

May 20, 2009

To: The Board of Governors of Exhibition Place

ACTION REQUIRED

From: Dianne Young
Chief Executive Officer

Subject: **2009 Strategic Plan**

Summary:

This report recommends the approval by the Board of the Vision and Mission Statements and Goals that were developed by the Board and senior staff at the Strategic Planning session held on April 3, 2009 and are summarized within Appendix "A".

The report also attaches for the information of the Board a Draft Strategic Plan as Appendix "B" which outlines Objectives and Action Outcomes that have been developed by senior staff in order to meet the Board's Vision, Mission and Goals.

The adoption by the Board of the Strategic Plan 2009 will be instrumental in setting department and employee objectives in the future. The intent is to have this Strategic Plan operational for a four year period (2009, 2010, 2011 and 2012) however it would be reviewed on an annual basis or more frequently if required.

Recommendation:

It is recommended that the Board adopt the Vision, Mission, Goals and Objectives set out in Attachment "A" and receive for information the draft strategic plan attached.

Financial Impact:

There are no negative financial implications resulting from the adoption of this report.

Decision History:

At its meeting of December 12, 2008, the Board requested that a strategic planning exercise be organized which session was held on April 3, 2009.

Issue Background:

In 1998, the Board adopted a Concept Development Plan for Exhibition Place which Plan was subsequently updated in 2004. Generally this Plan was broader than just infrastructure development as it also addressed "uses" of the site thereby, influencing marketing, programming, operating and capital budgets. In 2004, the Board also approved of an Environmental Plan.

By 2008, the 2004 Development Concept Plan was outdated and the Board decided to develop a full Strategic Plan for the grounds which would be more comprehensive than the Concept Plans.

Comments:

Each year, every Exhibition Place employee is required to set goals and objectives for themselves. These objectives address not only the major directions of the department but also directions set by the Board through the Concept Development Plan, the Environmental Plan, the Capital and Operating Budgets. One part of the annual employee performance appraisal addresses the achievement of their objectives. The development and adoption by the Board of the Strategic Plan 2009 will be instrumental in setting department and employee objectives in the future. The intent is for this Strategic Plan to be operational for a four year period (2009, 2010, 2011 and 2012) however it would be reviewed on an annual basis or as required.

Attached as Appendix "A" is a summary of the Vision and Mission Statements and Goals and Objectives that were developed by the Board and senior staff at the Strategic Planning session held on April 3, 2009.

Following development of the Vision, Mission, Goals and Objectives, senior staff met and developed Action Outcomes related to each of the Objectives which are attached in draft as Appendix "B". Many of these actions were already part of individual department and/or employee goals and objectives for 2009 while others are new or have been expanded based on the Goals developed by the Board.

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Submitted by:

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Chief Executive Officer

EXHIBITION PLACE STRATEGIC PLAN FRAMEWORK

VISION AND MISSION	GOALS	OBJECTIVES
<p>VISION: <i>To foster Exhibition Place as an inclusive and accessible parkland and business destination for entertainment, recreation & sporting events, and public celebrations, and in doing this, to operate as a self-sustaining and environmentally responsible entity.</i></p> <p style="text-align: center;">↓</p>	<p>Business Development Goal: Integrate each of the business enterprises across Exhibition Place to stimulate local and regional vitality, and promote Exhibition Place as an international centre of business excellence</p>	<p>→</p> <ol style="list-style-type: none"> 1: Developing the meeting and convention business. 2: Maintaining existing and pursuing new trade and consumer show opportunities. 3: Increasing the use of Exhibition Place for community-based festivals and celebrations. 4: Actively support the CNE business plan. 5: Actively support the business plan for BMO Field. 6: Actively support our tenants to enhance their business opportunities.
	<p>Infrastructure Goal: Enhance and sustain dynamic and diverse public assets, and integrate these into the surrounding urban fabric</p>	<p>→</p> <ol style="list-style-type: none"> 7: Ensure the integrity of our core infrastructure. 8: Address any infrastructure deficits to support our business enterprises and the public realm. 9: Advocate for government funding and private sector partnerships for infrastructure needs. 10: Actively support sustainable transportation initiatives
<p>MISSION: <i>As a local board of the City of Toronto, Exhibition Place will:</i></p> <ul style="list-style-type: none"> • <i>Foster and promote business stimulation, locally, nationally and internationally to generate economic impact and benefit</i> • <i>Support local, national and international public celebrations</i> • <i>Invest in, demonstrate and promote innovation in environmental sustainability</i> • <i>Protect, revitalize and enhance our historically significant assets and parkland</i> • <i>Maintain long-term operational financial stability</i> 	<p>Environmental Goal: Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations</p>	<p>→</p> <ol style="list-style-type: none"> 11: Actively promote the reduction of grid-supplied electric energy use. 12: Proactively demonstrate environmental stewardship, in general and specifically support innovative “green” technologies. 13: Increase the involvement of all clients, tenants and staff in environmental stewardship. 14: Preserve and enhance parkland and green space 15: Actively work with employees to increase their understanding of environmental initiatives they can practice in the workplace and at home.
	<p>Safety & Security Goal: Ensure a safe and secure environment for employees, guests and for our property.</p>	<p>→</p> <ol style="list-style-type: none"> 16: Actively promote safe work practices and a healthy work-life balance for all staff. 17: Reinforce a coordinated security and public safety program for all operations, assets and information networks. 18: Collaborate with the City in its integrated, city-wide approach to security issues.
	<p>Recognition/Pubic Understanding Goal: Sustain a high level of public understanding that builds confidence and recognition of our excellence within the marketplace.</p>	<p>→</p> <ol style="list-style-type: none"> 19: Create and sustain positive relationships with stakeholders and the community at large. 20: Foster leadership and extend active participation in local, regional and global communities focused on our business enterprises.
	<p>Organizational and Staffing Goal: Sustain a high-performing organization through alignment of people, process and systems and through the recognition of the dedication and excellence of our staff</p>	<p>→</p> <ol style="list-style-type: none"> 21: Deliver customer-focused services in an effective, timely and courteous manner 22: Recruit, develop and retain a highly-skilled, diverse workforce 23: Encourage an organizational culture of learning and growth 24: Continuously evaluate and improve business systems and processes. 25: Continuously improve governance mechanisms
	<p>Financial Goal: Maintain positive operating financial performance across Exhibition Place and all its businesses</p>	<p>→</p> <ol style="list-style-type: none"> 26: Continue to be financially self-sustaining 27: Diversify our revenue base 28: Effectively control costs and steward public funds responsibly. 29: Foster partnership and alliances with public and private sector agencies

**ALWAYS MOVING FORWARD WHILE
BUILDING ON THE PAST**

Exhibition Place is a significant public asset on Toronto's waterfront comprised of 192 acres of urban parkland and a unique environment that features 25 historical buildings and structures and over 50 acres of gardens and parks. With a history that spans three centuries and its proximity to the downtown core, it is today a vibrant destination hosting major public celebrations, festivals

and events. A special "meeting" place for the City, its residents and visitors, Exhibition Place is also a pre-eminent venue for business, commerce, trade and consumer shows, meetings and conventions. Its financial contributions and economic spin-offs generate a positive impact for the economy of the City of Toronto.

Exhibition Place hosts more than 350 events annually, ranging from the CHIN Picnic and Caribana to the Canadian National Exhibition, over 100 trade and consumer shows hosted at Direct Energy Centre and more than 80 sporting and entertainment events in the Ricoh Coliseum and BMO Field. In addition, the 14 permanent year-round tenants, most of which are entertainment-based venues, attract over 500,000 visitors annually to the grounds.

In 2008, the Canadian National Exhibition celebrated its 130th Anniversary and the Royal Agricultural Winter Fair marked its 86th year at Exhibition Place. Both are important milestones for Exhibition Place and the heritage of the City of Toronto. The completion of The National Trade Centre in 1997 solidified Exhibition Place as a leading venue for trade and consumer shows in North America. Rebranded Direct Energy Centre in 2006, this first class facility has become even more competitive with the opening of the renovated Allstream Centre – a Conference and Convention Facility in 2009. In addition to the trade and convention facilities, two new venues have returned professional sports and concerts to Exhibition Place. The renovated Ricoh Coliseum opened in 2003 as a 10,000-seat hockey and entertainment arena and the newly-constructed 20,000-seat BMO Field introduced major league soccer to the site and to the City in 2007.

These developments have firmly placed Exhibition Place as a year-round entertainment venue and allows it to explore opportunities and synergies among the cluster of business enterprises on the site and within the "new media" businesses at Liberty Village to the north. The emerging residential

neighbourhoods to the east and north also provide potential new relationships and anchor Exhibition Place within the core of the City of Toronto resulting in continuing development opportunities for the site.

A DYNAMIC DESTINATION

Exhibition Place is Canada's largest entertainment venue, attracting over 5.2 million visitors a year. This multi-faceted waterfront destination contributes all annual profits to the City of Toronto while providing extensive economic spin-offs to private sector enterprises and the provincial and federal governments.

An economic impact study commissioned by the Canadian Association of Fairs and Exhibitions confirmed that the 18-day Canadian National Exhibition event attracted more than \$52.5 million to Toronto (\$28.1 million net economic impact) and \$71.4 million to Ontario (\$38.8 million net economic impact) in 2008. A 2006 Tourism Toronto study found that consumer and trade shows within the Greater

Toronto Area generates direct expenditures of \$1.1 billion within the Greater Toronto Area. This also supports the 1996 study that valued the direct spending impact of Direct Energy Centre alone to be at \$250.0 million.

The east end of the grounds is dominated by the Direct Energy Centre and the Allstream Centre. The primary focus of this "commercial/show sector" of the grounds is the development of both the trade and consumer show business along with meetings and conventions. The western half of Exhibition Place is characterized by high quality landscaping and unique heritage buildings making it conducive to entertainment and recreational activities. The transitional area between the east and west parts of the grounds is centered on BMO Field and a significant open area to be called "Festival Plaza" to be used for large-scale events and festivals.

This fundamental division of the site and the diversity of its core assets will continue to be the strength of Exhibition Place as it looks to its future and its place in the ongoing revitalization of Toronto's waterfront.

OUR VISION AND MISSION

Our **Vision** is to foster Exhibition Place as an inclusive and accessible parkland and business destination for entertainment, recreation and sporting events and public celebrations and, in doing this, operate as a self-sustaining and environmentally-responsible entity.

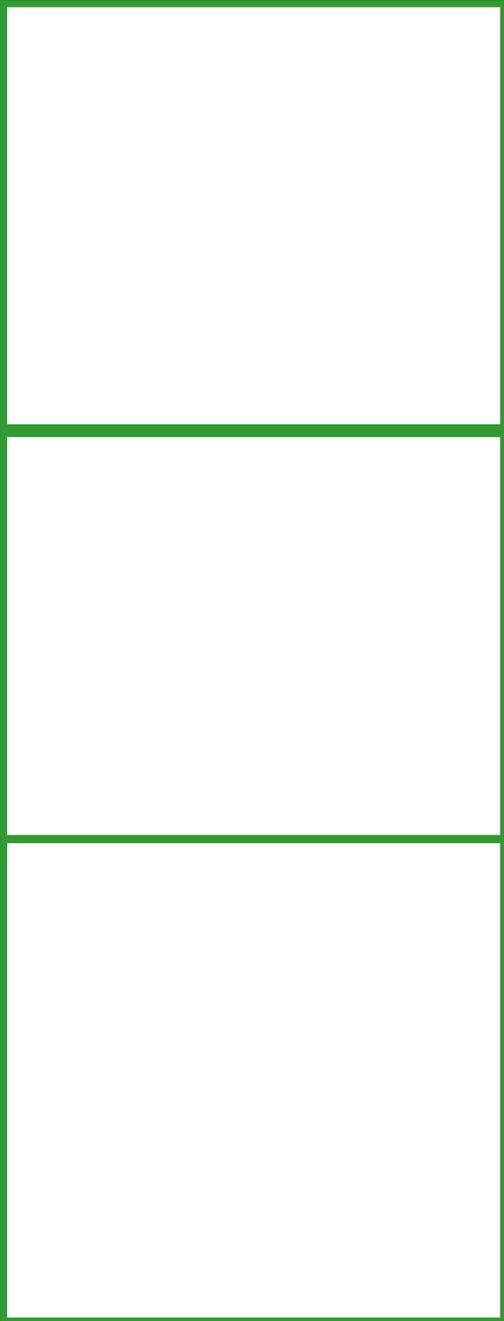
As a local board of the City of Toronto, the **Mission** of Exhibition Place is to:

- Foster and promote business stimulation, locally, nationally and internationally to generate positive economic impacts and benefits
- Support local, national and international public celebrations
- Invest in, demonstrate and promote innovation in environmental sustainability
- Protect, revitalize and enhance our historically significant public assets and our parkland
- Maintain long-term operational financial stability

OUR STRATEGIC GOALS

- a) **Business Development Goal:** 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.
- b) **Infrastructure Goal:** Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric.
- c) **Environmental Goal:** Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations.
- d) **Safety and Security Goal:** Ensure a safe and secure environment for employees, guests and for our property and our assets.
- e) **Recognition/Public Understanding Goal:** Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace.
- f) **Organizational and Staffing Goal:** Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff.
- g) **Financial Goal:** Maintain a positive operating financial performance across Exhibition Place and all its businesses.

OUR OBJECTIVES



Goal One – 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

Exhibition Place recognizes its role as an economic generator in the community. Our location, accessibility, resource of buildings and facilities, and role as a major public gathering place position Exhibition Place ideally for the establishment, growth and development of various public-oriented businesses. Moreover, the synergies between the businesses in this Exhibition Place cluster working with one another and our organization overall contribute significantly to the local and regional economy.

Outcome One

Developing the meeting and convention business

S T R A T E G I E S

- Maintain strong relationship with Tourism Toronto sales team
- Ensure utilization of the Targeted Meeting Fund in conjunction with Tourism Toronto
- Develop and annually update a comprehensive database and strategic contacts
- Complete a comprehensive and competitive meeting package with Cerise Catering for Allstream Centre
- Become the industry leader as a “Green Meetings Venue”
- Develop an annual marketing strategy

Outcome Two

Maintaining existing and pursuing new trade and consumer show opportunities

S T R A T E G I E S

- Maintain excellent customer service
- Ensure a competitive value positioning for rent and services within the regional marketplace
- Ensure all members of the Sales Team are active within key industry associations
- Develop an annual marketing strategy

Outcome Three

Increasing use of Exhibition Place for community-based festivals and celebrations

S T R A T E G I E S

- Develop a “festival” sales package
- Ensure a competitive value positioning for rent and services for community groups
- Develop an outreach program for consulate offices located in Toronto
- Participate in City staff committees organizing community events
- Participate in the City’s 1812 Celebration staff committee to support this event in 2012

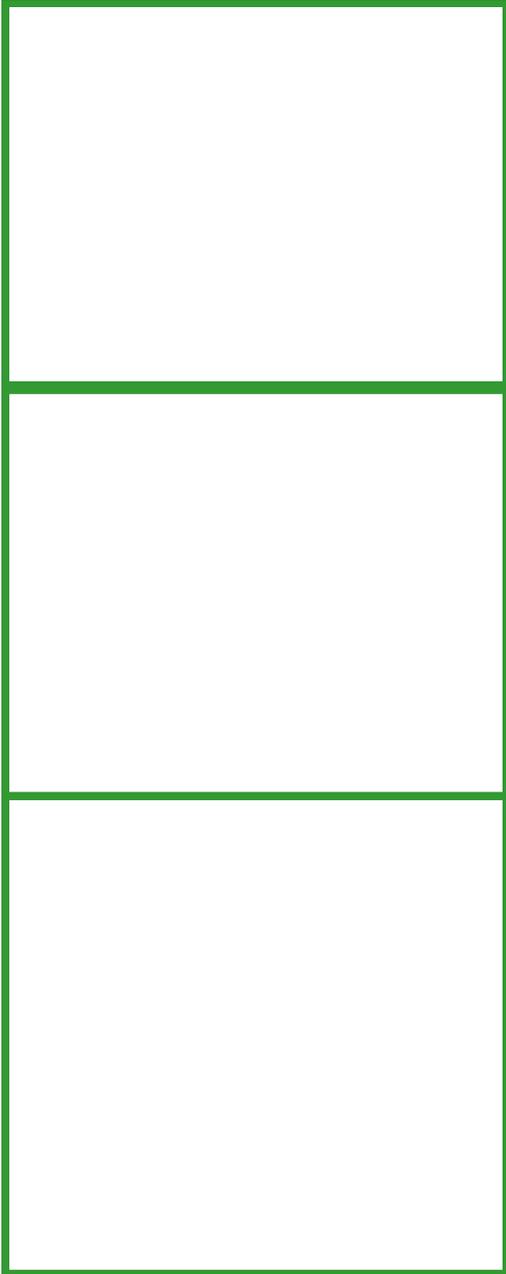
Outcome Four

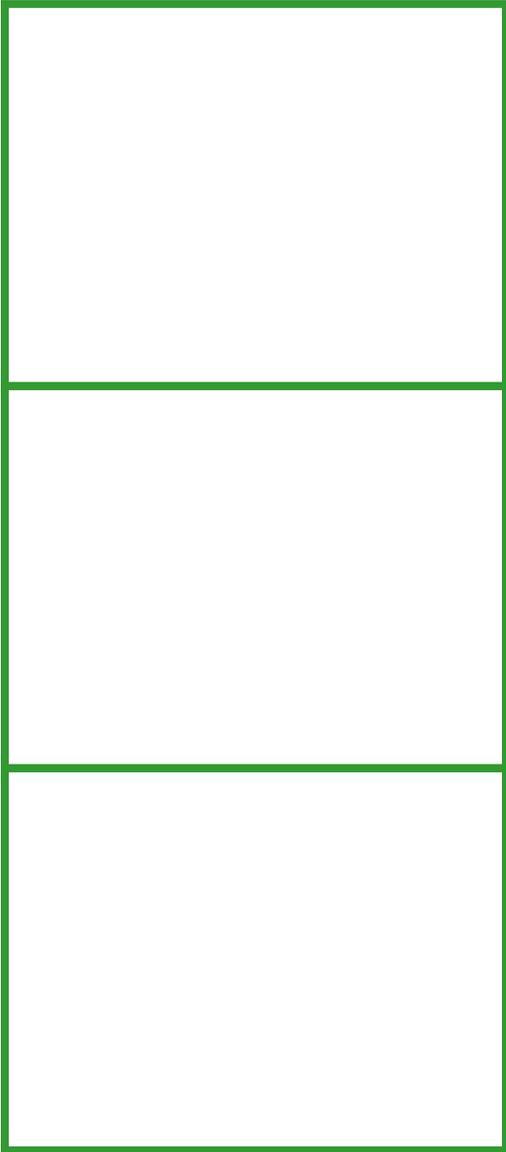
Actively support the existing or updated CNE business plan

S T R A T E G I E S

- Develop an annual plan to promote key attractions to increase paid attendance
- Develop a plan which addresses the need for facility upgrades to enhance customer experience
- Continue to improve the quality of attractions and programming aimed at a diverse market
- Develop a plan to host major marquee events to attract wider audiences

Outcome Five





Actively support the business plan for BMO Field

S T R A T E G I E S

- Develop an annual sales and marketing plan for BMO Field to increase net revenue via increased number of corporate and promoter events
- Continue to operate a “Fans First” program that takes a proactive approach to providing exceptional customer service
- Enhance the BMO Field Food & Beverage experience by increasing points of sale, introducing new and creative amenities, offering a variety of food options and providing excellent customer service
- Continue to explore the installation of grass at BMO Field to provide Toronto FC and the Canadian Soccer Association an increased likelihood of attracting premier teams, players and events to BMO Field
- Continue to analyze and explore expansion opportunities for BMO Field

Outcome Six

Actively supporting our tenants to enhance their business opportunities

S T R A T E G I E S

- Develop a proposal for a joint marketing initiative for Exhibition Place and all its tenants
- Develop a more robust communication protocol with our tenants
- Integrate tenant information on all Exhibition Place websites

Goal Two - Infrastructure

Enhance and sustain our dynamic and diverse public assets and integrating these assets into the surrounding urban fabric

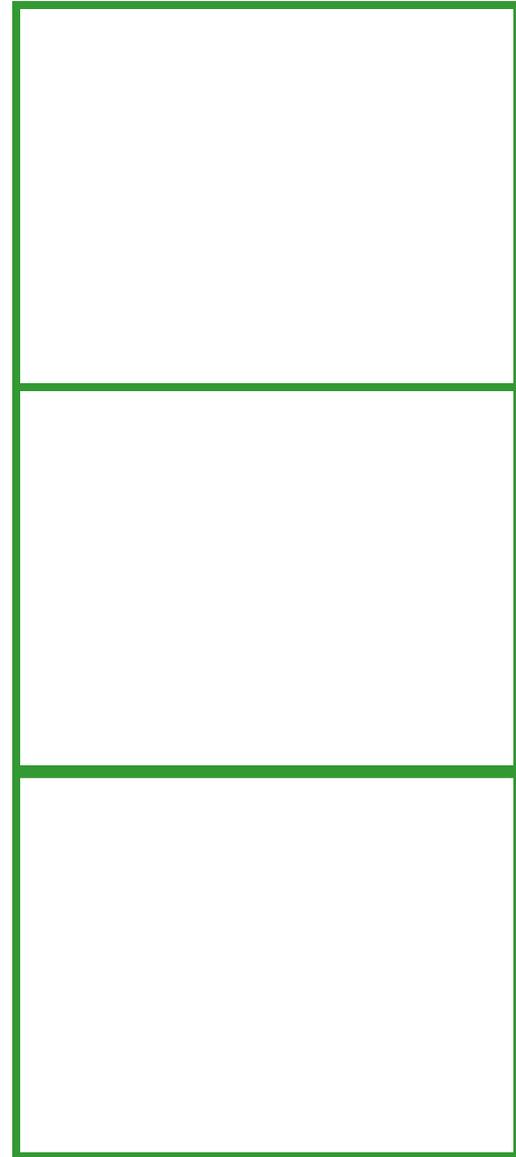
Exhibition Place will ensure its lands and buildings are attractive, functional, and a continuing source of pride for Torontonians. We also pledge to remain an open and available public space, easily accessible from surrounding neighbourhoods and by transit.

Outcome One

Ensure the integrity of our core infrastructure

S T R A T E G I E S

- Develop a rolling 15-year asset state-of-good replacement and repair plan and a strategy for implementation including a separate plan for BMO Field
- Upgrade Class “B” exhibit facilities for year-round use
- Ensure funding and implementation of a robust preventative maintenance program for all assets
- Undertake a study on accessibility issues in light of the City of Toronto standard
- Design a preventative maintenance program for the Allstream Centre
- Develop a master plan for the annual CNE including a permanent midway layout and program areas Develop an annual Fleet replacement plan with emphasis on greening the fleet
- Review on a bi-annual basis the condition of all food and beverage equipment and develop an asset renewal plan
- Design and implement an inventory control system to record, maintain and replace all show-service rolling assets
- Develop a 5-year plan to ensure our IT system is “leading edge” and secure



Outcome Two

Address any infrastructure deficits in order to support our business enterprises and the public realm

S T R A T E G I E S

- Complete and open the Allstream Centre – a Conference and Convention Facility
- In partnership with the private sector, begin construction of the first stage of a hotel development including enhancements to the surrounding landscape areas
- Complete a feasibility study for a one hall expansion of Direct Energy Centre including additional meeting room space
- In cooperation with the City of Toronto, plan the extension of Dufferin Street south to Lake Shore Boulevard intersection
- Require any new developments/buildings to conform to Tier 1 of the City of Toronto's Green Development Standard
- Design and construct a new exit road to Lake Shore Boulevard in the area between the two Ontario Place bridges
- Develop a new on-site storage plan for rolling assets in conjunction with the extension of the Harbourfront LRT westward
- Plan for a "legacy" development as part of War 1812 Celebration
- Develop a plan and seek funding for the construction of new secure cash office for the CNE

Outcome Three

Advocate for government funding and private sector partnerships to address infrastructure needs

S T R A T E G I E S

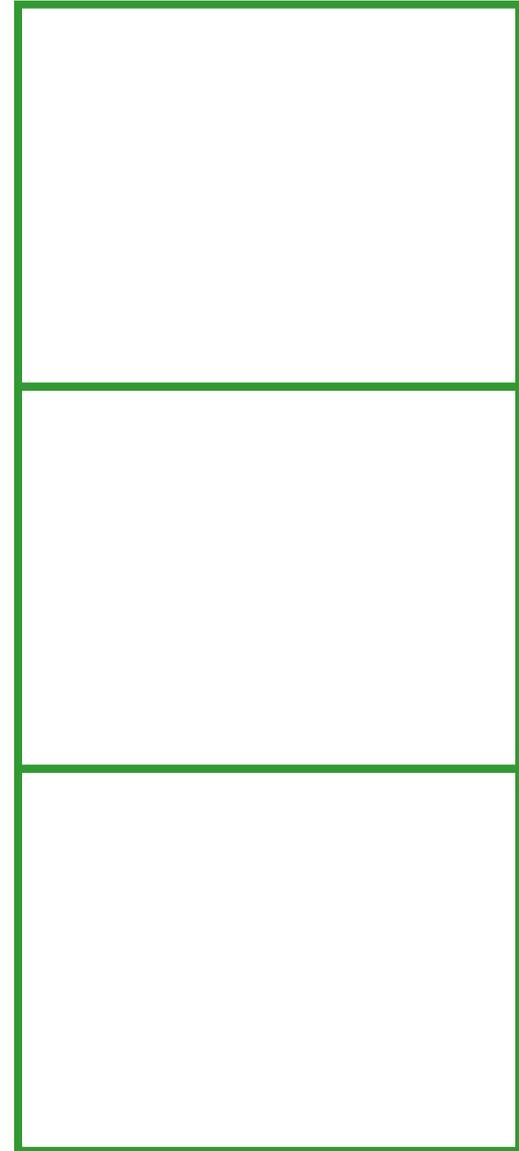
- Seek out private sector partnerships and government funding for the expansion of Direct Energy Centre
- Work with the City of Toronto to increase our state-of-good repair capital budget
- Work with Maple Leaf Sports & Entertainment Ltd on upgrades to or expansion of BMO Field
- Develop a rolling 10-year capital budget for green initiatives and seek funding from third party sources

Outcome Four

Actively support sustainable transportation initiatives

S T R A T E G I E S

- Continue the Harbourfront LRT westward initially to Dufferin Street and then further west linking with the Queensway LRT and in consultation with the TTC replace any infrastructure removed as a result of this construction (ie replacement of storage sheds)
- In cooperation with the City, enhance the network of on-street bicycle routes to provide primary connections within the grounds and linking to major streets surrounding Exhibition Place
- Actively work with MetroLinx, GO and TTC to encourage use of public transit by employees and visitors



Goal Three - Environment

Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations

Exhibition Place is committed to environmental stewardship in all we do. We will strive to minimize our footprint in operations, and to demonstrate and promote the message of environmental responsibility through our actions on an on-going basis.

Outcome One

Actively promote the reduction of grid-supplied electric energy use

S T R A T E G I E S

- Reduce hydro consumption through operating initiatives by 30% from 2005 base year
- Replace all base building incandescent lights by 2010
- Through a public bid process, successfully implement a building systems management program to control and conserve energy use
- Achieve by 2010 net energy self-sufficiency for those premises directly managed by Exhibition Place

Outcome Two

Proactively demonstrate environmental stewardship, in general and specifically innovative “green” technologies

S T R A T E G I E S

- Attain 80% waste diversion across the site by 2010
- Through a public RFP, successfully implement a 1.0 Megawatt solar project with the private sector
- Obtain third party funding and implement a LED pathway lighting demonstration project
- Construct the steam-sourced backpressure turbine
- Obtain LEED Silver certification for the Allstream Centre
- Obtain LEED certification for Direct Energy Centre

- Obtain ISO 14001 certification for the grounds
- Work with Toronto Renewable Energy Cooperative to develop the construction of two additional wind turbine sites
- Meet ongoing requirements and obligations of the Provincial Environmental Leadership Program
- Undertake a water conservation audit
- Implement, where feasible, eco-roof additions

Outcome Three

Increase the involvement of all clients, tenants and visitors in environmental stewardship

S T R A T E G I E S

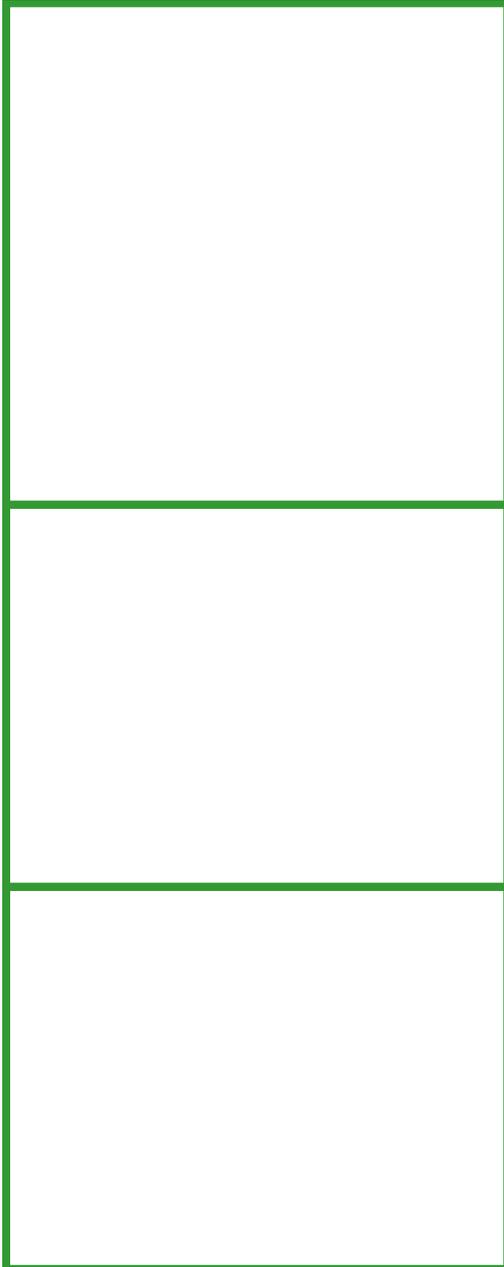
- Establish a tenant’s working group to assist our tenant’s with energy retrofit projects
- Develop a program for show and event clients to encourage waste diversion and energy reduction
- Expand the CNE Energy and Waste Diversion Action Plan
- Maintain a long-term greening plan that targets 100% waste diversion
- Develop and implement a CNE Environmental Outreach Program to include an awards program and financial incentives for licensees and concessionaires

Outcome Four

Preserve and enhance parkland and green space

S T R A T E G I E S

- Undertake an assessment of the tree canopy and increase it in keeping with the City of Toronto initiatives
- Develop a annual plan for the expenditure of \$75,000 on enhancing parkland and green space
- Develop a program for the preservation of our public art
- Expand our outreach program to further promote the heritage of the 192-acre site to Torontonians and visitors



Outcome Five

Actively working with employees to increase their understanding of environmental initiatives they can initiate in the workplace and at home

S T R A T E G I E S

- Develop a “GreenSmart” Staff Team representing all areas of the workplace
- Focus on environmental initiatives within the bimonthly Express bulletin
- Explore the possibility of undertaking a “carbon footprint” exercise for Exhibition Place and the CNE
- Promote and expand the employee “SMART” Commute program

Goal Four – Safety and Security

Ensure a safe and secure environment for employees, guests and for our property and our assets

Exhibition Place recognizes the paramount need for its grounds and facilities to be safe and secure venues for our various events and activities to be successful. This is a fundamental principle of our operation and influences all of our activities on a day-to-day basis.

Outcome One

Actively promote safe work practices and a healthy work-life balance for all staff

S T R A T E G I E S

- Reduce the number of loss time claims by 20% from 2008 levels
- Review and revise as required the Employee Personnel Manual
- Review and update the Occupational Health & Safety Manual
- Develop Job-Specific OHS Training Plan for each job position/category
- Develop and populate a computerized program that records training levels of each employee compared to OHS Training Plan
- Ensure that 90% of employees have received all required OHS training
- Develop its own unique CNE Youth Training video

Outcome Two

Reinforce a coordinated security and public safety program for all operations, assets and information networks

S T R A T E G I E S

- Implement a 4-year phase-in plan for security CCTV surveillance plan (2009, 2010, 2011 and 2012)
- Annually update, communicate and provide training for recovery components of the Emergency Response Plan
- Undertake a review of parking lot lighting levels and develop a capital plan in keeping with new LED technologies and lighting standards and develop a capital plan to implement improvements



- Reduce the incidence of property and personal injury insurance claims by 10% from 2009
- Continue to implement the CNE Security Plan and review on an annual basis

Outcome Three

Collaborate with the City in its integrated, city-wide approach to security issues

S T R A T E G I E S

- Participate in and support pandemic planning led by the City
- Audit and review asset management strategy on an annual basis in cooperation with the City's insurer and implement recommendations to minimize risks
- Conduct a review of personal injury claims during the CNE period and develop a plan of action to mitigate and reduce

Goal Five – Recognition/Public Understanding

Sustain a high level of public understanding that builds confidence and a recognition of excellence within the marketplace

Exhibition Place understands that while public recognition and high regard comes about as a natural consequence of maintaining excellence in all its operations, there is also a need to actively promote the message of the overall role and function of the organization amongst decision-makers and the general public. Accordingly, part of our strategic plan involves activities devoted to increasing awareness and understanding on the part of these key target groups.

Outcome One

Create and sustain positive relationships with stakeholders and the community at large

S T R A T E G I E S

- Participate as an observer at the local Business Improvement Area
- Ensure public input into the hotel development planning
- Upgrade all Websites
- Develop a new website for Allstream Centre
- Develop a consistent and recognizable visual identity for the environmental program
- Plan an annual outreach session with provincial legislators
- Plan a CNE outreach session with City of Toronto councilors
- Develop a video sales tool
- Continue to develop a plan to increase the participation of BMO Field in community initiatives and events

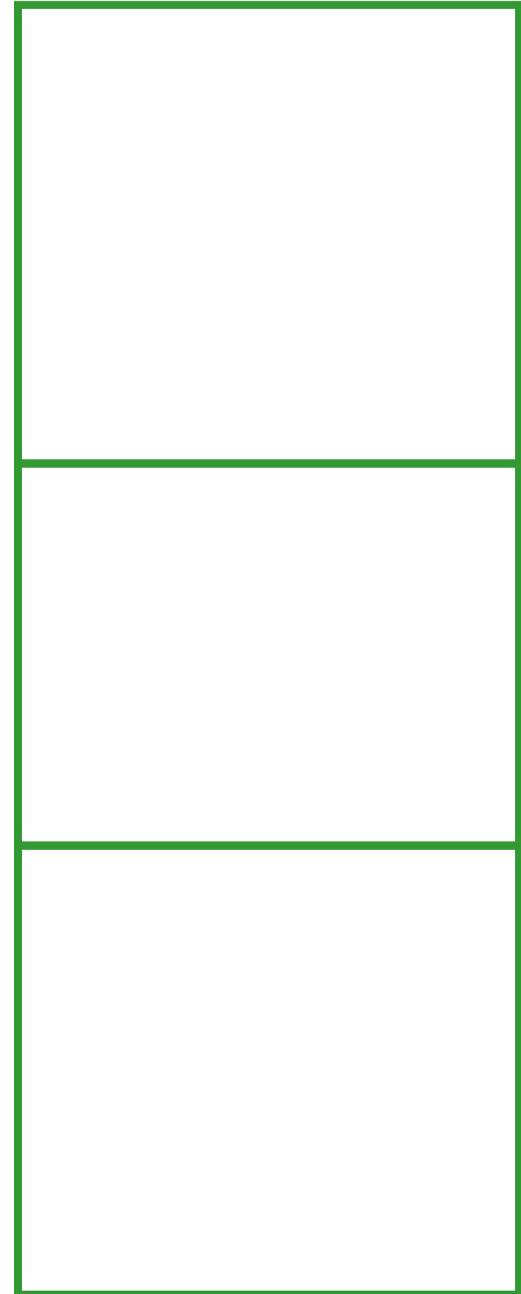
Outcome Two

Foster leadership and extend active participation in local, regional and international communities focused on our business enterprises.

S T R A T E G I E S

- Depending on the department/program, encourage participation at the director and/or manager level and above on boards or committees in relevant external business organizations
- Seek out speaking engagements and media coverage

Goal Six – Organization



Sustain a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff

Exhibition Place believes that our success lies with our people: the extent to which they are supported with the tools and training they need, clear processes and policies, on-going communications, and an effective management structure will be critical to our continuing pursuit of excellence.

Outcome One

Deliver customer-focused services in an effective, timely and courteous manner

S T R A T E G I E S

- Actively seek customer satisfaction surveys from all clients
- Achieve 80% or better in surveys undertaken
- Broaden the “mystery shopper” survey program
- Achieve 90% or better on mystery shopper surveys
- Achieve 100% completion of the internal assessment tool for show and operation event services provided

Outcome Two

Recruit, develop and retain a highly-skilled, diverse workforce

S T R A T E G I E S

- Participate in the City’s commitment to employment equity initiatives
- Work with the City to support its youth employment goal in the 13 priority neighbourhoods
- Work with City on its mentorship programs
- Participate in industry certification programs – CEM, Oglebay, CFE
- Develop an internal secondment, job shadowing program
- Participate in the City’s Human Rights program and annual reporting

Outcome Three

Encourage an organizational culture of learning and growth

S T R A T E G I E S

- Develop by program/department or job classification, minimum qualifications and commensurate training requirements
- Develop by department or job classification minimum qualification or training requirements
- Measure each staff member against set minimum qualifications/training requirements and establish personnel training programs

Outcome Four

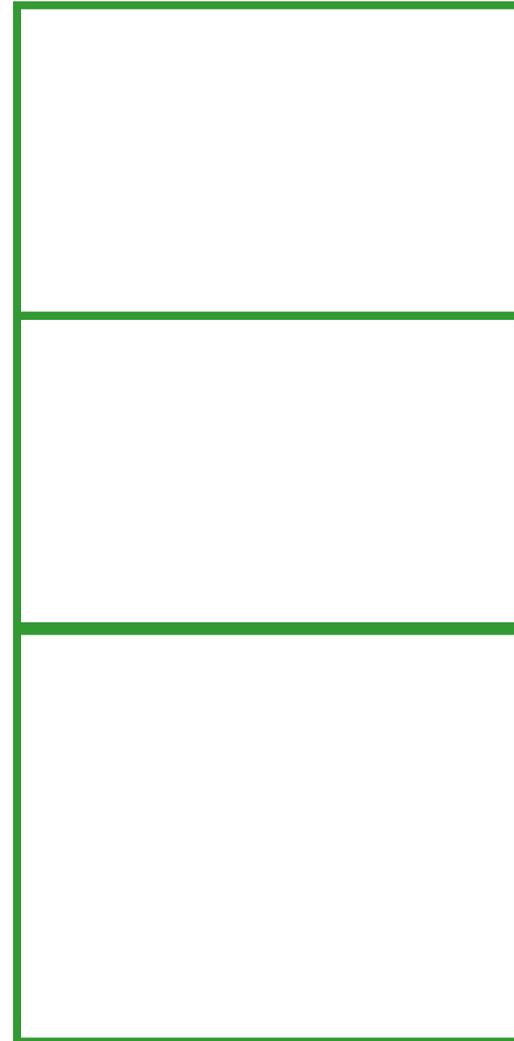
Continuously evaluate and improve business systems and processes

S T R A T E G I E S

- Develop and implement a WiFi program across the entire 192 acres
- Develop appropriate targets, indicators and benchmarks as part of all major initiative
- Develop event process and procedures for Allstream Centre
- Expand Exhibition Place Intranet service
- Revise performance appraisal forms in keeping with the Strategic Plan
- Set 2010 individual employee goals and objectives on the basis of the Strategic Plan
- Develop an imaging program as part of Records Management with a focus on operational and maintenance records
- Develop an Electronic Records Management program for all computer-based records

Outcome Five

Continuously improve governance mechanisms



S T R A T E G I E S

- Negotiate and implement a new management agreement between Exhibition Place and the City of Toronto
- Annually review and update, as necessary, by-laws, policies and procedures for The Board of Governors of Exhibition Place and Exhibition Place
- Audit City Council meetings and amend Board of Governors by-laws in accordance with actions taken by Council
- Review governance and committee structure of the Canadian National Exhibition Association

Goal Seven – Financial

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

Exhibition Place believes that one of the fundamental measures of good management and stewardship is financial performance. It is incumbent upon any organization managing the resources and facilities that Exhibition Place has at its disposal to demonstrate a positive return-on-investment, in quantitative as well as qualitative measures, through the use of those assets. Further, we understand and believe in the need to be accountable to the broader community for our performance in this regard.

Outcome One

Continue to be financially self-sustaining

S T R A T E G I E S

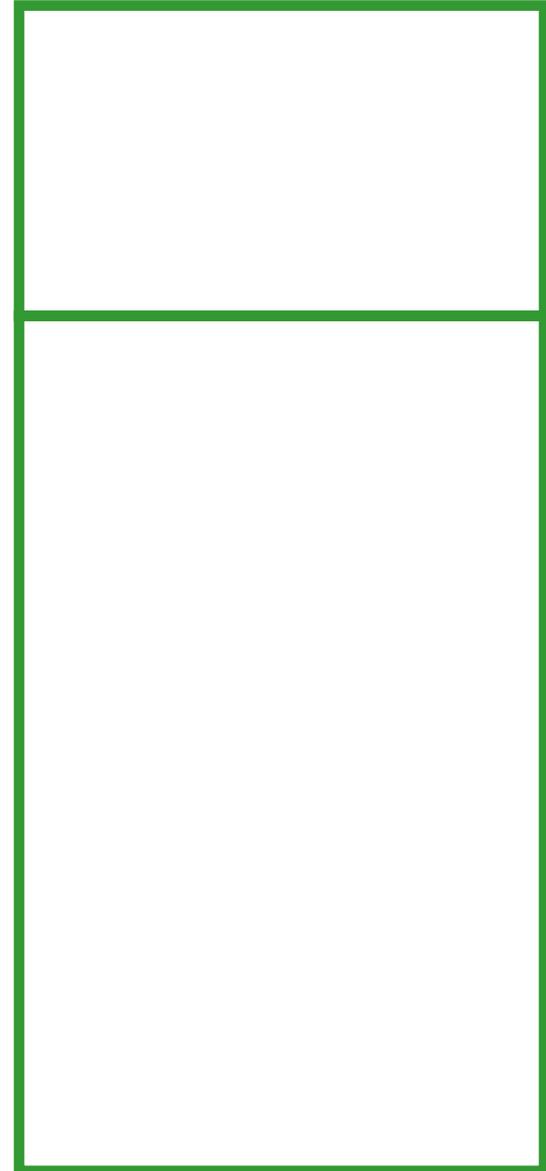
- Develop and implement a rolling three-year budget and financial plan that identifies operating pressures and cash flows
- Undertake an economic impact study of Exhibition Place and all businesses on the grounds every five years
- Undertake an annual comprehensive review and update of show and rental services, to ensure competitiveness with industry standards and trends

Outcome Two

Diversify our revenue base

S T R A T E G I E S

- Continually analyze opportunities and develop programs for increasing and diversifying Exhibition Place's revenue base
- With the City and Province, actively participate in the 2015 Pan Am Games Bid
- Issue a public bid for the provision of exclusive food services and conclude agreement





- Support Toronto Tourism and the City to bring national and international events to Exhibition Place (Horticultural Exposition 2013, Police Games 2015)
- Support the return and assist with the success of the new Honda Indy Toronto

Outcome Three

Effectively monitor control costs and steward public funds responsibly

S T R A T E G I E S

- Continue to identify and implement cost saving measures and strategies
- Continue to strengthen internal and financial controls
- Conclude implementation of financial reporting system

Outcome Four

Foster partnerships and alliance with public and private sector agencies

S T R A T E G I E S

- Conclude long-term lease agreement for the Queen Elizabeth Theatre
- Conclude long-term operating agreement for the Gardiner/Strachan Avenue and Gardiner/Dufferin outdoor billboards
- In cooperation with the Third Party box office provider develop a computerized entry system for the CNE