



Exhibition Place

December 16, 2016

To: The Board of Governors of Exhibition Place

ACTION REQUIRED

From: Dianne Young, Chief Executive Officer

Subject: **Draft Strategic Plan 2017 - 2019**

Summary:

The intent of this report is to provide the Draft Strategic Plan 2017 – 2019 proposed by the Board's consultant HLT Advisory to the Board for discussion, comment and revisions. Attached as Appendix A to this report is the outline of the major directions of the proposed Strategic Plan that the consultant will be formerly presenting for consideration and comments of the Board at its meeting of January 20, 2017. Sufficient time has been set aside at that meeting to have a full discussion and feedback with the consultant following its presentation in order that the consultant will be able to make any amendments / revisions to the draft.

Recommendations:

It is recommended that following presentation of the Draft Strategic Plan 2017 – 2019 and any amendments / revisions directed by the Board, the Board approve the process to distribute the draft Strategic Plan 2017 – 2019 as outlined in this report and direct Exhibition Place staff to report back to the March meeting of the Board on any comments received.

Financial Impact:

There are no additional financial implications to this report.

Decision History:

The Exhibition Place 2014 - 2016 Strategic Plan had a Goal to *Foster awareness and understanding of our leadership role in local, national and international business communities with a Strategy to develop and international / national / local "brand" for Exhibition Place.*

At its meeting of October 23, 2015, the Board approved of entering an agreement with HLT Advisory as a consultant to the Board for development of the 2017-2020 Strategic Plan.
<http://www.explace.on.ca/database/rte/files/Item%2012-Strategic%20Planning%20Exercise%202.pdf>

At its meeting of February 16, 2016, the Board approved of a Phase 2 of the Strategic Plan project which involved and outreach to stakeholders involved directly with Exhibition Place or indirectly with the business sectors at Exhibition Place.

[http://www.explace.on.ca/database/rte/files/Item%2015-Strategic%20Planning%20Exercise%20-%20Phase%202\(1\).pdf](http://www.explace.on.ca/database/rte/files/Item%2015-Strategic%20Planning%20Exercise%20-%20Phase%202(1).pdf)

Issue Background:

The year-long process undertaken by the Board in the development of the Draft Strategic Plan 2017 – 2019 included the consultant meeting with each Board member, the Business Development Committee, Exhibition Place Senior Management team, City of Toronto officials, approximately 50 stakeholders including all Exhibition Place tenants, meeting and event facility

users, tourism and business organizations, local associations and a “townhall” meeting with local residents from the neighbouring districts of Parkdale, Liberty and Fort York.

Comments:

Following presentation to the Board and feedback / amendment / revisions to the Draft Strategic Plan 2017 – 2019, it is proposed that the next steps to the process should be as follows:

- Distribution to all stakeholders who were part of the consultant’s initial consultation requesting comments;
- Posting on the Exhibition Place website as a draft document and seeking comments from the public;
- Presentation to a Community Open House chaired by Councillor Layton; and
- Presentation to Exhibition Place staff for their comments by the CEO through a Lunch & Learn session and through an intranet presentation by the CEO.

All comments received from this outreach process will be part of a report to the Board at its meeting of March 23, 2017 along with any proposed amendments to the draft Plan with respect to these responses.

Contact

Dianne Young, CEO

Telephone: 416-263-3611

Fax: 416-263-3690

Email: dyoung@explace.on.ca

Submitted by:

Dianne Young
Chief Executive Officer

Appendix "A"
Outline of Major Directions from HTL Advisory



Exhibition Place

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Introduction

Exhibition Place, a landmark site is one of Toronto's best regarded meeting and entertainment venues. Over its 138 year history, Exhibition Place has evolved to serve as a central location for public celebrations, festival, and events. A key economic generator for the City of Toronto, Exhibition Place is Canada's largest entertainment and sports venue on 192 acres containing beautiful parkland and both modern and heritage facilities. Situated next to Lake Ontario, Exhibition Place is easily accessible to downtown Toronto as well as to the Greater Toronto Area (GTA) and to major regional roadways and transit.

The Exhibition Place Board of Governors fulfills its mandate in governing the Exhibition Place land and assets and preserving those assets as outlined in the *City of Toronto Act, 2006*.

The Board of Governors, composed of nine members representing the Mayor, Council, and citizens of Toronto, provides leadership and oversight to the policies and procedures of the Exhibition Place and to management staff.

Key Process Objectives

The current strategic planning process developed through the Spring and Fall of 2016 was executed to ensure that input to the Plan was included from various elements of the user groups, business and residential communities affected by the presence of Exhibition Place. Approximately fifty stakeholders were consulted and surveyed including:

- Exhibition Place Board of Governors
- All tenants
- Major facilities and BIA's situated adjacent to Exhibition Place
- Meeting/event facility users
- Tourism and business organization representatives
- Exhibition Place senior management group

Additionally, a 'townhall' format was held with residents from the neighbouring districts of Parkdale, Liberty Village and Fort York to ensure that opinions/concerns were tabled as part of the 'listening' process. A workshop was also conducted with Exhibition Place Board members, staff and City representatives.

The aim of these directions was to:

- Conduct an analysis highlighting the current Strengths, Weaknesses, Opportunities and potential Threats relative to Exhibition Place which provides insight to the broad objectives and strategies to be executed in the upcoming 2017-20 timeframe.
- Provide the Board of Governors and Exhibition Place management with a draft Strategic Planning document representing the feedback of the discussions and deliberations which will provide the context for strategic implementation moving forward.

Strategic Planning Components

Core Values

Continuous Improvement
 Safe Environment
 Respect for People
 Place-Making
 Stewardship of a City-Wide Asset

Strengths

Location with its access to City core and to the Toronto Waterfront
 Residential expansion and neighbourhoods on the property perimeter
 Host to high profile events
 Highly qualified staff and a commitment to excellent customer service
 Beauty of site with its heritage buildings and parkland
 High quality facilities for sports/meetings/events

Weaknesses

Exhibition Place identity and branding
 Cost of services / perceived cost of services
 Site limitations related to transportation issues and event access
 Under-utilization of spaces/buildings to maintain activity 365 days a year
 General public perception that “little has changed over the years”

Opportunities

Festival Plaza
 Sustainability/Parkland
 Expanding Local Customer Base
 Ontario Place /Exhibition Place Joint Redevelopment
 Re-purposing of Heritage Buildings

Threats

Dependence on entertainment revenues and impact of global economy on such revenues
 Growing access and congestion issues in Toronto and immediate area

Vision

To serve as a major destination ‘Gathering Place’ protecting the heritage and the sustainable assets of the City of Toronto

Mission

The Mission of Exhibition Place is:

- Champion business stimulation and public celebrations at local, national, and international levels to generate economic impact for the City of Toronto.
- Grow and develop existing and new events by capitalizing on the powerful diversity within the city and province.
- Maintain and elevate the image of the public asset, parklands and heritage buildings
- View all elements operating within Exhibition Place through a business lens, promoting customer service excellence and revenue generation.
- Maintain long-term operational financial stability.
- Manage and programme the facility in a manner which is respectful of the local community

Strategic Goals and Objectives

Business Development:

Focus on stimulating the growth of the various enterprises of Exhibition Place in capitalizing on the region's diverse cultural attributes.

Position the Exhibition Place brand to one that serves as the accessible, central gathering place for the region's business and entertainment consumer.

Public Space and Infrastructure:

Enhance the core elements of public space, which support a higher level of guest satisfaction on the site.

Environmental:

Exemplify and demonstrate environmental stewardship to support sustainability of all assets throughout the grounds.

Safety & Security:

Continue the high level focus on securing the environment for all employees, guests, and assets.

Recognition & Public Understanding:

Position the Exhibition Place brand to reflect the confidence in the high level of customer service and the quality of the facilities and parkland within the customer base.

Organizational & Staffing:

Encourage a high-performing organization through alignment of people, processes, and systems to ensure we continue to be an employer of choice.

Financial:

Maintain a positive operating financial performance across Exhibition Place and all of its businesses.