achieved**
 4th Quarter
 2nd Quarter

Budgetary Implications

- 21. 2012 Operating Budget includes \$75,000 budget for tree planting
- 22. 10-Year Capital Budget includes “Green Projects” budget in addition to the SOGR Capital Budget which includes additions of green roofs

Ensure sufficient funding of all environmental programs

1. Seek project funding from partnerships with external parties

Tasks

- Initiate grant/loan applications to support green innovative projects
- Provide financial analysis for ROI funding applications for environmental projects
- Develop a 10-year Green Capital budget

Target Completion **Achieved**
 4th Quarter
 4th Quarter
 2nd Quarter

Budgetary Implications

- 23. 10-Year Capital Budget includes “Green Capital” budget in addition to the SOGR Capital Budget
- 24. 2012 Operating Budget reflects all loans/ grants, repayment schedule & energy savings flowing from the green innovative projects supported by these grants/loans

Promote waste diversion

1. Develop programs to reduce, recycle, and reuse products in the waste stream within all of our program areas

Tasks

- Develop construction waste segregation policy and procedures for all capital projects
- Develop a plan to achieve Zero Waste (90% Waste Diversion)
- Create a waste reduction checklist for clients

Target Completion **Achieved**
 4th Quarter
 4th Quarter
 2nd Quarter

Budgetary Implications

- 25. 2012 Operating Budget reflects cost to reach “zero waste”
- 26. 2012 Ten year Capital Budget includes \$50,000 for recycling equipment



Environmental – Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations
Reduce the impact of our operations/business on all aspects of the environment

1. Develop a number of operational plans to address energy and water issues

Tasks

- Develop nightly lighting auditing process
- Develop a 10-year energy reduction plan
- Develop a 10-year rainwater diversion plan
- Develop a 10-year potable water reduction plan

Target Completion

- 1st Quarter
- 2nd Quarter
- 2nd Quarter
- 2nd Quarter

Achieved ✓

Budgetary Implications

- 27. 2012 Ten Year Capital Budget reflects renewal of washroom areas / new washrooms which will have water reduction as a goal
- 28. 2012 Operating Budget has \$50,000 additional for repair of Lake Water Irrigation systems



**Financial – Maintain a positive operating financial performance across Exhibition Place and all its businesses
Effectively monitor costs and revenues**

1. Develop a rolling 3-year net forecast for all business enterprises that has no year-over-year negative impact for the consolidated budget

Tasks

- Develop a high-level operating forecast for 2012, 2013, & 2014 that is a net zero budget year over year
- Development of 10-year Capital Budget across all Departments
- Prepare 2012 Operating Budget

Target Completion **Achieved**

- 3rd Quarter
- 2nd Quarter
- 2nd Quarter

Budgetary Implications

29. 2012 Ten Year Capital Budget & 2012 Operating Budget have been developed following City Council direction

2. Ensure operating budgets are met or show a positive surplus to budget

Tasks

- Track and control 2011 operating budget by Department to ensure no overexpenditures
- Meet revenues or achieve surplus over budget
- Improve parking labour cost controls

Target Completion **Achieved**

- 4th Quarter
- 4th Quarter
- 4th Quarter

Budgetary Implications

30. 2012 Operating Budget reflects forecasts for all 2011 line items and reflect positive forecast

31. 2012 Ten Year Capital Budget includes additional credit card stations for Parking Services which will help control labour costs

3. Review and revise financial and organizational systems to strengthen controls and processes

Tasks

- Integrate the time data capture system with job costing
- Prepare for the Internal Parking Review by City Auditor General, report Auditor results and respond to issues raised
- Develop new financial and statistical reports

Target Completion **Achieved**

- 2nd Quarter
- 4th Quarter
- 4th Quarter

Budgetary Implications

32. Most staff initiated with no budgetary implications



**Financial – Maintain a positive operating financial performance across Exhibition Place and all its businesses
Seek additional revenue opportunities**

1. Foster long-term partnerships and alliances with public and private sector organizations

Tasks

- Move hotel development to the next stage
- Organize Stage III Archeological study at hotel site
- Secure new tenant for vacated office space in General Services Building
- Finalize Official Supplier RFP for decorating and freight forwarding
- Analyze all event services to determine what are core services for Exhibition Place

Target Completion Achieved

- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter

**Budgetary
Implications**

33. 2012 Operating Budget does not include any anticipated rent for the General Services Offices

2. Seek new or expand revenue opportunities within our existing operations

Tasks

- Review food & beverage physical assets and their state-of-good-repair and develop 5-year capital plan
- Negotiate with Direct Energy new agreement for supply of natural gas and electricity
- Achieve an increase by 1% net profit for electrical show services
- Complete a food and beverage service delivery review and provide future direction recommendation

Target Completion Achieved

- 2nd Quarter
- 3rd Quarter
- 4th Quarter
- 2nd Quarter

**Budgetary
Implications**

- 34. 2012 Operating Budget has included 9% increase for electrical show services which covers increase in labour costs and increase profitability
- 35. 2012 Operating Budget has reduced cost of natural gas anticipating new agreement



**Financial – Maintain a positive operating financial performance across Exhibition Place and all its businesses
Seek efficiencies with the public funds under our control**

1. Seek efficiencies across the organization to increase revenues and decrease costs

Tasks

- Undertake competitive process to find a cell provider
- Review radio policies / processes and recommend efficiencies
- Review site security staffing requirements
- Review security equipment requirements
- Review of the Preventative Maintenance Program to find efficiencies
- Review electrical show ordering process and audit program
- Complete an analysis of Exhibition Place cleaning operations / costs compared to other facilities
- Review and develop a multi department strategy for Time & Material events
- Identify high risk services/injury from a WSIB cost perspective
- Update inventory list for Technical Services and produce an equipment list for auction / disposal
- Reduce overtime for hourly workforce

Target Completion Achieved

- 2nd Quarter
- 2nd Quarter
- 2nd Quarter
- 3rd Quarter
- 4th Quarter
- 2nd Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 2nd Quarter
- 4th Quarter

Budgetary Implications

- 36. 2012 Operating Budget has included funding for cell phones with new cell provider
- 37. 2012 Operating Budget includes funding for 100% of completion of all preventative maintenance programs
- 38. 2012 Operating Budget includes funding to upgrade radios over next 4 years
- 39. 2012 Ten Year Capital Budget includes line program for additional security equipment in each of the years



**Infrastructure – Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric
Enhance our public assets through major new builds**

1. Develop a plan to address in the future any major infrastructure deficits required by our business enterprises

Tasks	Target Completion	Achieved
• Develop a P3 strategy for Direct Energy Centre Expansion	4 th Quarter	
• Complete a financial feasibility for the Direct Energy Expansion	3 rd Quarter	
• Develop a Master Plan for Festival Plaza	3 rd Quarter	
• Develop a WIFI expansion plan for the grounds	4 th Quarter	
• Develop 10-year rolling state-of-good-repair plan for IT / Telecom	2 nd Quarter	
• Complete new Facility Services offices, Cleaners and Labourers locker room areas	4 th Quarter	
• Complete Lakeside Room and Video/Conference Rooms in Allstream Centre	4 th Quarter	
• Review Honda Indy Site requirements	4 th Quarter	
• Complete grounds-wide audit of “trip & fall” hazards and implement repair program	3 rd Quarter	

Budgetary

Implications

- 40. 2012 Ten Year Capital Budget includes provisions for Festival Plaza
- 41. 2012 Ten Year Capital Budget includes a line item for upgrades to IT / Telecom system
- 42. 2012 Ten Year Capital Budget includes funds for relocation of Nunavut road which will proceed with commencement of construction of the hotel

Integrate our assets with the surrounding urban fabric

1. Address any transportation infrastructure deficits to support our business enterprises

Tasks	Target Completion	Achieved
• Work with City of Toronto to design bicycle pathway plan through the site	4 th Quarter	
• Consult with City / Metrolinx on the reconstruction of the Strachan bridge and railway tracks	4 th Quarter	
• Work with Metrolinx and Liberty Village BIA regarding the Airport link	4 th Quarter	
• Review and revise operational plan for peak parking days	4 th Quarter	
• Develop a long term plan for shared use of parking at Ontario Place and pilot project for a LakeShore Shuttle bus	4 th Quarter	
• Explore the potential of a new parking structure on site as a private / public partnership model	4 th Quarter	

Budgetary

Implications

- 43. 2012 Ten Year Capital Budget includes provisions for Festival Plaza and increase parking areas / stalls



**Infrastructure – Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric
Sustain our public assets and rolling equipment**

1. Design and implement a preventative maintenance program

Tasks

- Finalize warranty periods for Allstream Centre
- Finalize the Preventative Maintenance Program for Allstream Centre
- Ensure procedures, training, and equipment are in place to service Green vehicles
- Complete 95% of all preventative maintenance for all service areas
- Create a Preventative Maintenance Program for Cleaning/Labour areas

Target Completion **Achieved**

- 3rd Quarter
- 2nd Quarter
- 4th Quarter
- 4th Quarter
- 2nd Quarter

Budgetary Implications

44. 2012 Operating Budget includes funding to complete 100% of the preventative maintenance program for Allstream Centre and the expiry of the Warranty periods for equipment

2. Develop a rolling 10-year State of Good Repair Capital program and 5-year State of Good Repair for Moveable Inventory

Tasks

- Plan and present 2012 State of Good Repair capital budget for all areas / services
- Complete ISF program on time and on budget
- Develop a 3-year State of Good Repair budget for moveable inventory

Target Completion **Achieved**

- 2nd Quarter
- 4th Quarter
- 4th Quarter

Budgetary Implications

45. 2012 Operating Budget includes funding for purchase of moveable inventory

3. Develop inventory control systems

Tasks

- Oversee the deployment of servers and refresh of computers across the grounds
- Review show rental inventory and recommend disposal/replacement
- Design new inventory control process and determine funding requirements to implement

Target Completion **Achieved**

- 4th Quarter
- 2nd Quarter
- 4th Quarter

Budgetary Implications

46. 2012 Operating Budget does not include any new funding



Infrastructure – Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric
Sustain our public assets and rolling equipment

4. Expand our fleet replacement plan

Tasks

- Develop a rolling 5-year fleet replacement plan
- Develop a green fleet replacement plan

Budgetary Implications

47. 2012 Operating Budget has funding in accordance with the 5-year Fleet Plan

Target Completion	Achieved
2 nd Quarter	
2 nd Quarter	



Organizational and Staffing – Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff
Deliver a Customer Service strategy

1. Develop training programs and level of training standards to meet our customer service expectations

Tasks	Target Completion	Achieved
• Develop a 1 hour Customer Service training program and implementation plan for all areas	3 rd Quarter	Achieved
• Ensure all OHS training and certifications are up to date and documented	4 th Quarter	
• Develop a basic training program for all Cleaners to be administered every 6 months covering safety, customer service, ground familiarization, LEED procedures and basic cleaning	2 nd Quarter	
• Conduct a corporate assessment of basic professional development needs and standards for staff by level and category for employee groups	3 rd Quarter	

Budgetary Implications

48. 2012 Operating Budget has additional \$30,000 funding for additional professional development

2. Implement customer care initiatives at the department/division levels

Tasks	Target Completion	Achieved
• Complete a Performance Management process for all non-unionized staff	1 st Quarter	✓
• Review and produce workflow chart for each major services delivered and recommend process efficiencies	2 nd Quarter	
• Develop a communication procedure for all tenants	2 nd Quarter	
• Develop an updated Uniform Policy	2 nd Quarter	

Budgetary Initiatives

49. 2012 Operating Budget has additional \$30,000 funding for Customer Service initiatives



Organizational and Staffing – Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff
Implement an Employee Engagement strategy

1. Design a multi-layered strategy to improve internal communications

Tasks

- Prepare a staff presentation on the history of the BOG/ BOD and introduction of new Chair / President
- Design Service user guide for staff to view personnel statements
- Organize the deployment of computers, cabling and intranet connections to 5 shop/service areas
- Develop monthly operation schedule detailing all maintenance and capital activities
- Determine internal customer service supply chain and design communication strategy to cover internal relationships
- Develop a plan for a shared drive for Time & Material events to improve staff communication / information
- Revamp internal Intranet site

Target Completion

- 1st Quarter ✓
- 4th Quarter ✓
- 1st Quarter ✓
- 2nd Quarter
- 2nd Quarter
- 1st Quarter ✓
- 4th Quarter

Achieved

Budgetary Implications

50. Employee initiated with no immediate budgetary implications

2. Review, revise and develop new policies and processes that address employee engagement

Tasks

- Ensure all leadership team members participate actively in the Recognition Program
- Revise policy on "employment of relatives"
- Review and revise Staff Policy Manual
- Design and implement annual performance appraisal system for hourly employees

Target Completion

- 4th Quarter
- 1st Quarter ✓
- 3rd Quarter
- 3rd Quarter

Achieved

Budgetary Implications

51. Employee initiated with no immediate budgetary implications



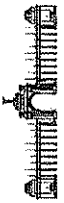
Organizational and Staffing – Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff
Review and revise our corporate systems

1. Complete an annual review of By-Laws, and policies and procedures of the Board of Governors and CNEA Board of Directors

Tasks	Target Completion	Achieved
• Revise 2009 - 2012 Strategic Plan	2 nd Quarter	
• Negotiate MOU between CNEA / Exhibition Place	2 nd Quarter	
• Organize a Long-term Planning Workshop for Board	3 rd Quarter	
• Review and update any policies in keeping with City Council directions	4 th Quarter	
• Draft By-Law Amendment for Board / City approval regarding records retention schedules	4 th Quarter	
• With City design and implement an Electronic Records Management Program	4 th Quarter	
• Review of CRA implications of Exhibition Place / CNEA practices re parking and event tickets	2 nd Quarter	
• Review internal control policies and processes for IT System	4 th Quarter	
• Review all supply / services arrangements and set directions to ensure compliance with By-laws	2 nd Quarter	
• Increase the capacity of Heritage Court through development of revised exiting plans	4 th Quarter	

Budgetary Implications

52. Employee initiated with no immediate budgetary implications



Recognition / Public Understanding – Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace
Build positive relationships with the community at large

1. Design a social media plan

Tasks

- Develop a social media strategy which outlines financial and staffing commitment to meet the demands of social media interaction

Target Completion **Achieved**
4th Quarter

Budgetary Implications

53. No additional funding in the 2012 Operating Budget and if implemented would have to be funded from Marketing budget

2. Develop an outreach program aimed at surrounding local communities

Tasks

- Incorporate tenant and community information in MC&IT materials
- Participate as observer on Liberty Village BIA and Parkdale BIA
- Complete an assessment of the grounds wayfinding signage requirements

Target Completion **Achieved**
4th Quarter
4th Quarter
4th Quarter

Budgetary Implications

54. Employee initiated with no immediate budgetary implications

Expand our heritage strategies

1. Expand our public outreach program focusing on the heritage of our grounds

Tasks

- Work with the City to design the 1812 trail and Exhibition Place content
- Work with City to coordinate public heritage walks

Target Completion **Achieved**
4th Quarter
3rd Quarter

Budgetary Implications

55. Employee initiated with no immediate budgetary implications



Recognition / Public Understanding – Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace

Foster awareness and understanding of our leadership role in local, national and international business communities

1. Develop a plan across all divisions to increase the understanding of our business enterprises by business communities

Tasks

- Have senior staff hold positions on Association Boards and Committees
- Undertake an Economic Impact Study of Exhibition Place
- Have senior staff participate as speakers in industry conferences to promote Exhibition Place
- Actively participate on CAEM Health and Safety Committee
- Participate in Composting Council of Canada, Recycling Council of Ontario, and International Zero Waste Alliance

Target Completion

- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter
- 4th Quarter

Achieved

Budgetary Implications

56. Employee initiated with no immediate budgetary implications



Safety and Security – Ensure a safe and secure environment for employees, guests and for our property and our assets
Coordinate a security and public safety program

1. Implement a program focused on our guests, property, and assets to reduce claims in all categories

Tasks	Target Completion	Achieved
• Enhance the By-Law Enforcement Program	4 th Quarter	
• Develop and promote Security Awareness Week	1 st Quarter	✓
• Review needs assessment, justification, state of good repair of CCTV System and update a 4-year rolling Capital Plan	2 nd Quarter	
• Review needs assessment, justification and state of good repair of Access Control System and update rolling 4-year Capital plan	2 nd Quarter	
• Introduce Emergency Preparedness Procedures to all security staff	4 th Quarter	
• Implement a Fire Prevention Auditing system	1 st Quarter	✓
• Participate in Fire Prevention Week	1 st Quarter	✓
• Implement a Hazard Identification Enforcement system	2 nd Quarter	
• In consultation with City, FM Global, Exhibition Place departments, review our existing property and personal liability programs and correct any deficiencies	2 nd Quarter	
• Review of Fire Safety Plan for buildings and shows	2 nd Quarter	
• Update exhibitor crime prevention program and distribute to all exhibitors	4 th Quarter	
	4 th Quarter	

Budgetary Implications

57. 2012 Ten Year Capital Budget includes funding for security, fire panels / systems, CCTV system, and Access controls

Promote safe work practices for all staff

1. Implement programs and procedures designed to reduce instances/eliminate opportunities for injuries

Tasks	Target Completion	Achieved
• Organize and/or conduct all OHS training programs to ensure 90% of staff are fully trained at all times	4 th Quarter	
• Introduce Passport to Safety program for summer hiring program	2 nd Quarter	
• Plan grounds wide Safety Day	2 nd Quarter	
• Review existing OHS training needs analysis for all employees by specific employee group/level; revise as required	1 st Quarter	✓

Budgetary Implications

58. Employee initiated with no immediate budgetary implications