

October 15, 2015

**ACTION REQUIRED**

To: The Board of Governors of Exhibition Place

From: Dianne Young  
Chief Executive Officer

Subject: **2017- 2020 Strategic Plan Development**

Summary:

This report recommends that the Board approve a consulting agreement with HLT Advisory for the provision of facilitator services for the process of the development of the 2017 - 2020 Strategic Plan for Exhibition Place.

**Recommendations:**

**It is recommended that the Board enter into an agreement with HLT Advisory for the provision of services and on the terms and conditions detailed in this report.**

Financial Implications

Approval of the agreement between the Board and HLT Advisory will result in a projected fee of \$36,750 Plus HST which cost is provided for in the 2016 Operating Budget.

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 February 14, 2014, the Board approved of the 2014 - 2016 Strategic Plan for Exhibition Place.

[http://www.explace.on.ca/database/rte/files/Item%202-Strat%20Plan\(1\).pdf](http://www.explace.on.ca/database/rte/files/Item%202-Strat%20Plan(1).pdf)

Issue Background:

At its meeting of September 4, 2015, the Board approved of a motion directing staff to bring forward to the next meeting a report about the 2017 - 2020 Strategic Planning process with an aim to expedite the process.

Comments:

Since 1999, the Board has always had in place a strategic plan to guide its direction for the grounds. Once approved by the Board, Exhibition Place staff set in place objectives and tactics to ensure the goals set out in the plan are met. Early in the process, the strategic planning process was undertaken annually or biannually. However, in 2011, a more fulsome process was undertaken with a consultant to develop the 2009 - 2012 Strategic Plan which then carried over to 2013. In 2012/2013, a new development cycle was undertaken again with the consultant which led to the development of the 2014 – 2016 Strategic Plan approved by the Board. With this three year plan in place, Exhibition Place staff have developed tactics again over the 3-year cycle to meet the goals and objectives set by the Board.

Given the motion at the Board on September 4, 2015 to expedite the next strategic planning process, Exhibition Place issued a Request for Proposal (RFP) on September 17, 2015 to establish an agreement for the provision of a facilitator to lead the strategic planning process at Exhibition Place. The RFP outlined three phases to this assignment as follows:

#### Phase I

- Review past planning documents and supplementary materials provided by the Board
- With the CEO, meet individually with each of the 9 Board Members (approximately 1 hour meetings) to understand each Member's view of the significant future issues/ directions that the Board needs to address/explore and his/her expectations of the strategic planning workshop
- Hold working sessions (total of approximately 4 hours) with select Exhibition Place staff to explore and develop a list of "future issues" for the timeframe 2017 - 2020
- Lead workshop with Exhibition Place Executive team to further develop/refine the "future issues" list
- With the CEO assist with the design of the strategic planning process which the CEO will then present to the Board for approval

#### Phase II

- Following approval of the strategic planning process by the Board, there may be additional workshops/interviews to be conducted. This process, if required, will be provided by the Consultant at an hourly rate that will be charged for these workshops/interviews
- Identify with the CEO / Board a list of stakeholders i.e. local neighborhood BIA/associations, tenants, Tourism Toronto, trade/consumer/conference clients, etc.
- Hold working sessions/focus groups with stakeholders identified

#### Phase III

- Work with the CEO to develop materials for the strategic planning workshop
- Lead the strategic planning workshop with the Board members and senior management staff (6 hours)
- Develop a draft of the 2017-2019 (or 2017 – 2020) Strategic Plan based on the planning development and workshop
- Finalize draft with feed-back from Exhibition Place staff
- Attend at a meeting of the Board for presentation to the Board of the Strategic Plan

The RFP closed on October 16, 2015 with 3 submissions received from the following companies:

- HLT Advisory
- Urban Strategies Inc.
- The Berkeley Consulting Group

The Exhibition Place Evaluation Team scored the responses submitted in accordance with the detailed evaluation RFP criteria and requirements which included the proponent's qualifications, references and experience with similar projects, understanding requirements, project manager & team qualifications, and lowest fee with ratio of points for fees higher than lowest. The Evaluation Team concluded that HLT Advisory received the highest overall score.

HLT Advisory is one of Canada's leading hospitality, leisure and tourism industry advisory firms. It offers a broad range of strategic planning, financial, businesses operations, economic impact, transaction support and related senior-level advisory services to hospitality, leisure and tourism entities. Located in Toronto, in the last five years, clients of HLT Advisory have included the City of Toronto / Casa Loma; Ontario Ministry of Tourism, Culture and Sport; City of Niagara Falls; City of Calgary/Calgary Convention Centre; Ontario Lottery and Gaming Corporation; and

Metro Toronto Convention Centre. Private sector clients include Oxford Real Estate; CN Tower; Festivals and Events Ontario; and Tourism Industry Association of Ontario.

The persons who will be managing the Exhibition Place Strategic Planning process will be Lyle Hall, Managing Director of HLT Advisory who has 35 years of consulting experience and Ken Lambert, Director, HLT Advisory who has served as a senior executive in the hotel, destination marketing and airlines industries for over 25 years and recently served as VP, Sales & Marketing for Delta Hotels, Canada.

HLT Advisory presented a thorough understanding of the project and a workplan that would commence in November 2015 and be completed by April / May 2016. This timetable includes Phase 2 work but could be shortened if this Phase is not needed.

Accordingly, Exhibition Place staff are recommending an agreement with HLT Advisory on the following terms and conditions:

- a) Phase I, II and III Services: as detailed in this report;
- b) Fees: Fixed, \$35,000 Plus HST for Phases I and III and if there is a determination by the Board to proceed with Phase II than payment at an hourly rate of \$250.00 per hour;
- c) Disbursements: In addition to the fee as set out above, the Board will reimburse HLT Advisory for approved disbursements made as required in order to undertake the Services as defined in this Agreement, at 5% of the Fixed Fee cost, provided that the total amount to be paid for disbursements under this Agreement shall not exceed \$2,000.00
- d) Assignment: The agreement shall not be assigned by HLT Advisory without written consent of the Board which may be unreasonably withheld;
- e) Indemnity/Insurance: HLT Advisory shall provide proof of insurance in a form and amount satisfactory to the Board and containing provisions including the Board and the City of Toronto as additional insured with a cross liability/severability of interest clause of standard wording; and,
- f) Other Commercial Terms: The agreement shall include other standard commercial terms respecting termination and other matters in a form satisfactory to the City Solicitor and the CEO.

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