



Exhibition Place

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# STRATEGIC PLAN 2017-2019

Allstream Centre

Friday, January 20, 2017

# Agenda

- Objectives for Today
- Strategic Planning Process
- “What we heard”
- Strategic Plan: ~~2017-2019~~ Exhibition Place
  - Vision, Mission and Core Values
  - Goals and Objectives
- Next Steps



# Strategic Plan



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# Strategic Planning Process

- ❑ Background research and understanding context
- ❑ Interview Process:
  - ❑ Tenants and Neighbouring Organizations
  - ❑ City of Toronto Planning/ Transit Agencies
  - ❑ Meetings and Event Managers
  - ❑ Industry Stakeholders
- ❑ Board of Governors Planning Session
- ❑ Exhibition Place Senior Management Session
- ❑ Community Input



# “What We Heard”: Tenant

- ❑ Tenant discussions (19 individuals)
- ❑ Most common issues:
  - ❑ Cost of doing business – labour
  - ❑ Traffic gridlock during events
  - ❑ Activate Better Living Center/Food Building outside of CNE
- ❑ Lack of investment in infrastructure- roads, parking
- ❑ Request tenant input on certain Ex Place decisions



# “What We Heard”: Meeting Planner

- ❑ Meeting Planner discussions (6)
- ❑ Most common issues:
  - ❑ Enercare is an excellent facility but costly compared to other options
  - ❑ Association member desire central core site with access to downtown hotels
  - ❑ Hotel X will need to provide 200 size room blocks
  - ❑ Lack of investment in infrastructure- roads, parking
  - ❑ AV costly due to union ‘shadowing’ requirements



# “What We Heard”: Industry Partner

- ❑ Interviews (4)
- ❑ Most common issues:
  - ❑ Need to animate year round
  - ❑ Location issues (similar to meeting planners)
  - ❑ Require private sector investment in new buildings/events  
... entertainment, Congresses
  - ❑ Hotel X a benefit, but will need to be priced competitively



# “What We Heard”: Community “Townhall” session

- ❑ Roundtable discussion approx. 35 participants
- ❑ Views of Current Exhibition Place:
  - ❑ Too much development offsetting parkland
  - ❑ Lack of vision of what Ex Place could be
  - ❑ Use of facilities for events only. Exhibition Place Could be other uses
  - ❑ Ex Place thoroughfares are not pedestrian friendly
  - ❑ Lack of respect for heritage presence (maintenance)
  - ❑ Better communication to residents: new development, vision/plans, traffic disruptions

# “What We Heard”: Community “Townhall” session

- ❑ Roundtable discussion approx. 35 participants
- ❑ Views of Future Exhibition Place:
  - ❑ Vision should focus on parkland
  - ❑ Facilities not used year-round, more programming off season
  - ❑ Indoor play area in winter for residents (kids)
  - ❑ Residents from neighbourhoods should have a BoG seat
  - ❑ Better connection on Northern “edge”
  - ❑ Require bridge over Atlantic Ave.



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# “What We Heard”: Takeaways

- ❑ Connect Exhibition Place with surrounding communities
- ❑ Improve Access to and within Exhibition Place
- ❑ Be a good neighbour
- ❑ Develop an overarching Master Plan
- ❑ Develop a long term Labour Strategy
- ❑ Communicate better



# Strategic Plan 2017-2019

## Purpose:

- ❑ Capture Board of Governors, Senior Management & Industry Stakeholder perspectives in order to clearly define the opportunities that will have a positive impact on future years.
- ❑ Define a clear vision for Exhibition Place management team which defines the sense of place for the 192 acre site.

# Strategic Plan 2017-2019: Vision

To serve as a major destination “Gathering Place” while protecting the heritage and the sustainable assets of the City of Toronto.



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# Strategic Plan 2017-2019: Mission

- ❑ 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 Exhibition Place ~~powerful~~ diversity within the city and province
- ❑ Maintain and elevate the image of the public asset, parklands and heritage buildings

# Strategic Plan 2017-2019: Mission

- ❑ View all elements operating within Exhibition Place through a business lens, promoting customer service excellence and revenue generation

- ❑ Maintain long-term operational financial stability



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- ❑ Manage and program the facility in a manner which is respectful of the local community

# Strategic Plan 2017- 2019: Core Values

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

  
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# Focus Areas and Objectives



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# Focus Areas and Objectives: Public Space and Infrastructure

An illustrated, documented vision for Exhibition Place that reinforces the Gathering Place theme by identifying opportunities for development, public use and preservation.

## 1. Define the longer- term vision for Exhibition Place (15+years) by completing a Master Plan for the site that:



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- ❑ Delineates usage zones (meeting/convention, sport, entertainment, service, parkland conservation) and identifies target future infrastructure needs/development opportunities within each zone
- ❑ Sets a priority to implement the Festival Plaza Master Plan including funding options

# Focus Areas and Objectives: Public Space and Infrastructure

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- ❑ Identifies connectivity between each zone within Exhibition Place including nature and type of support services, transportation and parking.
- ❑ Identifies how EP site is linked to future public transit and road networks as well as neighbouring land uses such as Ontario Place and residential/commercial communities
- ❑ Identify opportunity for private sector involvement where appropriate
- ❑ Ensures preservation of heritage assets has a predominant position in planning



# Focus Areas and Objectives: Public Space and Infrastructure

An illustrated, documented vision for Exhibition Place that reinforces the Gathering Place theme by identifying opportunities for development, public use and preservation.

## 2. Ensure our 10-year preventative maintenance process is adequately linked to our capital plan in order to:

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- ❑ Maintain our Class “A” event space and improve our Class “B” event space
  - ❑ Identify funding mechanisms required to implement major grounds-wide infrastructure renewal
  - ❑ Increase our State of Good Repair to improve capital and rolling assets through operating budget or other funding mechanism
  - ❑ Ensure our buildings offer market/customer appropriate technology

# Focus Areas and Objectives: Public Space and Infrastructure

An illustrated, documented vision for Exhibition Place that reinforces the Gathering Place theme by identifying opportunities for development, public use and preservation.

## 3. Improve all forms of access needs to and within the grounds:

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- ❑ Actively support the enhancement of TTC access to the grounds
  - ❑ Ensure the parking facilities and Wayfinding meet the needs of our customers attending events attracting high volume attendance
  - ❑ Address the opportunity of improving transportation options on site:
    - ❑ On-site bicycle network structure
    - ❑ On-site shuttle options

# Focus Areas and Objectives: Business Development

Progressively increasing revenue across all the enterprises of Exhibition Place.

## 1. Grow event activity at the Enercare Centre and Allstream Centre:

- ❑ Maintain strong relationships with existing clients/events: identify areas for revenue enhancement
- ❑ Cultivate opportunities for new clients/events through business relationships (Tourism Toronto) designed to enhance lead generation
- ❑ Develop an annual marketing plan with growth targets and revised messaging for convention events to include the benefits of Hotel X
- ❑ Focus on aspects of our current customer service promise that will significantly impact revenue growth
- ❑ Continue to seek event opportunities reflecting the city/region's diverse cultures

# Focus Areas and Objectives: Business Development

Progressively increasing revenue across all the enterprises of Exhibition Place.

2. Better understand our competitive positioning by conducting a comprehensive cost study relative to local, national and North American competitive facilities (focused on, but not exclusively, Enercare and Allstream Centres) including:  Exhibition Place

- ❑ Facility rental and labour costs
- ❑ Transportation access and lodging costs

# Focus Areas and Objectives: Business Development

Progressively increasing revenue across all the enterprises of Exhibition Place.

## 3. As an integral component to the Master Plan, complete an opportunity assessment that:

- ❑ Identifies complementary business activities
- ❑ Priorizes these activities and suggests the best delivery vehicle (eg., through a tenancy or through Exhibition Place operation)
- ❑ Pays particular attention to opportunities to augment existing Exhibition Place business particularly the Allstream and Enercare Centre
- ❑ Continue to monitor Enercare Centre expansion opportunities

# Focus Areas and Objectives: Environmental

Demonstrate environmental stewardship to supporting sustainability of all assets throughout the grounds.

## 1. Action a “green” strategy shared by staff and promoted throughout the community:

- Build a culture of environmental sustainability across the organization at all levels
- Develop a high profile outreach plan supported supported by a communications strategy to promote our “green” initiatives



# Focus Areas and Objectives: Environmental

Demonstrate environmental stewardship to supporting sustainability of all assets throughout the grounds.

## 2. Set targets to reduce environmental impact of our operations and businesses:

- ❑ Achieve a plan to reach zero waste for Exhibition Place
- ❑ Introduce and activate a plan for Net “0” grid supplied by electricity use
- ❑ Set targets for the reduction of potable water use
- ❑ Detail opportunities grounds-wide to upgrade the Building Automation System for the control and conservation of energy use



# Focus Areas and Objectives: Safety and Security

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

## 1. Coordinate, execute and communicate internally and externally our security and public safety program:

- Develop and implement the next phase of the Accessibility Plan for the grounds   
Exhibition Place
- Implement a capital program to upgrade fire systems as required
- Implement a comprehensive safety program focused on our guests, property and assets to reduce claims in all categories

# Focus Areas and Objectives: Safety and Security

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

## 2. Promote safe work practices for all staff:

- Continue to expand and optimize the Young Workers Training program
- Implement effective programs & procedures to achieve zero lost time injuries



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# Focus Areas and Objectives:

## Recognition and Public Understanding

Exhibition Place is seen as the event and entertainment gathering place of Toronto. Exhibition Place is acknowledged as an effective and efficient steward of City assets as well as significant contributor to economic growth and public enjoyment.

### 1. Develop a comprehensive communication plan to increase the public's understanding of the role held by Exhibition Place:



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- ❑ Establish a broad messaging platform enunciating Exhibition Place's key attributes and value proposition. This platform will provide ongoing updates of specific event activity directed to the following recipients:
- ❑ City & Provincial political staff and elected representatives
- ❑ Media outlets: print, broadcast and digital
- ❑ Tenants and annual event organizers
- ❑ Enhance use of Social Media channels to position & personalize EP and its tenant's activities with the younger demographic residing in the urban core

# Focus Areas and Objectives:

## Recognition and Public Understanding

Exhibition Place is seen as the event and entertainment gathering place of Toronto. Exhibition Place is acknowledged as an effective and efficient steward of City assets as well as significant contributor to economic growth and public enjoyment.

2. Differentiate the role of Exhibition Place as custodian (heritage land and buildings), landlord (Liberty Grand), partner (CNE), and business operator (Enercare Centre) and the value generated through these roles:

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- ❑ Reinforce the “Gathering Place” focus of Exhibition Place
- ❑ Promote the unique positioning across local, national, and international outlets
- ❑ Promote the attributes of the Enercare and Allstream facilities within a unique setting to meeting & event organizers

# Focus Areas and Objectives: Recognition and Public Understanding

Exhibition Place is seen as the event and entertainment gathering place of Toronto. Exhibition Place is acknowledged as an effective and efficient steward of City assets as well as significant contributor to economic growth and public enjoyment.

## 3. Reaffirm and enhance the profile of the Exhibition Place heritage mandate:



- ❑ Develop guidelines for the preservation, conservation, renovation and/or redevelopment of heritage plans
- ❑ Enhance archeological understanding of the site through assessment and development of heritage plans
- ❑ Develop and implement directions to position/refurbish heritage displays across the site

# Focus Areas and Objectives: Organization and Staffing

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

## 1. Deliver a Customer Service Strategy that embodies employee empowerment and customer engagement:

- ❑ Actively promote and develop employee engagement at all levels to meet our customer service expectations
- ❑ Innovate and upgrade programs to meet our evolving customer service expectations and core deliverables
- ❑ Finalize consolidation of staff in one area
- ❑ Annually review, update and develop new policies and processes that address general organization matters
- ❑ Develop annual departmental objectives that drive success based on the parameters of the 2017- 2019 Strategic Plan

# Focus Areas and Objectives: Organization and Staffing

Exhibition Place is committed to advancing Toronto's Motto " Diversity is our Strength" and ensuring that Toronto's diversity is integrated into all aspects of our business.

2. Rework Exhibition Place corporate governance systems to reflect current best practice in complex board environments:



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- ❑ Finalize review of by-laws and Board policies and procedures in light of Council directions & recommendations to support the 2017- 2019 Strategic Plan
- ❑ Examine our organizational structure to reflect the broader strategic initiatives in the 2017- 2019 Strategic Plan

# Focus Areas and Objectives: Organization and Staffing

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

## 3. Update and match the hiring and training processes with the organizational requirements of the 2017-2019 Strategic Plan:

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- ❑ Develop/update a professional development strategy that addresses all challenges and opportunities with the Exhibition Place workforce
  - ❑ Implement City's commitment to employment equity internally and externally through assessment of all programs.
  - ❑ Ensure alignment of Exhibition Place's staffing composition with City of Toronto's diversity standards

# Focus Areas and Objectives: Finance

Positive financial performance across Exhibition Place and all of its businesses.

## 1. Ensure the effective monitoring of costs and revenues:

- Deliver operating results that meet or show a positive revenue surplus and/or positive underexpenditure to budget
- Review and update financial organization systems to strengthen controls
- Update processes to improve accuracy of financial reporting

# Focus Areas and Objectives: Finance

Positive financial performance across Exhibition Place and all of its businesses.

## 2. Seek additional revenue opportunities:

- Evaluate our provision model to ensure that services offered are best provided either internally or externally
- Seek new and/or expanded revenues/naming partners/third parties/existing operations and develop oversight processes for each revenue stream
- Seek opportunities for business development through negotiations of collective agreements and positive labour relations

# Next Steps



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# Next Steps

- Adjustments to consider
- Timing of Final Document



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