

Item 11

January 11, 2010

FOR INFORMATION

To: The Board of Governors of Exhibition Place

From: Dianne Young, Chief Executive Officer

Subject: **2009 – 2012 Strategic Plan**

Summary:

The intent of this report is to update the Board, for its information, on the progress of work within the 2009 – 2012 Strategic Plan.

Financial Impact:

There is no financial implication arising from this report.

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 History:

The Board requested regular progress reports on the Strategic Plan.

Comments:

Since the October 2009 meeting of the Board, staff has been working on several initiatives to move the 2009 – 2012 Strategic Plan forward. One major initiative has been the commencement of a Customer Service strategy which established Core Values across the organization, surveyed staff on the topic and developed a Customer Service Framework that includes a Customer Services Philosophy and Service Principles. This initiative will be continued throughout 2010 and it is now reflected in the Strategic Plan Outcomes and Tasks. In addition, all other Outcomes and Tasks have been reviewed and further refined in light of 2009 experience.

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Submitted by:

Dianne Young, Chief Executive Officer

Attachment: 2009 – 2012 Goals, Objectives, Outcomes & Tasks



2009-2012 Strategic Plan

Business Development

OUTCOME 1 - Developing the meeting & convention business

Complete a comprehensive and competitive meeting package pricing with Cerise Fine Catering for Allstream Centre including building rent and show services (R&S)

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Develop R&S Pricing List for Allstream Centre & approval of the Board
	1st Quarter 2010	Complete Industry & competitor review of pricing to ensure Board is maintaining profitability & competitiveness
	2nd Quarter 2010	Present Board report on R&S Allstream Master Price List
	1st Quarter 2011	Complete Industry & competitor review of pricing to ensure Board is maintaining profitability & competitiveness
	2nd Quarter 2011	Present Board report on R&S Allstream Master Price List
	1st Quarter 2012	Complete Industry & competitor review of pricing to ensure Board is maintaining profitability & competitiveness
	2nd Quarter 2012	Present Board report on R&S Allstream Master Price List

Become the industry leader as a "Green Meetings Venue"

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Have Green Section in Exhibition Place/Allstream Centre/Direct Energy Centre website
Complete	3rd Quarter 2009	Develop green branding program for Exhibition Place
Complete	3rd Quarter 2009	Join Green Meetings Industry Council (GMIC)
	1st Quarter 2010	Develop GreenSMART handbook
	1st Quarter 2010	Assess green meeting marketing materials relative to leading venues and other green business leaders
	4th Quarter 2010	Host Environment Industry events
	4th Quarter 2010	Apply for Industry Awards
	4th Quarter 2011	Apply for Industry Awards
	4th Quarter 2012	Apply for Industry Awards

Complete a comprehensive & competitive meeting package (CMP) with Cerise Fine Catering for Allstream Centre including building rent and rental services (R&S)

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Evaluate CMP offering and recommend approach
	2nd Quarter 2010	Complete CMP package
	3rd Quarter 2010	Review CMP package and revise based on client/industry feedback

Ensure utilization of the Targeted Meeting Fund (TMF) in conjunction with Tourism Toronto

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Evaluate success of TMF in 2009
	1st Quarter 2010	With CFO establish operating procedures with Tourism Toronto
	1st Quarter 2010	Follow-up with Tourism Toronto, review Seller's knowledge
	2nd Quarter 2010	Review success of TMF with Tourism Toronto and Board. Recommend any changes to funding levels or procedures
	4th Quarter 2010	Review additional funding partnerships with Province, Canadian Tourism Commission

Maintain strong relationship with Tourism Toronto sales team

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Participate in ASAE
Complete	4th Quarter 2009	Launch Allstream Centre with Tourism Toronto
Complete	4th Quarter 2009	Identify Sales Missions for 2010
Complete	1st Quarter 2010	Setup lead tracking system with Tourism Toronto
	1st Quarter 2010	Access leads received from Tourism Toronto - Meet with Tourism Toronto's Vice President of Sales
	4th Quarter 2010	Participate on Sales Advisory Committee
	4th Quarter 2010	Host Sales Blitz
	4th Quarter 2010	Participate in tradeshow with Tourism Toronto Booth

OUTCOME 2 - Maintaining existing & pursuing new trade & consumer show opportunities

Ensure a competitive value positioning for building rent and for rental services (R&S) within the regional marketplace

<u>Status</u>	<u>Progress</u>	<u>Target</u>
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2009-2012 Strategic Plan

Business Development

OUTCOME 2 - Maintaining existing & pursuing new trade & consumer show opportunities

Complete	1st Quarter 2009	Complete Industry and competitor review of pricing for services to ensure Board is maintaining profitability
Complete	2nd Quarter 2009	Present Board report on R&S Master Price List
	1st Quarter 2010	Complete Industry and competitor review of pricing for rental services to ensure Board is maintaining profitability
	2nd Quarter 2010	Present Board report on R&S Master Price List
	1st Quarter 2011	Complete Industry and competitor review of pricing for rental services to ensure Board is maintaining profitability
	2nd Quarter 2011	Present Board report on R&S Master Price List
	1st Quarter 2012	Complete Industry and competitor review of pricing for rental services to ensure Board is maintaining profitability
	2nd Quarter 2012	Present Board report on R&S Master Price List

Develop an annual marketing strategy

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Identify key Sales Missions
Complete	4th Quarter 2009	Host CAEM - Educational Sessions & Event in Allstream Centre
	1st Quarter 2010	Establish 2009 Base year for all performance measures & develop specific targets for percentage increases for 2010, 2011 & 2012
	1st Quarter 2010	Develop Sales & Marketing Plan for Exhibition Place/Allstream Centre/Direct Energy Centre for 2010
	4th Quarter 2010	Develop 2011 Sales & Marketing Plan increasing rental income in Allstream Centre by XX% from 2009 and by XX% for Direct Energy Centre/Other Buildings from 2009 (exclusive of rental increases)
	4th Quarter 2011	Develop 2012 Sales & Marketing Plan increasing rental income in Allstream Centre by XX% from 2009 and by XX% for Direct Energy Centre/Other Buildings from 2009 (exclusive of rental increases)

Ensure a competitive value positioning for building rent and rental services (R&S) within the regional marketplace

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Due diligence to competitive marketplace
	2nd Quarter 2010	Prepare BOG report based on adjustments to 5 year Rental rate adoption in May 2010
	2nd Quarter 2010	Target rents to be between airport & downtown central business district venues for 2011
	2nd Quarter 2011	Prepare BOG report based on adjustments to 5 year Rental rate adoption in May 2011
	2nd Quarter 2012	Prepare BOG report based on adjustments to 5 year Rental rate adoption in May 2012

Ensure all members of the Sales Team are active within key industry associations

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Complete a listing of all current memberships
	2nd Quarter 2010	Evaluate key industry memberships and identify staff to join
	3rd Quarter 2010	Ensure 2011 Operating budget includes sufficient funds to support active participation

OUTCOME 3 - Increasing the use of Exhibition Place for community-based festivals & celebrations

Develop a "festival" sales package

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Assign Sales person to liaise with City based festival committee
	2nd Quarter 2010	Identify available dates/weekends based on annual festivals in Bandshell Park
	3rd Quarter 2010	Participate in City based festival committee & on Caribana Committee
	3rd Quarter 2010	Develop a package to promote Exhibition Place Parkette (between EMS and Food Building) for smaller Community events
	3rd Quarter 2010	Develop festival sales package for 2011 season incorporating services expected

Develop an outreach program for consulate offices located in Toronto

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Obtain a listing of all consulate offices in the GTA & Assign a Seller
	2nd Quarter 2010	Host a meet and greet with consultates and Chair of Board, CEO, GM and Senior staff in Allstream Centre
	4th Quarter 2010	Follow-up with all consulates with an eblast



2009-2012 Strategic Plan

Business Development

OUTCOME 3 - Increasing the use of Exhibition Place for community-based festivals & celebrations

OUTCOME 4 - Actively support the existing or updated CNE business plan

Continue to improve the quality of attractions & programming aimed at a diverse market

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Continue to develop international programming

Develop a plan and seek funding for construction of a new CNE Cash Office

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Tentative Plan for new cash office developed
	1st Quarter 2010	Finalized plan for the new office to be submitted to Exhibition Place
	2nd Quarter 2010	Begin to seek funding from within EP and CNE budgets and from external sources

Develop a plan which addresses the need for facility upgrades to enhance customer experience

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Review customer survey's and develop an internal document outlining desires
	2nd Quarter 2010	Submit plan to address CNE's customer satisfaction results

Develop an annual plan to promote key attractions to increase paid attendance

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Marketing Plan was prepared and submitted to the Board
1st Quarter 2009	Marketing Plan was prepared and reported	

OUTCOME 5 - Actively support the business plan for BMO Field

Continue to analyze and explore the expansion opportunities for BMO Field

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Negotiate with MLSE terms and conditions related to expansion of permanent seating on north end
Complete	4th Quarter 2009	Approval of Board of North seat expansion terms
	1st Quarter 2010	Approval of City Council of North seat expansion terms
	2nd Quarter 2010	Permanent seating expanded in North End

Continue to explore the installation of grass to improve stadium for premier soccer matches and improving community use

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Negotiations with MLSEL & City Parks on moving bubble to Lamport
Complete	3rd Quarter 2009	Enter into any required agreements (LOI) to change field to natural grass
Complete	4th Quarter 2009	Report on natural grass approved by Board & City Council
	1st Quarter 2010	Installation of grass at BMO Field

OUTCOME 5 - Actively support the business plan of BMO Field

Develop an annual sales and marketing plan to increase net revenues

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Develop a plan to increase international events
	2nd Quarter 2010	Work with CSA to book 6 National Team events
	1st Quarter 2011	Implement new international events plan
	1st Quarter 2011	Work with Ontario Soccer Association to increase events
	4th Quarter 2011	Increase corporate meetings
	1st Quarter 2012	Develop and market corporate seminar & soccer related operations conferences, packages
	1st Quarter 2012	Increase broadcast revenues

Deliver great experiences everyday

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Implement Phase I of Guest Assist Communication plan - ticket backs & Websites
	2nd Quarter 2010	Design Seasonal Plan for Customer Service & implement training



2009-2012 Strategic Plan

Business Development

OUTCOME 5 - Actively support the business plan of BMO Field

2nd Quarter 2010	Redesign & implement new part-time staff recognition program
1st Quarter 2011	Implement Phase II of Guest Assist Communication Plan

Enhance Food & Beverage experience

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Add new items to menus
	1st Quarter 2010	Target new menu items & packages for new international events
	2nd Quarter 2010	Increase number of points of sale & decrease wait times for customers
	2nd Quarter 2010	Develop schedule to extend licenced patio area to north of BMO for specific dates & enter Licence Agreement with Board
	1st Quarter 2011	Investigate inventory control system
	2nd Quarter 2011	Revitalization of menu with new items for all events

OUTCOME 6 - Actively support our tenants to enhance their business opportunities

Develop a more robust communication protocol with our tenants

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Setup quarterly meetings with tenants for 2010
	1st Quarter 2010	Design tenant service survey instrument including a process for communicating results internally
	1st Quarter 2010	Develop info email blast to tenants for regular communications
	2nd Quarter 2010	Conduct annual tenant surveys and address areas for improvement
	1st Quarter 2011	Achieve overall average 90% on tenant service surveys for 2010
	1st Quarter 2012	Achieve overall average of 90% on tenant service surveys for 2011

Develop a proposal for a joint marketing initiatives for Exhibition Place & all (or some) of its tenants

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Host tenant information session with Canada Blooms
	1st Quarter 2010	Tour all Ex Place Sales Staff through appropriate tenant sites
	2nd Quarter 2010	Set up tenant information sessions in 2010 with other shows like the Canada Blooms meeting
	2nd Quarter 2010	Design a joint marketing piece for consideration by tenants
	3rd Quarter 2010	Meet with all tenants and GM and Director Sales & Marketing to discuss approach to joint marketing and funding commitments
	1st Quarter 2011	Finalize joint marketing plan

Integrate tenant information on all Exhibition Place websites

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Ensure linkage for tenant sites from explace.on.ca
	1st Quarter 2010	Review all tenant web sites/ link to explace.on.ca
	1st Quarter 2010	Update tenant information on website (on a quarterly basis)
	2nd Quarter 2010	Report on number of hits to tenant site (At 6 months)
	4th Quarter 2010	Report on number of hits to tenant site (At 6 months)

OUTCOME 7 - Deliver great experiences everyday

Develop an evaluation tool and process for Exhibitor Services

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2010	Design a Exhibition Services Survey / evaluation form to allow for quantifiable monitoring of Exhibitor Services & develop internal distribution process to distribute information on results
	1st Quarter 2011	Set Target number of exhibitor for distribution of Exhibitor Services Survey in 2011
	4th Quarter 2011	2011 Results
	1st Quarter 2012	Reset target number of exhibitors for distribution of Exhibitor Services Survey in 2012
	4th Quarter 2012	2012 Results

OUTCOME 7 - Delivering great experiences everyday



2009-2012 Strategic Plan

Business Development

OUTCOME 7 - Delivering great experiences everyday

Conduct Customer Service Mapping

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2011	Design instrument & process

Develop and implement a new Customer Feedback / Tracking process

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Develop an Overall Evaluation tool to combine by show / event all information obtained through Mystery Shops, Exhibitor Services Survey, Internal Show Report, Internal Client Survey
	2nd Quarter 2010	Hold monthly meetings with senior staff to review Overall Evaluation by show / event & develop a list of follow-up actions to be taken & also review Tenant Survey on annual basis
	1st Quarter 2011	Hold monthly meetings with senior staff to review Overall Evaluation by show / event & develop a list of follow-up actions to be taken & also review Tenant Survey on annual basis
	1st Quarter 2012	Hold monthly meetings with senior staff to review Overall Evaluation by show / event & develop list of follow-up actions to be taken & also review Tenant Survey on annual basis

Develop Service Standards and Key Performance Indicators for each service area

<u>Status</u>	<u>Progress</u>	<u>Target</u>
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Develop event process & procedures for Allstream Centre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Develop Job Descriptions for Meeting Coordinator positions
Complete	3rd Quarter 2009	Finalize staffing requirements for set ups
	1st Quarter 2010	Develop an internal event evaluation tool for Allstream clients including a process to ensure 100% completion and for distributing results across departments
	1st Quarter 2010	Train all service staff
	2nd Quarter 2010	Review procedures against three other North American convention centres
	2nd Quarter 2010	Implement Evaluation Tool
	3rd Quarter 2010	Organize and confirm all service areas
	4th Quarter 2010	Assessment of Evaluation Tool / Process & redesign as required

Redesign internal Client feedback process

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Create incentive for clients to complete Internal Client Survey
Complete	2nd Quarter 2009	Develop tracking model for all events
	1st Quarter 2010	2009 results
	3rd Quarter 2010	Review survey instrument & the process for communicating results / comments to all departments & development of an action list / plan for service deficiencies
	4th Quarter 2010	Explore instant communications mediums for client feedback (i.e. Twitter, email)
	1st Quarter 2011	2010 results
	1st Quarter 2012	2011 results

Redesign internal Show assessment tool for facility, R&S, operations and event services

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Redesign internal Show Report to allow for quantifiable monitoring & develop internal distribution process
	1st Quarter 2010	Set goal of 100% completion by all staff groups no later than 10 business days post event
	2nd Quarter 2010	Hold monthly quality assurance meetings with internal service providers to track and monitor issues & improvements
	4th Quarter 2010	2010 Results
	1st Quarter 2011	Hold monthly quality assurance meetings with internal service providers to track & monitor issues & improvements
	4th Quarter 2011	2011 Results
	1st Quarter 2012	Hold monthly quality assurance meetings with internal service providers to track & monitor issues & improvements



Redesign the "Mystery Shop" program

<u>Status</u>	<u>Progress</u>	<u>Target</u>
4th Quarter 2009		Extend the program to all trade & consumer shows
1st Quarter 2010		Develop a process for communication of results to all departments after each show and develop a tool to put in place action plan to address any issues
2nd Quarter 2010		Implement new process
4th Quarter 2010		Review questions & process
1st Quarter 2011		2010 results
1st Quarter 2012		2011 results

Conduct "Kitchen Table" focus research with key customers and suppliers to understand what drives return visits

<u>Status</u>	<u>Progress</u>	<u>Target</u>
1st Quarter 2010		Engage Consultant to design process
2nd Quarter 2010		Conduct Session
3rd Quarter 2010		Analyze results & design next steps



2009-2012 Strategic Plan

Infrastructure

OUTCOME 1 - Ensure the integrity of our core infrastructure

Develop a master plan for the annual CNE including a permanent midway layout

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Submit to Exhibition Place a permanent plan for the annual CNE.

Design & implement an inventory control system to record, maintain & replace all show-service rolling assets

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Compile and evaluate the current inventory of rolling assets
	2nd Quarter 2010	Implement a database to store information from the inventory. (EXTRACK)
	3rd Quarter 2010	Develop a plan for asset tracking including possibilities such as RFID tags, bar codes, recognition systems
	2nd Quarter 2011	Deploy and integrate asset tracking with the (EXTRACK) data base to provide a real time system asset control/management across 192 acres
	4th Quarter 2012	Expand the asset tracking system to provide real time information for task execution to allow staff to find closest item for job
	4th Quarter 2013	A centralized job/task deployment centre with complete inventory/asset/manpower tracking

Develop a 5-year plan to ensure our IT system is "leading edge" and secure

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Provide a concise document illustrating the current state of the Exhibition Place IT/Telecom infrastructure
Complete	1st Quarter 2010	Liaison with the City of Toronto to determine computer upgrades, software agreements and if there is a "refresh" program
	2nd Quarter 2010	Provide an overview of current "state of the art" technological paths and propose direction for strategic technology target
	2nd Quarter 2010	Provide finance with a detail document to be applied to further budget/capital procedures for implementation of the system.
	4th Quarter 2010	Deploy Stage 1 with elimination of non supportable legacy technologies/ critical items and high security
	4th Quarter 2011	Deploy Stage 2 with implementation of augmented systems for various technology enhancements
	4th Quarter 2012	Deploy Stage 3 for further integration of IT systems into all business units
	4th Quarter 2013	Evaluation of the Strategic plan for another 5 years with recommendations providing a vision for the future.

Review on bi-annual basis the condition of all food & beverage equipment & develop an asset renewal plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Complete physical count of all F&B equipment in various buildings and reconcile against asset listing
	1st Quarter 2010	Arrange to meet with FSP and recommend to food service provider items to be red tagged and items to be replaced
	3rd Quarter 2010	Develop schedule for funding replacements & decommissioning

Develop an annual Fleet Replacement Plan with emphasis on greening the fleet and right-sizing the fleet

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Review existing plan
	1st Quarter 2010	Review marketplace for new green fleet opportunities
	1st Quarter 2010	Seek input from City fleet
	2nd Quarter 2010	Explore possible funding opportunities
	3rd Quarter 2010	Develop new plan & costs

Ensure funding & implementation of a maintenance program for all assets

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Complete of 2009 Preventative Maintenance Program for all buildings and structures except for Allstream
	1st Quarter 2010	Work with NORR Architects to follow-up on any warranty issues for Allstream
	1st Quarter 2010	Develop Internal Preventative Maintenance Program for Allstream
	4th Quarter 2010	Finalize Preventative Maintenance Program for Allstream & implement fully ini 2011
	4th Quarter 2010	Report out to Board at end of Allstream warranty period (Oct 19, 2010)
	4th Quarter 2011	Completion of 2010 Preventative Maintenance Program
	4th Quarter 2012	Completion of 2011 Preventative Maintenance Program



2009-2012 Strategic Plan

Infrastructure

OUTCOME 1 - Ensure the integrity of our core infrastructure

Undertake a study of accessibility of the Exhibition Place buildings in light of the City of Toronto standard and new Ontario Legislation

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Consult with City & design plan to undertake study (ie RFP for consultant, part of City plan etc etc)
	3rd Quarter 2010	Inclusion into 2011 Capital plan
	4th Quarter 2010	Complete study of buildings & grounds & develop required upgrades & costings

OUTCOME 2 - Address any infrastructure deficits in order to support our business enterprises & the public realm

Complete & open the Allstream Centre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Complete and open Centre by Oct 19
	1st Quarter 2010	Final wrap-up report to Board
	1st Quarter 2011	Post warranty period report to the Board

In partnership with the private sector begin construction of the first stage of a hotel development including enhancements to the surrounding landscape areas

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Approval of Development Design & financials by the Board
Complete	4th Quarter 2009	Approval of Development Design & financials by City Council
	3rd Quarter 2010	Approval of the Long Form Lease Agreement by the Board
	3rd Quarter 2010	Completion of alternative site plan approval process with the Board and City
	1st Quarter 2011	Issuance of the Building Permit
	2nd Quarter 2011	Construction commenced
	2nd Quarter 2013	Hotel opening

Require any new developments/building to conform to Tier 1 of the City of Toronto's Green Development Standard

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	With Hotel proponent, explore with the City the requirements of the Green Development Standard and any incentives available
	2nd Quarter 2010	Work with hotel proponent to consider a "Green" Charette
	3rd Quarter 2010	Help find funding & organize Charette
	4th Quarter 2010	Report charette proceedings to Board

Design and construct a new exit road to Lake Shore Boulevard in the area between the two Ontario Place bridges

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Design
Complete	4th Quarter 2009	Funding approved by City Council
Complete	4th Quarter 2009	Tender process
	2nd Quarter 2010	Construction

Develop a new on-site storage plan for rolling assets in conjunction with the extension of the Harbourfront LRT westward

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Engineering study for Better Living Centre basement extension
	3rd Quarter 2010	Following approval of the Amended EA & determination of project timing by TTC, discussion with TTC for inclusion of funding in the TTC budget
	4th Quarter 2011	Construction schedule

In cooperation with the City of Toronto, assist in the planning of the extension of Dufferin Street south to Lake Shore Blvd intersection

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	3rd Quarter 2010	Initial meetings with City of Toronto Transportation Dept officials to undertake study
	4th Quarter 2010	Issue RFP for Stage I Archeological Assessment of proposed route of Dufferin Street Extension
	1st Quarter 2011	Finalization of transportation study
	3rd Quarter 2011	Development of "next steps" in light of Archeological Assessment & Transportation Study



2009-2012 Strategic Plan

Infrastructure

OUTCOME 2 - Address any infrastructure deficits in order to support our business enterprises & the public realm

OUTCOME 2 - Address any infrastructure deficits in order to support our businesses enterprises & the public realm

Develop & implement a WiFi program across the entire 192 acres

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Document summary of current wifi deployment technology, signal provisioning and network distribution
	1st Quarter 2010	Develop expanded infrastructure deployment plan including cabling, hardware and costing and staging schedule
	4th Quarter 2010	Complete 1st stage of infrastructure deployment
	4th Quarter 2011	Complete 2nd stage of infrastructure deployment
	4th Quarter 2012	Complete 3rd stage of infrastructure deployment
	4th Quarter 2013	Complete final stage of infrastructure deployment

OUTCOME 3 - Advocate for government funding & private sector partnerships to address infrastructure needs

Seek out private sector partnerships & government funding for the expansion of Direct Energy Centre (additional one exhibit hall & meeting rooms)

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Issue RFP to study feasibility of one hall expansion - both construction costs & operating P&L
	4th Quarter 2010	Complete Feasibility Study & report to Board
	1st Quarter 2011	Develop marketing strategy to find funders for the project

Work with the City of Toronto to increase our state-of-good-repair capital budget to address backlog

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Complete application for Federal Infrastructure Funding (ISF) as part of City requirements
	1st Quarter 2010	Analysis on funding level for SOGR for similar properties, that is, similar in use, occupancy and sq ft size (excess of 500,000 sq ft)
	2nd Quarter 2010	Meet with City Financial Planning and City Budget Analyst on approach to address SOGR backlog based on study
	2nd Quarter 2010	Present proposed approach to SOGR backlog to Board Capital Budget for 2011

Develop with the City a 2009/10/11 Federal Infrastructure Program & implement all projects on time & on budget

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Provide City with list of all possible Infrastructure Programs
Complete	4th Quarter 2009	Receive approval of Federal Infrastructure Program
	1st Quarter 2010	Completed or made funding commitments for 10% of program
	4th Quarter 2010	Completed or made commitments for 75% of program
	2nd Quarter 2011	Contracted or completed commitments for 100% of program
	4th Quarter 2011	Finalized all projects & completed all necessary reporting

OUTCOME 4 - Actively support sustainable transportation initiatives

In cooperation with the TTC, assist in the of the Harbourfront LRT westward initially to Dufferin Street and plan the replacement of infrastructure removed as a result of this construction

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Following approval of the EA Amendment, work with TTC on final route and design
	3rd Quarter 2010	Establish series of actions/timelines that need to be taken to address impacts on the grounds

In cooperation with the City, enhance on-street bicycle routes to provide primary connections within the grounds & linking to major streets surrounding Exhibition Place

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Meet with City to develop bike path strategy
	2nd Quarter 2010	Finalize multi-year detail plan and implementation schedule and funding sources
	3rd Quarter 2010	Commence construction of bike paths
	4th Quarter 2012	50% of planned bike lanes completed



2009-2012 Strategic Plan

Infrastructure

OUTCOME 4 - Actively support sustainable transportation initiatives

Actively work with MetroLinx, GO & TTC to encourage use of public transit by employees & visitors

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Request of show managers any survey info re transportation mode of visitors and/or request they include in their future surveys and share results
	1st Quarter 2010	Obtain information on current use of GO & TTC at Exhibition Place
	1st Quarter 2010	Improve public information / signage etc for location of transit at Exhibition Place
	2nd Quarter 2010	Organize meeting with appropriate personnel to develop an action plan including representation to TTC & Metrolinx
	4th Quarter 2010	Implement and promote plan with show managers, tenants

OUTCOME 5 - Delivering great experiences everyday

Develop a rolling 15-year asset state-of-good replacement plan (including a BMO Field Plan)

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Complete Building assessments for 90% of buildings and structures
Complete	4th Quarter 2009	Preparation of 15-year Master Capital Plan for 90% of buildings based on external assessments, internal audits and staff wish list
	3rd Quarter 2010	With Sales & Event Department organize sessions with main users of Queen Elizabeth Building, East Annex, North Extension & Industry Building to understand client infrastructure needs
	4th Quarter 2010	Update 15-year Master Capital Plan to include Client needs
	1st Quarter 2011	Complete remaining 10% of building assessments & structures & electrical substations & outside grounds areas and update master Capital plan
	4th Quarter 2011	Develop electronic format structure to merge Master Capital Planning document & 10-year Capital Budget

Upgrade meeting areas within Direct Energy Centre to better meet client needs

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Design & price upgrade package for Board Rooms
	1st Quarter 2010	Design & price standard upgrade package for Meeting Rooms for a 4 phase project
	1st Quarter 2010	Construct Board Rooms on time & on budget
	4th Quarter 2010	Renovate 25% of Meeting rooms on time & on budget
	4th Quarter 2011	Renovate 25% of Meeting rooms on time & on budget
	4th Quarter 2012	Renovate 25% of Meeting rooms on time & on budget
	4th Quarter 2013	Renovate remainder of Meeting rooms on time & on budget

Upgrade Better Living Centre to better meet clients needs

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Plan priority list of subprojects
Complete	4th Quarter 2009	Hold Client Meeting to understand needs
	3rd Quarter 2011	Complete all subprojects within budget and on time
	4th Quarter 2011	Assist Sales & Event Management Dept (Sales & Marketing Division) with media event relaunching / reopening the Better Living Centre with Federal Government by providing full details of the project



2009-2012 Strategic Plan

Environmental

OUTCOME 1 - Actively promote the reduction of grid-supplied electric energy use

Achieve by 2010 net energy self-sufficiency for those premises directly managed by Exhibition Place (including energy reduction, energy production & green energy purchases)

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Form a GreenSmart staff team with membership from all departments and service areas
Complete	1st Quarter 2009	38% reduction from base year 2005 from Operating initiatives
Complete	4th Quarter 2009	50% reduction from base year 2005 from Operating Initiatives
	4th Quarter 2010	55% reduction from base year 2005 from Operating initiatives
	1st Quarter 2011	Actual reduction & new planned production & green energy purchases (wind turbine & 1 megawatt PV & steam turbine) result in 75% reduction from 2005 base year

Through a public bid process, successfully implement a building systems management program to control & conserve energy use

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Draft RFP
	1st Quarter 2010	Tender issued
	3rd Quarter 2010	Successful proponent approved by Board and if required, by City Council
	4th Quarter 2010	Agreements executed
	1st Quarter 2011	Construction begins
	3rd Quarter 2011	Project complete including design of assessment tool
	3rd Quarter 2012	First assessment report released

OUTCOME 2 - Proactively demonstrate environmental stewardship, in general & specifically innovative "green" technologies

Successfully implement a 500 kw solar project on Better Living Centre with the private sector

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Negotiate LOI agreement with Toronto Hydro Energy Services Inc. (THESI)
Complete	4th Quarter 2009	Approval by Board of LOI
	1st Quarter 2010	Approval by City Council
	2nd Quarter 2010	Approval of final design & specifications by Board
	2nd Quarter 2010	Achieve acceptance to OPA FIT program
	4th Quarter 2010	Construction completed
	1st Quarter 2011	Working with Sales & Event Management Dept (Sales & Marketing Div) have media launch for PV project with THESL

Through a public RFP, successfully implement a 1.0 Megawatt solar project with the private sector

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Issue RFP & choose successful proponent
	1st Quarter 2010	Approval by Board and City Council
	2nd Quarter 2010	Enter into agreements
	3rd Quarter 2010	Achieve acceptance to OPA FIT program
	4th Quarter 2010	Commence construction
	3rd Quarter 2011	Construction completed

Work with Toronto Hydro & TREC to develop the construction of two additional wind turbines sites

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Approval by Board of LOI to amend the lease to allow for 2 more turbines
Complete	4th Quarter 2009	Finalization of feasibility study by TREC / THESEL
	1st Quarter 2010	Approval by City Council of LOI
	2nd Quarter 2010	Acceptance into OPA FIT program
	3rd Quarter 2010	Execution of agreement with TREC
	2nd Quarter 2011	Commence construction
	4th Quarter 2011	Complete construction



2009-2012 Strategic Plan

Environmental

OUTCOME 2 - Proactively demonstrate environmental stewardship, in general & specifically innovative "green" technologies

Construct the steam-sourced back pressure turbine

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Funding within the 2010 Capital budget approved by Board
Complete	4th Quarter 2009	2010 Capital budget approved by City
Complete	4th Quarter 2009	Funding loan from BBP
	2nd Quarter 2010	Tender issued
	3rd Quarter 2010	Construction begins
	1st Quarter 2011	Construction complete
	2nd Quarter 2012	Complete Study of Year One experience

Implement a LED pathway lighting demonstration project

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Obtain TAF in-kind donation through acceptance in LifeSavers program
Complete	2nd Quarter 2009	Obtain FCM Grant
Complete	2nd Quarter 2009	Engage consultant
Complete	4th Quarter 2009	Obtain BBP grant/loan
	1st Quarter 2010	Approval of Board, as required of successful bid
	1st Quarter 2010	Complete design & tender package
	3rd Quarter 2010	Construction complete
	4th Quarter 2011	Study complete

Implement, where feasible, eco-roof additions

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Develop a plan
	1st Quarter 2010	Audit to identify cool roof applications and green roof applications
	3rd Quarter 2010	Complete assessment of costs
	1st Quarter 2011	Include in 2012 10-year Capital Budget

Obtain LEED certification for Allstream Centre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Substantial completion of Conference Centre
	4th Quarter 2009	Submission of Application for LEED Silver by consultant
	3rd Quarter 2010	Successful designation of LEED Silver status
	4th Quarter 2010	Working with Sales & Event Management Dept (Sales & Marketing) plan media event/announcement with FCM

Obtain LEED certification for Direct Energy Centre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Review new LEED criteria for existing buildings
	3rd Quarter 2010	Identify deficiencies in Direct Energy Centre
	4th Quarter 2010	Develop action plan and necessary funding
	4th Quarter 2011	Completion of LEED application
	1st Quarter 2012	LEED certification

Reduce use of potable water

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Issue RFP for consultant study for existing condition & proposed action plan to reduce use & identify funding resources
	4th Quarter 2010	Study completed including review of possible funding programs
	1st Quarter 2011	Develop plan for implementation of proposed actions
	2nd Quarter 2011	Include funding for implementation of plan in Capital or Operating Budget for 2012 & beyond



2009-2012 Strategic Plan

Environmental

OUTCOME 2 - Proactively demonstrate environmental stewardship, in general & specifically innovative "green" technologies

Attain 80% waste diversion across the site by 2010

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Improve BMO Field and Ricoh waste receptacles to place more focus on organics recovery and increase waste diversion
Complete	1st Quarter 2009	Adjust cleaning schedules in order to place more focus on recycling
Complete	1st Quarter 2009	Hold meetings with suppliers to make them aware of our initiatives and get them involved with helping us find solutions
Complete	2nd Quarter 2009	Initiate GreenSmart Tip of the Week program to help employees understand our environmental initiatives and become more involved
Complete	3rd Quarter 2009	Do regular Waste audits to improve the capture information required to produce reports specific to certain users
Complete	4th Quarter 2009	Plan for Allstream Centre to be a zero waste venue (ie have less than 10% waste)
	1st Quarter 2010	Plan for Zero waste in all Ex Place offices
	1st Quarter 2010	Identify further recycling opportunities to improve diversion rates
	2nd Quarter 2010	Expand public awareness and education through new signage
	1st Quarter 2011	Develop waste flow chart to provide a visual representation of the waste streams
	1st Quarter 2011	Implement diversion programs for a wider range of materials to increase diversion rate
	2nd Quarter 2011	Work with marketing and media to promote our leadership
	1st Quarter 2012	Complete purchase of 4 (or 2) stream receptacles for indoors and outdoors

Explore ISO certification

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2010	Create core team to lead ISO 14001 certification
Complete	1st Quarter 2010	Establish targets and objectives
	2nd Quarter 2010	Plan the legal, objectives, targets and programs for the 19 steps to ISO 14001
	3rd Quarter 2010	Hire an EMS consultant to guide us through the process

Meet ongoing requirement & obligations of the Ontario Environmental Leadership Program

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Undertake Third party evaluation
	4th Quarter 2010	Review year end progress to goals
	2nd Quarter 2011	Produce Annual report
	4th Quarter 2011	Review year end progress to goals

OUTCOME 3 - Increase the involvement of all clients, tenants & visitors in environmental stewardship

Expand the CNEA Energy & Waste Diversion Action Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	The Geo Thermal system in the Press Building is now fully on-line for the 2009 CNE and a new information sign on the system will be installed on the front lawn of the Press
Complete	3rd Quarter 2009	More LED lights will be incorporated into decorative features of the fair thus replacing the use of incandescent bulbs
Complete	3rd Quarter 2009	If budget for additional equipment can be found it is the intent to expand the organic waste recycling program to the public areas of the Food Building
Complete	3rd Quarter 2009	The number of solar powered garbage compactors has now been increased to three on the site for 2009 CNE
Complete	3rd Quarter 2009	All service orders for outdoor concessionaires and food building exhibitors are now included in their contracts thus reducing the need to distribute paper order forms
Complete	3rd Quarter 2009	New water container refill stations are being constructed and will be strategically placed throughout the ground so visitors can refill their drinking vessel thus reducing the number of disposable water bottles consumed on the grounds
Complete	3rd Quarter 2009	Bottled water that was provided to staff at gates and other outdoor locations is going to be gradually replaced with refillable drinking vessels and staff will be educated where the closest refill station is
Complete	3rd Quarter 2009	All concessionaires and food building exhibitors are now required to make an Environmental Deposit which will be refunded to those exhibitors and concessionaires who implement energy conservation and waste reduction programs

3rd Quarter 2010 Ongoing measures to be taken.



2009-2012 Strategic Plan

Environmental

OUTCOME 3 - Increase the involvement of all clients, tenants & visitors in environmental stewardship

Maintain a long-term greening plan for BMO Field that targets 90% waste diversion

Status Progress Target

Initiate projects to reduce greenhouse gas omissions

Status Progress Target

Complete	4th Quarter 2009	Develop project list to achieve Greenhouse gas reductions
	1st Quarter 2010	Develop priorities and identify possible funding from all sources (Capital budget, City funding, 3rd party funding, operating etc)
	2nd Quarter 2010	Seek third party funding for priority projects

Develop a program for show & event clients to encourage waste diversion

Status Progress Target

Complete	1st Quarter 2009	Attend production meetings to inform clients of goals and help them to achieve waste diversion
Complete	1st Quarter 2009	Implement fine sorting of waste by third party contractor
Complete	1st Quarter 2009	Improve education, communications with tenants, public, suppliers and event managers to identify the correct waste stream
Complete	1st Quarter 2009	Provide waste audits after each event and target areas of improvement for next event
Complete	3rd Quarter 2009	Develop Greensmart Cleaning Team to train employees and assist during events to help with use of correct bins
Complete	4th Quarter 2009	Produce new signage for all concessions in DEC to identify compostable items
	1st Quarter 2010	Assist show managers to have Zero waste events
	2nd Quarter 2010	Develop and implement Event Questionnaire to elicit ideas to reduce, re-use, recycle
	2nd Quarter 2010	Develop appraisal tool to seek input from show management on waste issues
	1st Quarter 2011	Provide tools and information to increase waste diversion
	2nd Quarter 2011	Promote products made from recycled materials - close the loop by purchasing re-usable items

Establish a tenant's working group to assist our tenant's with energy retrofit projects

Status Progress Target

Complete	4th Quarter 2009	Set up tracking system with Operations for recording electrical consumption for tenants on an ongoing basis
Complete	4th Quarter 2009	Gather current electrical consumption numbers for each tenant
	1st Quarter 2010	Share 'Green Smart Handbook' and Ex Place Environmental policy with tenants
	1st Quarter 2010	Review Exhibition Place retrofit initiatives/ contacts to determine if appropriate for tenants
	2nd Quarter 2010	If appropriate, invite select tenants to be members of Ex Place GreenSmart Staff Team
	2nd Quarter 2010	Organize TABIA, City, BOMA presentations to tenants on greening etc.
	4th Quarter 2010	With each tenant develop an environmental plan for each of the tenant properties with specific initiatives
	4th Quarter 2011	Help tenants implement initiatives

OUTCOME 4 - Preserve & enhance parkland & green space & heritage

Expand our outreach program to further promote the heritage of the site to Torontonians & visitors

Status Progress Target

Complete	4th Quarter 2009	Apply for Library and Archives Canada grant to have 2009 CNE Archive's exhibit posted to websites as a virtual exhibit
	1st Quarter 2010	Plan 2010 Heritage Walks Program including schedule, advertisement campaign, scripts, tour guides
	2nd Quarter 2010	Conduct June walk regarding the general history of Exhibition Place
	3rd Quarter 2010	Conduct CNE walk related to the theme of the Archive's exhibit
	3rd Quarter 2010	Conduct July walk on green initiatives at Exhibition Place
	3rd Quarter 2011	Apply for an additional Library and Archives grant to post 2010 CNE Archives exhibit to website as virtual exhibit
	4th Quarter 2011	Conduct two Haunted Walking tours of the grounds
	1st Quarter 2012	Post to websites all walking tours (as virtual walking tours) & all interesting preservation projects

Increase or improve tree canopy & soft landscaping

Status Progress Target



2009-2012 Strategic Plan

Environmental

OUTCOME 4 - Preserve & enhance parkland & green space & heritage

Complete	4th Quarter 2009	Develop a landscape plan for Allstream Centre
	2nd Quarter 2010	Develop plan for improving soft landscaping in specific areas around the grounds
	2nd Quarter 2010	Develop plan for removing trees from planters in front of Direct Energy Centre & replanting & improving the health of trees in the planters
	2nd Quarter 2010	Complete assessment of tree canopy including condition of the existing tree canopy identifying potential issues
	2nd Quarter 2010	Develop an annual plan for increasing the tree canopy over the next 10 year period

OUTCOME 5 - Actively work with employees to increase their understanding of environmental initiatives they can initiate in the workplace & at home

Focus on environmental initiatives within the bimonthly EXPress bulletin

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Work with appropriate staff to develop article(s) for the Bi-monthly Newsletter and include in newsletter
	1st Quarter 2010	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	2nd Quarter 2010	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	3rd Quarter 2010	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	4th Quarter 2010	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	1st Quarter 2011	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	2nd Quarter 2011	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	3rd Quarter 2011	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter
	4th Quarter 2011	Work with appropriate staff to create article(s) for the Bi-monthly Newsletter and include in newsletter

Explore the possibility of undertaking a "carbon footprint" exercise for Exhibition Place & the CNE

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Investigate and determine criteria for study
	2nd Quarter 2010	Develop budget for the exercise in 2011
	1st Quarter 2011	Engage consultant
	2nd Quarter 2011	Execute study to determine carbon foot print for Exhibition Place and the CNE



2009-2012 Strategic Plan

Safety and Security

OUTCOME 1 - Actively promote safe work practices & a healthy work-life balance for all staff

Develop job specific OHS training program for each non management position / category /service area / trade

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Develop base program for specific positions and categories (Cleaners / chemicals / WHMIS etc)
Complete	2nd Quarter 2009	Implement program
Complete	2nd Quarter 2009	Commence training of all staff
Complete	4th Quarter 2009	Ongoing - update and provide training as required
	1st Quarter 2010	Annual assessment and performance measurement of 2009 program
	1st Quarter 2011	Annual assessment and performance measurement of 2010 program
	1st Quarter 2012	Annual assessment and performance measurement of 2011 program

Develop our own unique CNE Youth Training video

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Video Prepared & Used For all Summer Hiring Orientations
	1st Quarter 2010	Update video based on previous years incidents.
	1st Quarter 2011	Update video based on previous years incidents.

Review & revise as required the Employee Personnel Manual

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Establish staff review team
	3rd Quarter 2010	Complete Review of Employee Personnel Manual
	4th Quarter 2010	Revise policies as required & present to Board for approval
	1st Quarter 2011	Training of staff on any new policies

Review & update as required the OHS Manual

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	3rd Quarter 2010	Complete Review & revise procedures as required
	1st Quarter 2011	Conduct Training Sessions for all staff on new policies & procedures

Work to achieve WSIB policy of "Road to Zero"

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Job specific education / training programs developed for all summer staff
Complete	2nd Quarter 2009	Safety Day for all Management and senior Union staff.
Complete	4th Quarter 2009	Set base year for accident rates
Complete	4th Quarter 2009	Launch 'Safety Calendar' contest to help promote safety in the work place.
	2nd Quarter 2010	Safety Day for all Management and senior Union staff.
	2nd Quarter 2010	Review job specific education / training programs for all summer staff & revised as required
	3rd Quarter 2010	Review & revise as required OHS Policy, Procedures Manual
	4th Quarter 2010	Training session for all staff on revised OHS Policy, Procedures Manual
	4th Quarter 2010	Reduce accident rates by 10% from 2009 base year
	2nd Quarter 2011	Safety Day for all Management and senior Union staff.
	2nd Quarter 2011	Review job specific education / training programs & revise as required
	4th Quarter 2011	Reduce accident rates by 15% from 2009 base year
	2nd Quarter 2012	Review job specific education / training programs & revise as required
	2nd Quarter 2012	Safety Day for all Management and senior Union staff.
	4th Quarter 2012	Reduce accident rates by 20% from 2009 base year

OUTCOME 2 - Reinforce a coordinated security & public safety program for all operations, assets & information networks

Design & implement a 4-year Security CCTV Surveillance Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Conduct review of current system, need for system components and effectiveness of program
	1st Quarter 2010	Develop policy for Security Risk Assessment review on all new construction or retrofit projects



2009-2012 Strategic Plan

Safety and Security

OUTCOME 2 - Reinforce a coordinated security & public safety program for all operations, assets & information networks

1st Quarter 2010	Conduct security needs assessment with all departments and prioritize assessment items
2nd Quarter 2010	Develop 4 year security systems plan including specific targets for 2010, 2011, 2012 & 2013, locations, equipment, costing
2nd Quarter 2010	Designate from existing staff a Security Systems Coordinator
3rd Quarter 2010	Develop maintenance program for Security System
4th Quarter 2010	Completion of Year 1 of Plan
4th Quarter 2011	Completion of Year 2 of Plan
4th Quarter 2012	Completion of Year 3 of Plan

Develop and review Emergency Response Plan annually

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Create generic employee response plan, develop and deliver training package
	2nd Quarter 2010	Review of specific positions relating to emergency preparedness, develop and deliver training package
	3rd Quarter 2010	Conduct evaluation exercises for emergencies
	4th Quarter 2010	Conduct risk assessment of campus annually and update procedures accordingly based on assessment and best practices

Continue to implement CNE Security Plan & review on an annual basis

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	3rd Quarter 2009	Institute 2010 Security plan, continuing to reduce number of incidents and thefts
Complete	3rd Quarter 2009	Reduce the number of incidents and thefts during the 2009 fair
	4th Quarter 2009	Review the 2009 CNE security plan and make adjustments as required.

Reduce the incidence of property & personal injury insurance claims by 10% from 2009 base year

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Work with City Risk Management and their partner FM Global to identify potential risks across the grounds and all buildings
Complete	2nd Quarter 2009	Obtain risk report from FM Global and work with appropriate department heads to correct deficiencies, improve building process and systems to prevent potential liability
Complete	4th Quarter 2009	Update listing on Board's assets including buildings to provide to City Risk Management
	4th Quarter 2010	Reduction of 10% in claims from 2009 base year
	4th Quarter 2011	Reduction of 20% in claims from 2009 base year
	4th Quarter 2012	Reduction of 25% in claims from 2009 base year

Improve lighting in parking lots in keeping with new LED technologies and new lighting standards

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Establish baseline counts of light levels
	2nd Quarter 2010	Prepare action plan and prepare budget
	2nd Quarter 2011	Implement plan
	4th Quarter 2011	50% of occupied spaces to meet standards
	4th Quarter 2012	75% of occupied spaces to meet standards

OUTCOME 3 - Collaborate with the City in its integrated, city-wide approach to safety & security issues

Audit & review asset management strategy on an annual basis in cooperation with the City's insurer & implement recommendations to minimize risks

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Work with Finance and Facility Departments to determine a target department / group for trial audit.
	2nd Quarter 2010	Establish if overall plan feasible.

Participate in & support pandemic planning led by the City

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Participate in City Team / Planning / Exercises



Safety and Security

OUTCOME 3 - Collaborate with the City in its integrated, city-wide approach to safety & security issues

2nd Quarter 2010 Ensure co-ordination of grounds wide business focused emergency plans

4th Quarter 2012 Complete Public Health Emergency Management Certificate



2009-2012 Strategic Plan

Recognition/Public Understanding

OUTCOME 1 - Create & sustain positive relationships with stakeholders & the community-at-large

Ensure public input into the hotel development planning

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Consultation with the archeological/heritage community on hotel plans
Complete	4th Quarter 2009	Public meeting of the Board & City of Toronto Executive Committee meeting with representations from the public & public meeting of City Council
Complete	4th Quarter 2009	Public meeting held at Exhibition Place to present hotel proposal and receive comments from community
	4th Quarter 2010	Update on hotel progress at Community Liaison Committee in 2010
	4th Quarter 2011	Update on hotel progress at Community Liaison Committee in 2011
	4th Quarter 2012	Update on hotel progress at Community Liaison Committee in 2012

Plan a recurring CNEA outreach session with City of Toronto councillors

<u>Status</u>	<u>Progress</u>	<u>Target</u>
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Plan an recurring CNEA outreach session with provincial legislators

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	A Legislative Day was held at Queen's Park on May 27th, 2009.
Complete	3rd Quarter 2009	Followup with Ministers and MPP's
2nd Quarter 2009	A Legislative Day was held at Queen's Park on May 27th, 2009. We had 27 MPP's, 3 Ministers and a number of administrators	

Continue to develop a plan to increase the participation of BMO Field in community initiatives & events

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Review rental rates for community use of natural grass fields
	2nd Quarter 2010	Report to the Stadium Advisory Committee on community rental rates

Develop closer ties to the local BIA

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Add link to Liberty Village BIA on websites
	1st Quarter 2010	Attend local meeting and request membership/observer status
	1st Quarter 2010	Evaluate signage to co-promote Liberty Village and Exhibition Place
	2nd Quarter 2010	Host local BIA meeting

Upgrade all websites

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Add website section on Allstream Centre/Direct Energy Centre/Exhibition Place including history and tenants
Complete	4th Quarter 2009	Create & Launch new website for Exhibition Place/Allstream Centre/Direct Energy Centre
	1st Quarter 2010	Update photography of Allstream Centre with event photography
	2nd Quarter 2010	Update website including blogs for Sr. Staff
	3rd Quarter 2010	Add new outreach through GreenSMART links
	3rd Quarter 2010	Create mobile site for Allstream Centre with MTS Allstream
	3rd Quarter 2010	Explore additional flash/photography/video on website to support stakeholders
	4th Quarter 2010	Explore new social media options

OUTCOME 2 - Foster leadership & extend active participation in local, regional & international communities focused on our business enterprises

Encourage participation of at the level of directors/managers and above on boards or committees in relevant external business organizations

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Goals & objectives for each senior staff include membership on a external organization committee

Seek out speaking engagements & media coverage to tell our story

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Develop list of possible presentations; media launches / openings and media pieces; trade journal articles



2009-2012 Strategic Plan

Recognition/Public Understanding

OUTCOME 2 - Foster leadership & extend active participation in local, regional & international communities focused on our business enterprises

2nd Quarter 2010	Develop marketing package to target specific conferences or meetings
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OUTCOME 4 - Preserve & enhance parkland & green space & heritage

Participate in the City's 1812 Celebration staff committee to support the 2012 event

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Member of City organizing committee
	3rd Quarter 2009	Ensure funding in 2011 Capital Budget for legacy project
	4th Quarter 2010	Identify Exhibition Place deliverables for 2012 event & include as required in Operating Budget & booking calendar

Plan for a "legacy" development as part of the War of 1812 Celebration

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Approval of 10-year Capital Plan that includes budget for construction of legacy project in 2011
	1st Quarter 2011	Working with Corporate Secretariate (Archives Division) & 1812 Advisory Committee, finalize plan for legacy project
	2nd Quarter 2011	Issue tender for project
	4th Quarter 2011	Construction of legacy project complete



2009-2012 Strategic Plan

Organizational and Staffing

OUTCOME 1 - Recruit, develop & retain a highly-skilled, diverse workforce

Develop an internal secondment, job shadowing program

Status Progress Target

Complete 2nd Quarter 2009 Develop program for Grounds wide application.

Complete 4th Quarter 2009 Issue Invitation to Employees to Identify Alternate Career Interests

1st Quarter 2010 Prepare Report For Review By Senior Managers

2nd Quarter 2010 Commence Program Having Regard For Suitability, Costs & Timing

Participate in the City's commitment to employment equity initiatives

Status Progress Target

Complete 4th Quarter 2009 Prepare Data Base For All ExPlace Permanent Staff

1st Quarter 2010 Compare Data with Census data used by City

2nd Quarter 2010 Develop a list of potential ethnic / cultural recruiting sources to ensure all employment opportunities are reaching target audiences

Participate in the City's Human Rights program

Status Progress Target

Complete 2nd Quarter 2009 Revise Human Rights policy

1st Quarter 2010 Conduct training session on the policy for all staff

2nd Quarter 2010 Report to Board on Human Rights complaints history for 2009

2nd Quarter 2011 Report to Board on Human Rights complaints history for 2010

2nd Quarter 2012 Report out to Board on Human Rights complaints history for 2011

Work with the City on its mentorship programs

Status Progress Target

Complete 2nd Quarter 2009 Review if departments that previously used co-ops can repeat this year

1st Quarter 2010 Develop a comprehensive list of all mentoring programs (by Department) that have happened in 2007, 2008 & 2009

2nd Quarter 2010 Identify new departments within Exhibition Place that could utilize co-ops

4th Quarter 2011 Connect with City Program to compare / measure effectiveness

Work with the City to support its youth employment goal in the 13 priority neighbourhoods

Status Progress Target

1st Quarter 2010 Run Analysis of all Summer Student Employees by residential postal codes

2nd Quarter 2010 Determine specific sites within the City's 13 priority neighbourhoods and work with City or other agencies to develop an Exhibition Place program to feed into the City's priority neighbourhood strategy (ie job postings, local job fairs)

OUTCOME 2 - Encourage an organizational culture of learning & growth

Develop minimum qualifications/training standards (QT standards) by job classification for non-unionized workforce

Status Progress Target

2nd Quarter 2010 Commence Analysis of Staff Histories Re Education Training

3rd Quarter 2010 Complete Analysis of Actuals vs. Job Related requirements

4th Quarter 2010 Complete Departmental Review with GMs

4th Quarter 2010 Review industry certification courses available - CEM, Oglebay, CFE etc

2nd Quarter 2011 Determine Proper Analysis Tool to Verify our Internal Analysis

4th Quarter 2011 Modify Hiring Process Based on Verified QTs

4th Quarter 2011 Encourage Exsiting Staff to Obtain Qualifications Required

Develop personnel professional development programs for all non-unionized employees

Status Progress Target

1st Quarter 2010 Finalize minimal qualification / training / professional development levels required by job classification

2nd Quarter 2010 Review individual qualifications against minimal qualifications required by job qualifications

4th Quarter 2010 50% of all Board staff have personal professional development / training program



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OUTCOME 2 - Encourage an organizational culture of learning & growth

2nd Quarter 2011	100% of all Board staff have personal professional development / training program
4th Quarter 2011	Measure achievement of professional development / training initiatives as part of annual performance appraisal
4th Quarter 2012	Measure achievement of professional development / training initiatives as part of annual performance appraisal

Promote & expand the employee "SMART" Program

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Do Lunch & Learn on SMART program
Complete	4th Quarter 2009	Work with TTC to provide discount TTC passes to staff
	1st Quarter 2010	Setup green points reward program on intranet for staff using forms of sustainable transportation
	1st Quarter 2010	Establish baseline information on green trips & target reducing single occupant trips by 5% by year end & promote programs to achieve this
	2nd Quarter 2010	Install additional carpool parking spaces
	3rd Quarter 2010	Develop plan of other incentives - on-site bike share, flexible schedules, home office
	1st Quarter 2011	Implement new incentives

OUTCOME 3 - Continuously evaluate & improve business systems & processes

Revise Performance Appraisal forms to reflect 2009 Strategic Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Complete analysis of goals and objectives of current Performance Review document in light of 2009 Strategic Plan & revise as required
	3rd Quarter 2010	Provide training for staff
	1st Quarter 2011	Implement new Performance Review document for 2010 reviews

OUTCOME 4 - Continuously evaluate & improve business systems & processes

Develop an Electronic Records Management program for all computer-based records

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	4th Quarter 2009	Undertake inventory of all electronic databases at Exhibition Place
	2nd Quarter 2010	Hold meetings with City of Toronto for direction about their Electronic Records Management Program which will be basis for ours
	3rd Quarter 2010	Meet with Exhibition Place IT re: modifications to existing technology to meet industry standards for an electronic records management program
	1st Quarter 2011	Complete inventory all electronic records (other than databases) on the desktops of all Exhibition Place employees
	4th Quarter 2011	Apply records classification and retention schedules against the electronic records captured in the inventory and create file plans for each department or unit at Exhibition Place
	1st Quarter 2012	Train all staff in the classification of their electronic records as they are created

Develop a document imaging program as part of Records Management with a focus on operational & maintenance records.

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Undertake necessary background research on laws & standards pertaining to a document imaging program
	2nd Quarter 2010	Research and purchase necessary software/hardware required to scan textual documents
	3rd Quarter 2010	Test program and write procedure manual
	4th Quarter 2010	Complete scanning all 2010 records identified as being part of the program
	1st Quarter 2011	Scan 2011 records as they are created

Develop appropriate targets, indicators & benchmarks as part of all major initiatives

<u>Status</u>	<u>Progress</u>	<u>Target</u>

Develop process to achieve Goals & Objectives of the 2009 Strategic Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Lunch & Learn session to explain Strategic Plan
Complete	3rd Quarter 2009	Develop reporting tool for senior management itemizing Strategic Goals through outcomes & targetted actions



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Organizational and Staffing

OUTCOME 4 - Continuously evaluate & improve business systems & processes

Complete	4th Quarter 2009	Senior management complete targetted action plans with 4 year time horizon
Complete	4th Quarter 2009	Final Strategic Plan 2009 - 2012 completed & distributed, posted on websites & on Exhibition Place Intranet
Complete	4th Quarter 2009	Review & revise as needed the Strategic Plan and Targetted Actions
	1st Quarter 2010	Include targetted actions within individual employees goals & objectives
	4th Quarter 2010	Review and revise as needed the Strategic Plan & Targetted Actions
	4th Quarter 2012	Status report to Board on quarterly basis in 2010, 2011 & 2012
	4th Quarter 2012	Review and revise as needed the Strategic Plan & Targetted Actions

Expand Exhibition Place Intranet service

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Launch Exhibition Place Intranet
Complete	4th Quarter 2009	Develop an Intranet Service Plan on services that will be provided & to what users/departments components
	4th Quarter 2010	Implement the Intranet Service Plan available to all users at Exhibition Place
	4th Quarter 2011	Provide a WIKI portal into the Intranet for work flowcharts, information access, job task procedures.
	4th Quarter 2012	Automate the WIKI information portal to be able to create the document flow without paper work having electronic authorization and integration into financial systems etc.,.

OUTCOME 5 - Continuously improve governance mechanisms

Annually review & update, as necessary, by-laws, policies & procedures for the Board

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Review current and report proposed recommendations, if any
	2nd Quarter 2010	Provide specific revised policy & procedure for approval; notice of motion to amend by-laws
	3rd Quarter 2010	Provide revised by-law with appropriate number/year
	4th Quarter 2010	Circulate hard copies of changed policies & procedures and by-laws for insertion in Board's Manual
	1st Quarter 2011	Review current and report proposed recommendations, if any
	2nd Quarter 2011	Provide specific revised policy & procedure for approval; notice of motion to amend by-laws
	3rd Quarter 2011	Provide revised by-law with appropriate number/year
	4th Quarter 2011	Circulate hard copies of changed policies & procedures and by-laws for insertion in Board's Manual
	1st Quarter 2012	Review current and report proposed recommendations, if any
	2nd Quarter 2012	Provide specific revised policy & procedure for approval; notice of motion to amend by-laws
	3rd Quarter 2012	Provide revised by-law with appropriate number/year
	4th Quarter 2012	Circulate hard copies of changed policies & procedures and by-laws for insertion in Board's Manual

Audit City Council meetings & amend Board by-laws, if required, in accordance with actions taken by City Council

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Review 2009 Council Meetings
	2nd Quarter 2010	Provide audit report of 2009 meetings and notice of motion, if any
	3rd Quarter 2010	Provide revised by-law with appropriate number/year
	4th Quarter 2010	Update and circulate revised by-laws for insertion in Board's Manual
	1st Quarter 2011	Review 2010 Council Meetings
	2nd Quarter 2011	Provide audit report of 2010 meetings and notice of motion, if any
	3rd Quarter 2011	Provide revised by-law with appropriate number/year
	4th Quarter 2011	Update and circulate revised by-laws for insertion in Board's Manual
	1st Quarter 2012	Review 2011 Council Meetings
	2nd Quarter 2012	Provide audit report of 2011 meetings and notice of motion, if any
	3rd Quarter 2012	Provide revised by-law with appropriate number/year
	4th Quarter 2012	Update and circulate revised by-laws for insertion in Board's Manual

Review governance of Board & Committee structure for the CNEA

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Complete review of CNEA by-laws and Committee structure
	3rd Quarter 2010	Propose changes to CNEA President and General Manager for input



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OUTCOME 5 - Continuously improve governance mechanisms

4th Quarter 2010	Report proposed changes re CNEA structure to the Board of Directors and give notice of motion re by-laws, if any
1st Quarter 2011	Report proposed CNEA changes to the BOG for information
2nd Quarter 2011	Report to the Board of Directors with formal by-law changes
3rd Quarter 2011	Incorporate all changes in CNEA Board of Directors Manual
4th Quarter 2011	Distribute CNEA Board's Manual to newly elected CNEA Directors

Negotiate & implement a new management agreement between Exhibition Place & City of Toronto

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Negotiation with City Corporate Services
	4th Quarter 2009	Approval by Board
	1st Quarter 2010	Approval by City Council
	1st Quarter 2010	Execution of Agreement

OUTCOME 6 - Delivering great experiences everyday

Implement the Customer Service strategy

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Plan topics of 4 half-day All Staff sessions & deliver on quarterly basis in 2010
	1st Quarter 2010	Plan one all day Leadership Session & deliver in 2nd quarter of 2010
	1st Quarter 2010	Organize a 2 hour session (CNE training session) for all available unionized staff for Hard Skills Customer Training program
	1st Quarter 2010	Develop a proposal for a Pyramid Recognition Program for review by Employee Action Team & finalize & implement
	2nd Quarter 2010	Develop a proposal for a formal Employee Input / Feedback process for review by Employee Action Team & finalize & implement
	3rd Quarter 2010	Develop formal Orientation program for new employees & review by Employee Action Team & finalize & implement
	4th Quarter 2010	Repeat Employee Survey
	1st Quarter 2011	Develop 2011 Program based on 2010 feedback from employees & customers

OUTCOME 7 - Delivering great experiences everyday

Actively seek employee involvement to implement the Customer Service Action Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Organize any necessary training for the Team
	1st Quarter 2010	Determine 2010 mandate of the Team & establish meeting schedule
	1st Quarter 2010	Form a Employee Action Team working on Engagement & organize any necessary training for Team
	2nd Quarter 2010	Input & review of Proposal for Exhibition Place Service Promise Poster / Brochure including Supporting Materials
	2nd Quarter 2010	Develop formal process for ongoing Employee Input / Feedback
	3rd Quarter 2010	Input & review of Proposed Pyramid Recognition Program



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Financial

OUTCOME 1 - Continue to be financially self-sustaining

Develop and implement a rolling three-year operating budget & financial plan that identifies operating pressures & cashflows

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Present 2010 operating budget to Board, net expenditure approximately \$400,000 (covered one half loss of Sportsman Show)
	3rd Quarter 2010	Present 2011 operating budget to Board, net expenditure to approximate \$300,000
	3rd Quarter 2011	Present 2012 operating budget to Board, net expenditure to approximate \$100,000
	3rd Quarter 2012	Present 2013 operating budget to Board, net expenditure to approximate \$0

Undertake an economic impact study of Exhibition Place & all businesses on the grounds every five years

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	2nd Quarter 2010	Provide Funding in 2011 operating budget to complete EI study
	4th Quarter 2010	Complete RFP to select Consultant to lead EI study
	3rd Quarter 2011	Complete EI study for Direct Energy Centre, Allstream Centre, CNE & Other Events (first study done in 1998, second study done in 2006)
	4th Quarter 2011	Present report to Board & issue media release & distribution of study results

OUTCOME 2 - Diversify our revenue base

Support the return & assist with the success of the new Honda Indy Toronto

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Financial support proposal approved by Board
Complete	2nd Quarter 2009	3-year agreement with Honda Indy
	1st Quarter 2011	Negotiate new 3-year agreement
	4th Quarter 2011	Board approval of agreement for 2012, 2013 & 2014

Conclude new agreement for exclusive food & beverage supplier for Exhibition Place and Direct Energy Centre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Work with CEO office to conclude new agreement for food and beverage supplier
	2nd Quarter 2010	Present new Agreement to Board for approval
	2nd Quarter 2011	Issue RFP for exclusive food and beverage supplier
	4th Quarter 2011	Present Board report on financial terms for exclusive food and beverage supplier

Continually study and analyze opportunities & develop programs for increasing & diversifying Exhibition Place's revenue base

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Work with Event Management and IT to develop new telecomm package pricing to Show Management (cost savings)
Complete	4th Quarter 2009	Work with IT/Telecomm to identify new services and recoveries

Support Tourism Toronto & the City to bring national & international events to Exhibition Place

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Bid for World Police & Fire
Complete	2nd Quarter 2009	Book 10th World Wushu Championships
Complete	3rd Quarter 2009	Assign sales person to sporting sector
Complete	4th Quarter 2009	Participate in bid for PanAm Games
Complete	4th Quarter 2009	Participate in Bid for Canadian Volleyball bid
Complete	4th Quarter 2009	Participate in bid for 2011 Indian Film Festival
	4th Quarter 2010	Participate in bid for 2017 International Garden Event

With the City & Province actively participate in planning for 2015 Pan Am Games

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Report to Board on any necessary infrastructure investment to support Games
	1st Quarter 2010	Prepare presentation re use of Allstream Centre
	2nd Quarter 2010	Meet with Pan Am Host Committee staff to address infrastructure deficiencies & use of Allstream Centre



2009-2012 Strategic Plan

Financial

OUTCOME 2 - Diversify our revenue base

OUTCOME 3 - Effectively monitor costs & steward public funds responsibly

Conclude implementation of financial reporting system

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Implement new financial system, migrate existing data from previous system, decommission obsolete system
Complete	4th Quarter 2009	Provide additional reports/integration for other departments using FRx report writer
	2nd Quarter 2010	Evaluate and make recommendations of Time data capture systems for time card replacement
	4th Quarter 2010	Implement time data capture system in all shops
	4th Quarter 2011	Integrate time data capture system with job costing code system for potential real time tracking of task status/ task manpower utilization

Continue to strengthen internal & financial controls

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	3rd Quarter 2009	Present audit results to Board on external audit
Complete	3rd Quarter 2009	Work with CNE and City Internal Control division to review all key systems and procedures during the annual fair
	2nd Quarter 2010	Create/update reference binder on all Ex Place key/major internal controls and compare our standards with the Ontario Institute of Chartered Accountants Handbook (CICA)
	3rd Quarter 2010	Work with CNE and City Internal Control division to review all key systems and procedures during the annual fair including NAME midway operations and OBO cash office operations

Identify & implement cost saving measures & strategies for programs/departments

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	2nd Quarter 2009	Work with department heads to achieve dollar savings pending the outcome of the CNE
Complete	3rd Quarter 2009	Work with department heads on development of 2010 budget target per City and Ex Place CEO directive
Complete	3rd Quarter 2009	Present 2010 operating budget to the Board

Identify & implement in BMO Field cost saving measures and revenue strategies

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Re-work existing contracts
	1st Quarter 2010	Implement Phase 2 of staffing changes
	1st Quarter 2011	Rework staffing models
	1st Quarter 2011	Undertake start time analysis
	1st Quarter 2012	Review contracts

OUTCOME 4 - Foster partnerships & alliances with public & private sector agencies

Revise the 2004 Development Concept Plan to reflect existing leases and the 2009 Strategic Plan

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Revising 2004 Plan
	1st Quarter 2010	Report to Board for approval
	2nd Quarter 2010	Finalizing 2010 Plan and posting on Websites

Conclude long-term operating agreement for the Gardiner/Strachan and Gardiner/Dufferin outdoor billboards signs

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Board approvals
Complete	2nd Quarter 2009	City Council Approval for Gardiner/Dufferin
Complete	3rd Quarter 2009	City Council approvals for Gardiner/Strachan
Complete	4th Quarter 2009	All agreements finalized
	1st Quarter 2010	Negotiate terms & conditions of digital signage for Dufferin / Gardiner Billboard & receive all necessary approval
	1st Quarter 2010	Review City Council new sign by-law
	2nd Quarter 2010	Negotiate terms & conditions of digital signage for Strachan / Gardiner Billboard & receive all necessary approvals
	3rd Quarter 2010	Review possibility of incorporating digital signage on Lake Shore Billboards



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Financial

OUTCOME 4 - Foster partnerships & alliances with public & private sector agencies

In cooperation with the Third Party cash office provider develop a computerized order entry system for the CNE cash and admission operations

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Work with CNE Operations, Ex Place IT/Telecomm and Outdoor Box Office (OBO) to design new Eticketing System to be implemented in 2009 (first year)
Complete	2nd Quarter 2009	Test Eticketing system with OBO including internal controls over tickets
Complete	2nd Quarter 2009	OBO to implement new Eticketing system
Complete	3rd Quarter 2009	Work with City Legal and CNE to finalize Agreement (5 years starting in 2009)
Complete	4th Quarter 2009	Review system annually with CNE using prior year CNE experience
	2nd Quarter 2010	Upgrade Eticketing System to allow Midway scanning ability for rides tickets bought through the internet

Conclude agreement to expand Toronto Fashion Incubator leased premises

<u>Status</u>	<u>Progress</u>	<u>Target</u>
Complete	1st Quarter 2009	Negotiate terms of expanded lease agreement
Complete	2nd Quarter 2009	Approval of lease terms by Board
Complete	3rd Quarter 2009	Lease Agreement executed
3rd Quarter 2009	New lease increased rental income from this property by over \$200,000	

Conclude long-term lease agreement for Queen Elizabeth Theatre

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	4th Quarter 2009	Negotiations with existing tenant
	1st Quarter 2010	Approval of lease terms by City Council
	1st Quarter 2010	Approval of lease terms by Board
	2nd Quarter 2010	Execution of long-term lease

Seek long-term leasing options for Fountain Dining Room

<u>Status</u>	<u>Progress</u>	<u>Target</u>
	1st Quarter 2010	Draft & issue public RFP
	2nd Quarter 2010	Review bids & make recommendation to Board
	3rd Quarter 2010	Negotiate LOI and receive approval from Board & Council
	4th Quarter 2010	Execute long-term lease
	2nd Quarter 2011	Work with tenant to complete all capital improvements