



Exhibition Place

15

February 1, 2016

FOR INFORMATION

To: The Board of Governors of Exhibition Place

From: Dianne Young, Chief Executive Officer

Subject: **2017-2020 Strategic Planning Exercise – Phase 2**

Summary:

The intent of this report is to provide background information on the actions taken to date by the Board's consultant HLT Advisory respecting the 2017-2020 Strategic Planning Exercise and to consider the consultants recommendations for Phase 2 of the project

Financial Impact:

The estimated cost of Phase 2 of the 2017-2020 Strategic Planning Exercise is \$8,500 which is included within the 2016 Operating Budget.

Decision History:

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

At its meeting of October 23, 2015, the Board approved of entering an agreement with HLT Advisory as a consultant to the Board for development of the 2017-2020 Strategic Plan.

Issue Background:

After a series of initial meetings by the consultant with each Board member; the Business Development Committee; and the Exhibition Place Senior Management team, HLT Advisory is recommending that The Board at its meeting of October 23, 2015, approved of the attached report (Appendix A) which sets out the process to be followed for development of the 2017-2020 Strategic Plan and approved the engagement of HLT Advisory as consultants to the Board in this process.

Comments:

Since its engagement, HLT Advisory have completed the following tasks that were included in Phase I of the project:

- Reviewed past planning documents and supplementary materials provided by the Board
- Met individually with each of the 9 Board Members
- Held working session with Exhibition Place senior management team

As approved by the Board in the initial report approving engagement of HLT Advisory, the Phase 1 objectives were to inform the need / decision for additional workshops/interviews to be conducted. This process, if required, would be provided by the Consultant at an hourly rate as quoted in its RFP response. All interviewees in Phase I as noted above have indicated a need for additional workshops / interviews and based on this, HLT Advisory is proposing a Phase 2 as detailed in Appendix "A" attached.

Contact

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Appendix A Proposed Phase 2 Activities

HLT Advisory Inc. will conduct a combination of telephone or face-to-face interviews with the following organizations, including tenants of Exhibition Place. Each contact representing one of the organizations will receive a short written brief explaining the Strategic Planning Process and the rationale for meeting with them.

The interviews will be scheduled for 45 minutes to one hour in duration, ideally the weeks of February 15-29. All comments will be supported by written notes (anonymously) to be submitted to the Board as background to the Strategic Planning Process.

The following businesses and organizations serve as a suggestion for additional interviews pursuant to the Exhibition Place, Board of Governors' Strategic Plan.

Category	Interviewee Organization	
Neighbouring Resident Associations	<ul style="list-style-type: none"> • Bathurst • Fort York 	<ul style="list-style-type: none"> • Liberty Village • Parkdale
Tenants	<ul style="list-style-type: none"> • Animal Services • Fashion Incubator • Fountainblu • Gossip Restaurant • Horse Palace • Hotel X 	<ul style="list-style-type: none"> • Liberty Grand • Medieval Times • MLSE • Muzik • Queen Elizabeth Theatre • Riding Academy
Major Events / Meetings	<ul style="list-style-type: none"> • Royal Agricultural Winter Fair • National Home Show • Toronto Int'l Boat Show • 4/5 Major meeting Planners / Meeting Organizers 	<ul style="list-style-type: none"> • Honda Indy • Canadian National Exhibition • One-of-a-Kind Show
Business Neighbours	<ul style="list-style-type: none"> • Billy Bishop Airport • Fort York • Live Nation 	<ul style="list-style-type: none"> • Metrolinx • Ontario Place/Ministry
Tourism	<ul style="list-style-type: none"> • Destination Canada • Greater Toronto Hotel Association 	<ul style="list-style-type: none"> • Ontario Tourism Marketing Partnership • Tourism Toronto
City of Toronto	<ul style="list-style-type: none"> • City Planning Department • City Economic Development Department • City Manager's Office 	<ul style="list-style-type: none"> • TTC • Toronto Parking Authority