



Exhibition Place

Item No. 2

January 24, 2014

ACTION REQUIRED

To: The Board of Governors of Exhibition Place

From: Dianne Young, Chief Executive Officer

Subject: **Final Strategic Plan 2014 - 2016**

Summary:

The final Strategic Plan 2014 – 2016 attached is submitted to the Board for approval.

Recommendation:

It is recommended that the Board approve the Strategic Plan 2014 – 2016 as attached to this report as Appendix “A”.

Financial Implications:

There are no financial implications arising from the recommendation in this report.

Decision History:

At its meeting of May 28, 2009, the Board approved the 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 2009 and by Exhibition Place staff.

At its meeting of February 15, 2013, the Board discussed the scheduling of a Strategic Planning Session 2013 – 2016. Given the Proposed Casino was being considered by City Council at its April 2013 meeting, the Chair postponed the planning session pending the results of City Council.

On October 25, 2013, Board members, senior staff and representatives from City Planning and City Economic Development participated in a strategic planning workshop led by the Board’s consultant, Urban Strategies Inc.

At its meeting of November 22, 2013, the Board approved the process for distribution for comments/ feedback of the draft Strategic Plan 2014 – 2016, to the community, Exhibition Place staff, Exhibition Place tenants/major events and other interested parties.

Issue Background:

The draft Strategic Plan was presented to various interested parties as noted above and comments received from Board members at the November 22nd meeting, the community at the Community Open House (December 4th), Exhibition Place staff and Exhibition Place tenants/major event organizers are listed in Appendix “B” to this report.

Comments:

Having reviewed all comments received, Exhibition Place CEO has worked with Urban Strategies Inc. to revise the draft Strategic Plan. Most of the changes to the draft were related more to presentation than to substance but have addressed all comments received.

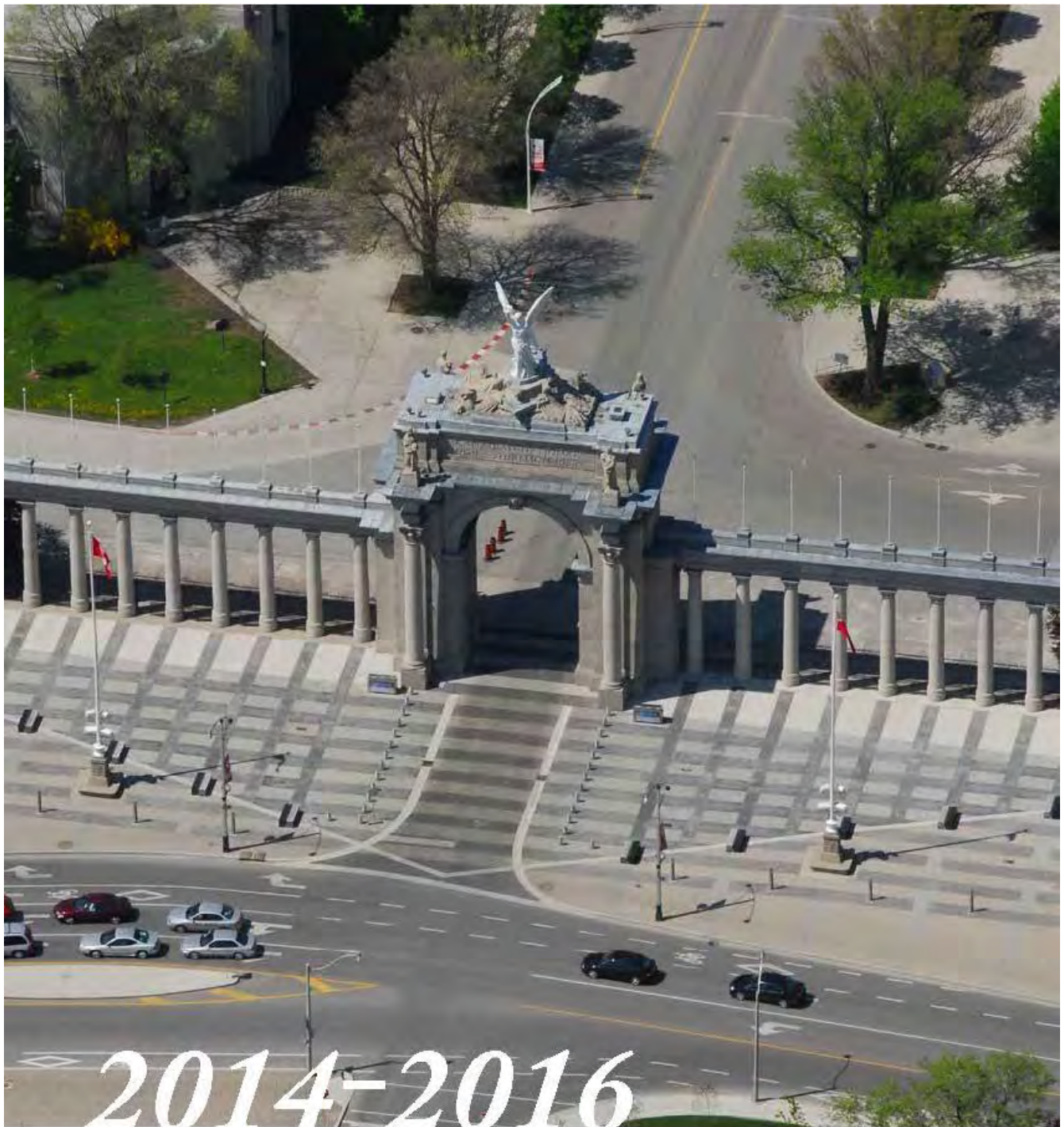
In addition, Exhibition Place staff have already commenced to develop “Tactics” to address all Strategies in the draft Plan and now the proposed final Plan. Appendix “C” outlines at a high level the 74 Strategies and 296 Tactics being proposed by staff to meet the Goals and Outcomes of the 2014-2016 Strategic Plan. These Strategies and Tactics will be finalized and operationalized throughout the organization. As indicated previously, each Tactic will be measured and a quarterly report card will be developed and provided to the Board at the first meeting of the Board following the end of each quarter.

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Submitted by:

Dianne Young
Chief Executive Officer



2014-2016

— *exhibition place* —

STRATEGIC PLAN



— *message from* —

THE CHAIR OF THE BOARD OF GOVERNORS & THE CEO

On behalf of the Board of Governors of Exhibition Place and the management team, we are pleased to present the 2014-2016 Exhibition Place Strategic Plan. In 2008, our organization went through its first strategic planning exercise, resulting in the 2009-2012 Strategic Plan. That document was extremely helpful in guiding the organization over the past four years. During that time, Exhibition Place has had great success in its core businesses of entertainment and business stimulation. The strategy of progressive improvement is working – our facilities are almost fully leased, there has been continued private investment interest, and the landscape quality of the grounds is steadily improving. We have remained committed to our ambitious environmental agenda and are recognized as leaders in environmental stewardship.

The 2014-2016 Strategic Plan builds on the successes of the previous plan to position our organization for the next three years. This is an exciting time for Exhibition Place. The site will be the largest venue for the 2015 Pan/Parapan American Games, an event which will broadcast images of our grounds to the world and see the site used in completely original ways. Over the course of this Strategic Plan, construction will be completed on Phase 1 of the hotel development, with its doors opening in 2015. The effect of the hotel will be transformative, creating a whole new sense of day-long and year-round activity, boosting the meeting, convention and exhibition business and making investors think very differently about the opportunities at Exhibition Place. Ontario Place, shuttered since 2012, may undergo its own transformation. However and whenever Ontario Place's redevelopment unfolds, Exhibition Place must ensure the optimal integration with our grounds.

In the meantime there are many more initiatives on the books. We are moving forward with the implementation of the Festival Plaza Master Plan to create a flexible new open space for major outdoor events, and at the same time introduce features that will make the last big surface parking lot more pedestrian friendly. BMO Field is considering options for expansion and for the addition of a roof. We continue to examine possibilities to expand Direct Energy Centre and to improve older facilities such as the Industry Building and Better Living Centre. By maintaining this program of improvements, while always being open to optimizing the potential of the significant opportunities that could occur in the lifetime of this Strategic Plan, we can continue Exhibition Place's measured and financially responsible renaissance, turning it into an even more vibrant part of the city.



Councillor Mark Grimes
Chair
Board of Governors of
Exhibition Place



Dianne Young
Chief Executive Officer
Exhibition Place

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1 INTRODUCTION

Exhibition Place is a significant public asset on Toronto's waterfront just minutes from downtown Toronto. Formed in 1879 for the sole purpose of staging the annual Canadian National Exhibition, Exhibition Place has evolved and diversified over its 135-year history to become a vibrant destination for public celebrations, festivals, and events, and has become a pre-eminent venue for business, exhibitions, meetings and conventions. An important economic generator for the City of Toronto and the Province of Ontario, Exhibition Place welcomes over 5.4 million visitors (2013) annually and is Canada's largest entertainment venue. It holds a special place in the hearts of many Torontonians as the site of favourite events and as a unique urban landscape.

Exhibition Place's Board of Governors, formed in 1982, has a mandate to govern its lands and assets in keeping with the uses outlined in the City of Toronto Act, 2006. Composed of nine members representing the City of Toronto Mayor and Council and the citizens of Toronto, the Board of Governors provides leadership and oversight. With some 133 full-time employees and growing to 700 during major events, Exhibition Place is financially self-sufficient from the City's tax base, earning revenues of approximately \$11 million over the last four years (2009-2012).





our grounds

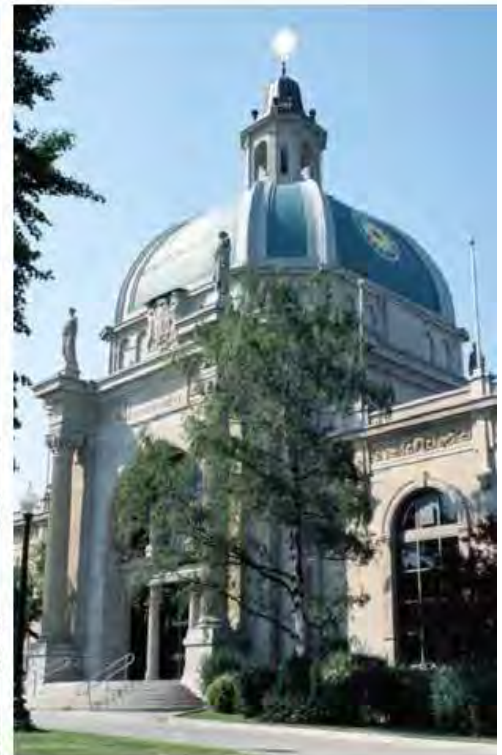
Located on 192 acres along Toronto's western waterfront, Exhibition Place is a unique combination of urban parkland, historical buildings and modern business and entertainment facilities. The eastern portion of the grounds is dominated by Direct Energy Centre and Allstream Centre, which together comprise approximately 775,000 square feet of exhibition, meeting and ballroom space. A new hotel is currently under construction south of Direct Energy Centre and west of Allstream Centre; Phase 1 of a potential two-phase hotel development surrounding the Stanley Barracks, which will be restored as the centrepiece of a new five-acre park. On the central portion of the grounds, BMO Field, constructed in 2007 and home to Major League Soccer's Toronto FC, is currently the subject of possible expansion plans by Maple Leaf Sports and Entertainment (MLSE). Festival Plaza, a flexible outdoor event space and landscaping of the parking lot which will provide high quality public event space, is soon to be implemented south of BMO Field. As of 2013, eligible development at Exhibition Place is subject to the City's Site Plan Control approval process.

The western portion of Exhibition Place is characterized by landscaped public spaces and heritage buildings and is used largely for recreational and entertainment activities. The grounds perform an important greenspace function for neighbourhoods to the west of the downtown core. In total, Exhibition Place features 22 historical buildings and structures and over 50 acres of gardens and parks.

our businesses

Exhibition Place is a diverse venue for major trade and public exhibitions, meetings, conventions, professional sports, entertainment, green technologies, and public celebrations. It hosts more than 350 events annually, from the iconic Canadian National Exhibition and Royal Agricultural Winter Fair to Toronto FC soccer games to fundraising galas, conferences and concerts. In addition, Exhibition Place has 18 tenants who maintain a year-round presence on the site, most of which are entertainment-related businesses. A leader in environmental stewardship, Exhibition Place is committed to exemplifying environmental responsibility in all its undertakings, and has made significant investments in innovative green technologies. The grounds of Exhibition Place are free and open to the public for community enjoyment, as first and foremost they are a public asset.





— *our strategic plan* —

The 2014-2016 Exhibition Place Strategic Plan provides direction to guide the Board of Governors and staff in their actions and decisions over the next three years. It has considered the input received from many stakeholders including the Board of Governors, tenants, users of the space and grounds, and employees. The comments and suggestions have been reflected in the objectives and strategies contained in the Strategic Plan.

The Strategic Plan aligns our diverse businesses through a common overarching Vision and a five-point Mission that describes what our organization aims to achieve. Our Core Values of **respect, ownership, collaboration, continuous improvement, and stewardship** articulate the foundation of our daily interactions with our customers and each other. The seven Strategic Goals and supporting Objectives are a detailed roadmap to how we will strive to achieve Exhibition Place's Vision and Mission over the next three years. For those measures that are quantifiable, we will track our progress yearly towards achieving the Strategic Goals. We have also identified five "Transformational Opportunities" that will present themselves over the timeframe of this Strategic Plan, and could have a significant impact on our grounds and operations. We must carefully consider how to position Exhibition Place to take full advantage of these opportunities in developing our core businesses and public assets.

2 OUR VISION, MISSION, VALUES AND GOALS



— vision —

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

— mission —

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 asset and our parkland
- Maintain long-term operational financial stability

— core values —

Our **Core Values** articulate our philosophy for how we conduct ourselves in daily work life:

- **Respect:** Each of us will demonstrate honesty, integrity and belief in people
- **Ownership:** Each of us is accountable for creating an environment that contributes to the success of our customers and each other
- **Collaboration:** Each of us has an important role in working together for a common purpose
- **Continuous Improvement:** Each of us is committed to ongoing improvement in all we do to anticipate and exceed needs as they evolve
- **Stewardship:** Each of us is responsible to promote environmental sustainability and to care and preserve for the future of our facilities and assets



— *strategic goals* —

Our seven Strategic Goals serve as an overarching guide for the actions of Exhibition Place. They are the roadmap that directs our actions so that we can achieve our Vision and Mission.

- 1) **Business Development:** Integrate and develop each of the business enterprises across Exhibition Place and pursue new complementary business enterprises to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence.
- 2) **Public Space and Infrastructure:** Enhance and sustain our dynamic and diverse public assets and integrate these assets into the urban fabric for the benefit of the community.
- 3) **Environmental:** Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations.
- 4) **Safety and Security:** Ensure a safe and secure environment for employees, guests, and for our property and assets.
- 5) **Recognition and Public Understanding:** Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace and local, national, and international communities.
- 6) **Organizational and Staffing:** Encourage a high-performing organization through alignment of people, processes and systems to ensure we continue to be an employer of choice.
- 7) **Financial:** Maintain a positive operating financial performance across Exhibition Place and all its businesses.

These seven Strategic Goals are explored in detail after the identification of the potential transformational opportunities that will present themselves in the lifetime of this Strategic Plan.



3

TRANSFORMATIONAL OPPORTUNITIES

The 2014-2016 Strategic Plan covers an extremely exciting time for Exhibition Place. A number of potentially transformational developments and events will occur at Exhibition Place over the timeframe of this plan. Our organization needs to be prepared to seize the opportunity they afford and achieve the maximum possible benefit to both Exhibition Place and the community. The changing urban context of Exhibition Place within the city also brings with it additional opportunities and considerations to be taken into account in charting our course for the next three years. The following five "Transformational Opportunities" directly influence many of the key objectives enumerated in Section 4.



toronto 2015 pan/parapan american games

The third largest multi-sport games event in the world is coming to Toronto in 2015, and Exhibition Place will take centre stage as the primary location of "CIBC Pan Am Park," the main hub of activity at the Games. Twelve events are scheduled to be held at Exhibition Place, bringing with them thousands of athletes, staff, spectators and members of the media. The Games are an impetus for Exhibition Place to make key investments to upgrade its grounds and facilities to provide an exceptional visitor experience. They will also bring unprecedented exposure to the site and with it the opportunity to attract new business and increase public awareness and understanding of Exhibition Place. With the spotlight on, Exhibition Place must be ready to impress the citizens of Toronto and the world.



hotel x

Phase 1 of the hotel development at Exhibition Place (named "Hotel X") broke ground in 2013 and is targeted for completion prior to the start of the Pan/Parapan American Games in 2015. A full service four star hotel with 398 rooms, Hotel X will animate the grounds of Exhibition Place and open the doors to new business opportunities. For the first time, there will be round-the-clock activity at Exhibition Place every day of the year. The hotel guests will be looking for places to shop, to dine, to spend time outdoors and to be entertained. Exhibition Place will be able to compete for a whole new segment of the conference, meeting and convention business that would not previously consider its facilities because of the lack of on-site accommodations. The developer-financed construction of a park around the Stanley Barracks will provide additional high-quality public space for the community. In short, the hotel development is a crucial step for Exhibition Place to become an even more vibrant part of the city.





ontario place

The Provincial government closed Ontario Place, located directly to the south of Exhibition Place across Lake Shore Boulevard, in 2012. The Province is currently undertaking a major planning exercise to reimagine the site. Despite their separate ownership, the two sites are inextricably linked by close proximity and Ontario Place's reliance on Exhibition Place's transit and servicing infrastructure. Together, they comprise 262 acres of prime land holdings on Toronto's waterfront. The potential of the two sites is enormous, representing a transformative opportunity not only for Exhibition Place and Ontario Place but for the city as a whole. With that in mind, Exhibition Place must work with the Province to explore possibilities for synergies between the two sites, to ensure that whatever happens at Ontario Place is optimally integrated with Exhibition Place's grounds. There is no doubt that the future of Ontario Place matters to Exhibition Place.



surrounding community

Gone are the days when Exhibition Place was an isolated pocket of activity along Toronto's western waterfront. Today, the site is bounded on the north and east sides by fast-growing new communities. With approximately 20,000 residents and 7,000 jobs in Liberty Village and 7,000 residents in the Fort York neighbourhood, the immediate area of Exhibition Place is now full of people who need local amenities like shops, restaurants, and public spaces. Many more will be added during the lifetime of this plan. This growth presents business development opportunities for Exhibition Place but it also confers obligations. Connections between Exhibition Place and its surroundings become even more important. The north edge of the site, which has traditionally acted as the "back door" to the site, needs to be reconsidered as a gateway to the neighbourhoods to the north. In making plans for the future, Exhibition Place must consider how it can offer more to the surrounding communities as it increasingly becomes their city park space.

exhibition and convention space

Toronto's attractiveness as a convention and exhibition destination is proven; however the fragmentation of the city's exhibit and meeting space is holding Toronto back from capturing certain portions of the market and staying in the top tier in an intensely competitive market between convention cities. With Direct Energy Centre and Allstream Centre at Exhibition Place, the Metro Toronto Convention Centre downtown, and The International Centre and Toronto Congress Centre by the airport, Toronto has no single facility or cluster of facilities that would allow it to compete with the premier facilities across North America for the largest events. An expanded first-rate convention centre would bring a significant increase in visitors to the city along with associated economic and city-building benefits. With the opening of Phase 1 of the hotel in 2015 and the potential for a second phase of the hotel to follow, Exhibition Place is in a better position than ever before to pursue expanded exhibition and convention space on its grounds and fill the void that has been identified. The potential to use parts of Ontario Place to supplement that exhibition and convention offer must be seriously explored with the Province.

4 STRATEGIC GOALS AND OBJECTIVES



— Goal One – Business Development —

Integrate and develop each of the business enterprises across Exhibition Place and pursue new complementary business enterprises to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence.

Exhibition Place is an economic generator for the city and a hub of business and entertainment activities. Over the course of the 2014-2016 Strategic Plan, we will build on our strong base of facilities, tenants, and recurring events to expand the scope and scale of business enterprises across the site, while maintaining our existing business. We will work with our partners at the City of Toronto and the Toronto Pan/Parapan American Games Organizing Committee (TO2015) to be an outstanding venue for the 2015 Games and draw new investment and interest to Exhibition Place. We will explore opportunities for new and enhanced facilities on the site, within the context of our existing assets.

Goal One –Business Development

OBJECTIVES

A Achieve our recurring events business revenue

- Re-evaluate all aspects of our customer service promise
- Develop plans, protocols and processes for the MICE market reflecting the new on-site hotel
- Review our sales and marketing package to ensure competitiveness for building rates and rental services
- Continue to deliver contractual obligations pursuant to the CNEA Master Agreement

B Grow our new events business

- Develop an annual marketing plan
- Maintain a strong relationship with Tourism Toronto
- Work with the City to bring new types of events and programming to the site
- Support significant international events
- Maintain and upgrade technology across the grounds and within our key event spaces to stay current with customers' needs

C Actively support the expansion and enhancement of entertainment facilities

- Continue to analyze and explore expansion opportunities for BMO Field including improvements related to Festival Plaza
- Explore the possibility of hosting Toronto Argonauts football games at BMO Field
- Explore opportunities for the private sector to locate a multi-use sports / entertainment / education / community facility on the site

D Expand exhibition and convention space

- Add expansion of Direct Energy Centre to the 10-year capital plan and explore the feasibility of additional MICE facilities
- Explore opportunities for permanent trade exhibit space



— *Goal Two – Public Space and Infrastructure* —

Enhance and sustain our dynamic and diverse public assets and integrate these assets into the urban fabric for the benefit of the community.

Exhibition Place has under its management 192 acres, including public spaces, historic structures, and modern buildings. We will continue to maintain and upgrade the quality of the built and natural environment to achieve the maximum benefit to the citizens of Toronto. The important role of the grounds as public event space will be reinforced through investments in new infrastructure such as Festival Plaza. We will proactively seek to integrate Exhibition Place with the world around it through physical connections, improved public transit, and coordinated planning efforts. Recognizing the important greenspace function of Exhibition Place, we will strive to enhance the open spaces that we offer to the community and the programming therein. The planning and activities in the grounds must respond to the needs of the growing residential and employment communities to the north and east.



Goal Two – Public Space and Infrastructure

OBJECTIVES



A Enhance our public assets through major new builds and/or renovations

- In partnership with the private sector, complete Phase 1 of the hotel and Stanley Barracks Park
- Develop plans to upgrade our Class “B” event space
- Implement Phase 1 of the Festival Plaza Master Plan and develop funding options
- Develop a plan for a covered walkway from the GO Station to Festival Plaza
- Re-align Princes’ Boulevard for the Indy Track

B Integrate our assets with the surrounding urban fabric

- Improve signage / wayfinding on the site
- Upgrade the northern edge to improve pedestrian flow and act as a gateway to the surrounding communities

C Sustain our public assets and rolling equipment

- Upgrade our preventative maintenance program systems
- Develop a 10-year program to maintain our competitive event space at Class “A” level
- Identify funding mechanisms for major underground infrastructure

D Establish Exhibition Place as a destination and gathering place for the community

- In partnership with the private sector, enhance public amenities to service our patrons and local community visitors
- Increase community use of the grounds by animating and/or programming our parks

E Improve all forms of transportation needs for the grounds

- Continue to provide the necessary parking facilities for our businesses
- Enhance the on-street bicycle network and supporting infrastructure
- Actively support public transit improvements to Exhibition Place

F Ensure integration between Exhibition Place and Ontario Place

- Work with the Province to ensure that the relationship of Ontario Place to Exhibition Place within the context of Toronto’s western waterfront is taken into account in planning for redevelopment



— Goal Three – Environmental —

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.

OBJECTIVES

- A Develop a 'green' promotion strategy both externally and internally**
 - Continue to build a culture of environmental sustainability across the organization at all levels
 - Rethink and Retool the GREENSmart program to address the organization at all levels and external customers' needs
 - Develop an outreach plan for the Pany/Parapan American Games to promote our 'green' initiatives
 - Promote tours and training about Exhibition Place's green infrastructure and practices
- B Ensure sufficient funding of all environmental programs**
 - Seek project funding from partnerships with external parties
 - Develop a rolling 10-year capital budget for green initiatives

- C Reduce the impact of our operations and our business on all aspects of the environment**
 - Develop strategies to address rain water run-off issues
 - Upgrade the Building Automation System across the grounds to control and conserve energy
 - Reduce grid-supplied energy use
 - Reduce use of potable water
 - Develop a plan to reach zero waste for Exhibition Place operations
 - Work with organizers of the Pany/Parapan American Games and NBA All-Star Game to establish and pursue ambitious environmental targets
 - Continue development of a transit strategy

— *Goal Four – Safety and Security* —

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

The maintenance of a safe and secure environment at Exhibition Place is an essential prerequisite to all of our other goals. The paramount importance of safety and security is a fundamental principle of our operation and influences all of our activities on a day-to-day basis. Over the course of the 2014-2016 Strategic Plan, we will comprehensively address new challenges such as the provision of a safe and secure Pan/Parapan American Games.

OBJECTIVES

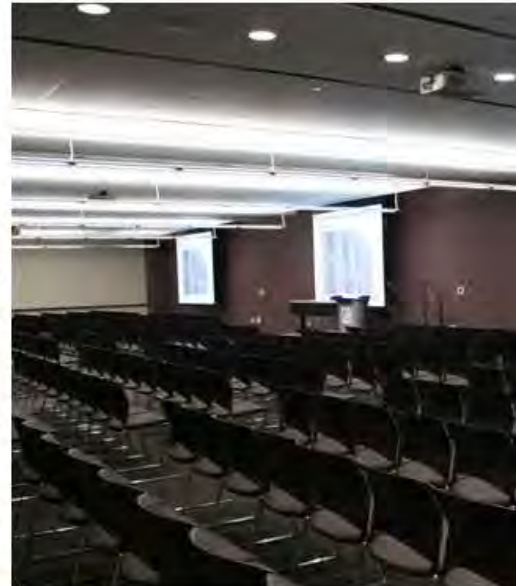
A Coordinate a security and public safety program

- Implement a program focused on our guests, property and assets to reduce claims in all categories
- Design, seek necessary funding, and implement a full security program for the Pan/Parapan American Games
- Implement a capital program to upgrade the fire system in Direct Energy Centre
- Develop and implement the next phase of the Accessibility Plan for the grounds

B Promote safe work practices for all staff

- Implement programs and procedures designed to achieve “zero” lost time injuries
- Continue to expand the Young Workers’ Safety Training program
- Design and implement an indoor environmental program within the older “non-heated” building spaces





— *Goal Five – Recognition and Public Understanding* —

Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace and local, national, and international communities.

The wide breadth of activities that occur at Exhibition Place is something of a well-kept secret to many Torontonians, who associate the grounds merely with the annual CNE. There is a need to actively promote the message of the overall role and function of the organization amongst decision-makers and the general public. Exhibition Place's unique heritage landscape must be protected and publicized as a valuable public resource. The Pan/Parapan American Games offer a special opportunity during the course of the 2014-2016 Strategic Plan to use the media exposure to increase recognition and public understanding of Exhibition Place in both the local and international communities.

OBJECTIVES

A Foster awareness and understanding of our leadership role in local, national and international business communities

- Develop an international / national / local 'brand' for Exhibition Place
- Use the Pan/Parapan American Games to brand Exhibition Place as a site for major outdoor events / festivals
- Implement an outreach plan featuring the new hotel

B Foster awareness of our heritage assets

- Work with the developer on the plans for heritage displays in the hotel
- Undertake an archeological review of the Bandshell Park area

— Goal Six – Organizational and Staffing —

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

Exhibition Place believes that our success lies with our people. In order to ensure that all our employees are adequately prepared to contribute to our organization's activities on a day-to-day basis, we will support them with the tools and training they need, clear processes and policies, on-going communications, and an effective management structure. Recognizing that staffing is essential to the success of the Pan/Parapan American Games, we will hire additional staff and prepare protocols to support the event as needed.



OBJECTIVES

A Deliver a Customer Service strategy

- Implement programs to meet our customer service expectations and core competencies
- Continue to develop annual departmental objectives based on the new Strategic Plan
- Continue to encourage employee engagement at all levels
- Review, revise and develop new policies and processes that address general organizational matters
- Implement the consolidation of Exhibition Place staff within one area of the site

B Review and revise our corporate governance systems

- Complete an annual review of By-Laws and Board policies and procedures
- Monitor new City Council directions and recommendations and their application to Exhibition Place
- Examine our organizational structure to ensure we can meet the future needs of Exhibition Place

C Ensure hiring and training processes address organizational needs

- Participate in the City's commitment to employment equity initiatives
- Develop a staffing strategy for the Pan/Parapan American Games

— *Goal Seven – Financial* —

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

As a public organization, it is imperative that Exhibition Place demonstrate effective use of the public funds under its control. We will continue to monitor our performance and seek efficiencies and additional revenue opportunities. We will demonstrate our positive economic impact on the city by quantifying the impact of our events and operations. Over the course of the 2014-2016 Strategic Plan we anticipate new revenue coming in, which we will use responsibly to pursue our mandate.

OBJECTIVES

A Effectively monitor costs and revenues

- Develop a rolling 3-year net forecast for all business enterprises that has no year-over-year negative impact for the consolidated budget
- Ensure operating budgets are met or show a positive surplus to budget
- Review and revise financial and organizational systems to strengthen controls and processes
- Seek efficiencies with the public funds under our control and continue to evaluate our provision model to ensure that services offered are best provided either internally or externally

B Seek additional revenue opportunities

- Seek new and/or expand revenue opportunities within our existing operations
- Increase rental revenues from existing tenants / facilities
- Maintain and enhance naming sponsorship for Direct Energy Centre
- Seek opportunities for business development through negotiations of collective agreements

C Establish new funding mechanisms within the City

- Work with the City to increase our State of Good Repair budget or find other funding mechanisms for both capital and rolling assets

D Demonstrate the economic impact of Exhibition Place

- Quantify the economic impact of Exhibition Place's events on the City



———— *The Board of Governors of Exhibition Place* ————

Councillor Mark Grimes, Chair
Sean Webster, Vice Chair
Wayne Copeland
Connie Dejak
Councillor Mike Layton
Councillor Gloria Lindsay Luby
Councillor Giorgio Mammoliti
Hugh Mansfield
Councillor Gord Perks

———— *Exhibition Place Management Team* ————

Dianne Young, Chief Executive Officer
Hardat Persaud, Chief Financial Officer
Fatima Scagnol, Corporate Secretary
Arlene Campbell, General Manager/Sales & Events Management
Mark Goss, General Manager/Operations
Jeff Gay, Director/Event Management Services
Frank Martindale, Director/Operations Services
Ron Mills, Director/Facility Services
Laura Purdy, Director/Sales & Marketing
Gabe Mullan, Director/Security & Parking Services
Alison Fowles, Solicitor, City Legal Department

For more information on Exhibition Place events and services,
please access our websites:

www.explace.on.ca
www.allstreamcentre.com
www.directenergycentre.com
www.bmofield.com

For more information on Exhibition Place tenants, please
access websites:

www.medievaltimes.com
www.libertygroup.com
www.torontomarlies.com
www.toronto.fc.ca
www.ricochcoliseum.com
www.theex.com
www.royalfair.org
www.toronto.ca/animalservices
www.muzikclubs.com
www.queenelizabeththeatre.ca
www.fashionincubator.com
www.gossiprestaurant.com

Appendix "B" - Revisions to the 2014-2016 Exhibition Place Strategic Plan	
COMMENTS	RESPONSES
Members of the Board of Governors - Board Meeting of November 22, 2013	
Councillor Layton: noted that there is mention of parking, but no mention of transit	CHANGE: Goal Two - Objective E has been changed to "improve all forms of transportation needs for the grounds" with associated Tactics addressing all forms of transportation
Connie Dejak: it should expand on the public visiting Exhibition Place	ADDITION: Language in "Introduction" and "Our Grounds" has been added.
	ADDITION: Goal Two - Objective D - Strategy 2 - Tactics 2,3,4 & 5 have been added
Connie Dejak: goal six should emphasize Exhibition Place being an employer of choice	CHANGE : Goal Six changed
Connie Dejak: there should be some opportunity for internships for those with disabilities	ADDITION: Goal Six - Objective A - Strategy 4 - Tactic 9 has been added
Hugh Mansfield: would like to see linkages from the hotel to Allstream Centre	ADDITION: Goal Two - Objective A - Strategy 1 - Tactics 4, 5, and 6 have been added
Hugh Mansfield: although the surrounding community is included in the Plan, believes that reference to "downtown south" should also be included	ADDITION: Language in "Our Grounds" has been added
Hugh Mansfield: thinks there is an opportunity to attract education institutions on site	ADDITION: Goal One - Objective C - Strategy 3 has been changed
Hugh Mansfield: green space is very important and we should take a long term view - where we would like to be in 100 years	ADDITION: Language in "Our Grounds" and "Public Space and Infrastructure" has been added
Community Consultation - Workshop December 4, 2013	
<i>Question 1 – What do you think of the draft Strategic Plan? Do you agree with the proposed direction for the organization over the next three years?</i>	
Yes, in most situations, especially the focus on integrating the site with the neighborhood, public spaces, parking, inviting to conventions and Exhibitions (remember CNE!) Please honour some traditions.	ADDITION: Language in "Introduction" has been added.
Good plan, keep in mind green space, site lines, Heritage building aesthetics can also be kept to commercial success. Think of Pans, NYC/charm also attracts.	ADDITION: Goal One - Objective C - Strategy 3 - Tactics 3, 6 & 7 have been added
Fairly comprehensive, but lacking ingredients that have made the Exhibition Place such a unique place – lacking commitment to the 'pride of place' and excellence; lost sight of 'first principles of Exhibition Place as a very special urban landscape (in the broadest of sense); lacking a commitment to the quality of the Exhibition Place's fundamental spirit ensuring continuity of its eternal values.	ADDITION: Language in "Introduction" has been added.
I agree and like the proposed direction of the organization. The strategy appears to fulfill the original premise of the organization.	No response needed

COMMENTS	RESPONSES
<i>Question 2 – Is there anything missing from the draft Strategic Plan?</i>	
The words “businesses” and “economic/commercial” opportunities need enunciating. Hopefully we will not have a Mall Phenomenon! Also, have you been to or talked to people who live in the beach area? (Traffic/existing life functions nightmare!)	ADDITION: Goal One - Objective C - Strategy 3 - see Tactics that have been added
	ADDITION: Goal Two - Objective E - Strategy 1 - Tactic 3 has been added
Need some pragmatic steps, concrete strategies identified.	ADDITION: List of supporting Tactics for each Strategy has been developed
General points per response to Question 1 (above) – continuing pride of place? Commitment to design excellence? Fundamental understanding and respect for heritage, to inform new initiatives? Reinforcement of the qualities of this unique urban landscape? “Strategic Goals” – all nice words, but hollow; actions speak louder than words. ‘Public Space and Infrastructure’ – what about design excellence for the public spaces? What about the heritage of the landscape? Archaeology is only one of the ingredients. ‘Recognition/Public Understanding’ – “excellence within the marketplace”; what happened to Design Excellence?	ADDITION: Language in “Public Space and Infrastructure” and “Recognition and Public Understanding”
Festivals and other types of events – CHIN picnic, Indy, Toronto Caribbean Carnival.	ADDITION: Goal One - Objective B - Strategy 3 - Tactics 1 & 2 have been added
	ADDITION - Goal Two - Objective A - Tactics 1 & 2 have been added
<i>Question 3 – Other Comments</i>	
TRANSIT – TTC needs reality check. Also, GO Train expansion granted, but to allude to connect to King Streetcar? Has anyone on the panel been on King Streetcar lately? You can literally walk faster. (Gridlock!)	ADDITION: Goal Two - Objective E - Strategies 1, 2 and 3 and supporting Tactics have been added
	ADDITION: Goal Three - Objective D - Strategy 7 - Tactics 1 and 2 added
Presume and/or increase green space and park areas (number one). Hotel sounds interesting. Good to make ongoing active business use of space.	ADDITION: Goal Two - Objective D - Strategies 1 and 2 - Tactics added
Following comments above – “actions speak louder than words”. Design excellence in Public Architecture has been fundamental at Exhibition Place from the beginning – ref. The Crystal Palace (now gone), the Ontario Pavilion (still standing), etc. The Direct Energy Centre maintains a fairly good level of architectural design. BMO Field sets a very poor example – no grace/location too central for such a single purpose facility. Hotel project – too bulky/no “delight”; what’s required is “more San Gimignano and less Park Avenue”. (The original design was better). The legacy and strategic location of Exhibition Place is too valuable to squander it with poor planning and urban design decisions.	ADDITION: Language in “Public Space and Infrastructure” and “Recognition and Public Understanding”

COMMENTS	RESPONSES
Exhibition Place Staff - December 2, 2013 Staff Session	
Goal 2 - Public Space and Infrastructure - Objective 3 - Sustain our public assets - manage and care for the preservation and conservation of our public art and architecture (this relates back to the Board's mission to protect, revitalize and enhance our historically significant public asset and parkland).	ADDITION: Goal Two - Objective D - Strategy 2 - Tactics 3, 5 and 6 have been added
Goal 2 - Public Space and Infrastructure - Objective 4 - Establish Exhibition Place as a gathering place upgrade/replace existing playground in Centennial Square, put in a splashpad for community, update the fountain, etc. (relates to Board's vision of Exhibition Place as an inclusive and accessible parkland)	ADDITION: Goal Two - Objective D - Strategy 2 - Tactic 2 has been added
Goal 5 - Recognition and Public Understanding - Objective 1 - Increase public recognition and understanding of Exhibition Place – utilize social networking effectively to increase	ADDITION: Goal Five - Objective A - Strategy 1 - Tactics 3 and 10 have been added
Goal 5 - Recognition and Public Understanding - Objective 2 - Expand heritage strategies - what community partners can we partner with	ADDITION - Goal Two - Objective D - Strategy 2 - Tactic 3 has been added
CNEA - January 24, 2014	
We are critically mindful of the public importance of these strategically located waterfront lands. Our City's vibrant economic, cultural and social past is reflected in the heritage buildings, park-like setting, and waterfront connection, all of which echo with decades of public celebration. We strongly recommend that this heritage landscape be recognized and respected as a unique urban treasure and place of public significance, which if lost to misplaced development, may never be regained. The buildings and grounds are vitally important to the annual presentation of the CNE.	ADDITION: Language in "Introduction" has been added.
We strongly urge that the Strategic Plan recognize the importance of Exhibition Place as a public gathering place strategically located near the city core and adjacent to the waterfront. The Plan must clearly describe and set the balance point between private occupation/uses and public access and purpose.	ADDITION: Language in "Introduction," "Our Grounds," and "Public Space and Infrastructure"
	ADDITION: Goal Two - Objective A - Strategy 3 - Tactic 1 and 2 have been added
The Plan, in its current iteration, does not outline a governing strategy or details as to how these transformational opportunities (2015 Toronto Pan/Parapan American Games, the Hotel onsite, Ontario Place, the surrounding community and the Exhibition & Convention Space) will be integrated into the overall development of the site. All transformational opportunities must be part of a unified whole, and not override speculatively the core values of the Plan.	Detailed Tactics have been added for each Strategy that meet the overall Goal and Objective
We would like to see how your existing 2004 Development Concept Plan supports the proposed Strategic Plan 2014 – 2016.	ADDITION: Goal One - Objective C - Strategy 3 - Tactic 8 has been added

COMMENTS	RESPONSES
We want to guarantee that any development of the site preserves the flexible outdoor spaces that allow for multi-purpose uses such as a seasonal and permanent programming. We would welcome <u>definite language</u> that recognizes and protects the importance of public space.	ADDITION: Language in "Our Grounds" and "Public Space and Infrastructure" has been added ADDITION: Goal Two - Objective A - Strategy 3 - Tactic 1 and 2 have been added
In seeking new development and business opportunities, we are concerned about compromising or restricting the activities of existing stakeholders and partners.	ADDITION: Language in "Business Development" has been added
The development of the site must ensure the financial sustainability of both Exhibition Place and its current stakeholders.	ADDITION: Language in "Business Development" has been added
Given the transportation challenges that already exist, and with further development underway in the immediate vicinity, we strongly recommend that a concrete and detailed <u>transportation plan and funding</u> be firmly in place before a Business Development Plan is executed. Right now in the Strategic plan, there is a major disconnect between the existing transportation infrastructure and parking inventory and your business development aspirations.	ADDITION: Goal Two - Objective E - Strategy 1 - Tactic 3 has been added
We recommend that the Plan include a proposed direction that contributes to a greater vision of how Toronto's western waterfront should be developed, particularly regarding Exhibition Place's relationship to Ontario Place.	CHANGE: Goal Two - Objective F - Strategy 1 has been revised
It is of critical importance to the strategic and financial plans of the CNEA and major Exhibition Place stakeholders that the Strategic Plan includes an <u>Action Plan</u> with the proposed <u>time lines</u> .	List of supporting Tactics for each Strategy has been developed. ADDITION: Goal Six - Objective A - Strategy 2 - Tactics 1, 2 and 3 have been added
The Plan also should delineate "monitoring principles" outlining "how" and "when" stakeholders will be consulted and engaged in the process.	ADDITION: Language in "Our Grounds' on Site Plan Approval has been added ADDITION: Goal One - Objective C - Strategy 3 - see Tactics that have been added ADDITION: Goal Six - Objective A - Strategy 2 - Tactics 1, 2 and 3 have been added

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL ONE BUSINESS DEVELOPMENT	OBJECTIVE	STRATEGY	TACTIC
Integrate and develop each of the business enterprises across Exhibition Place and pursue new complementary business enterprises to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence	A. Achieve our recurring events business revenue	1/ Re-evaluate all aspects of our customer service promise	1. Review Employee Recognition Program
			2. Re-evaluate mystery shop program and go to market for provider
			3. Conduct an annual Employee Satisfaction Survey
			4. Develop and implement action plans based on the Employee Survey
			5. Complete SMG Venue Assessment and implementation
		2/ Develop plans, protocols and processes for the MICE market reflecting the new on-site hotel	1. Work with the Hotel Sales and Marketing Management Team on joint marketing plans and brochures
			2. Work with Hotel Operations management to integrate event operations
		3/ Review our sales and marketing package to ensure competitiveness for building rates and rental services	1. Complete annual survey of the marketplace
			2. Prepare annual Master Rentals & Service Price List for rental Rates
	B. Grow our new events business	4/ Continue to deliver contractual obligations pursuant to the CNEA Master Agreement	3. Evaluate overall service delivery model and pricing in Allstream Centre for all events
			1. Identify efficiencies and best-practice issues in the delivery of services per CNEA agreement
			2. Prepare assessment of financials related to the CNEA Master Agreement
			3. Commence renewal negotiations with the CNEA
		1/ Develop an annual marketing plan	1. Develop individual sales plans by Market
			2. Work with third party providers, F&B, and AV on joint marketing/sale initiatives
			3. Work with Cerise GM to achieve a 50% increase over 2013 in Social Catering revenue
			4. Set 3-year growth rent target and review annually
		2/ Maintain a strong relationship with Tourism Toronto	1. Obtain membership on TT Board and Committees
			2. Develop a strategy with TT to bring new events to the site
		3/ Work with the City to bring new types of events and programming to the site	1. Host a strategy session with key City players
			2. Deliver Citywide events and work with Special Events, Economic Development

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL ONE			
BUSINESS DEVELOPMENT	OBJECTIVE	STRATEGY	TACTICS
Integrate and develop each of the business enterprises across Exhibition Place and pursue new complementary business enterprises to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence	B. Grow our new events business	4/ Support significant international events	1. Deliver a successful TO2015 event
			2. Manage relocation and impacts on events effected by TO2105
			3. Deliver a successful 2016 NBA All-Star Jam Fest
			4. Negotiate Honda Indy Agreement 2015-2017
			5. Audit Food & Beverage revenues
			6. Audit ABM revenues
		5/ Maintain and upgrade technology across the grounds and within our key event spaces to stay current with customers' needs	1. Implement TO2015 Capital strategy for IT/Telecom network enhancements and Wi-Fi upgrades
			2. Develop Three-Year Rolling Budget for IT/ Telecom
			3. Upgrade all users to Windows 7
	C. Actively support the expansion and enhancement of entertainment facilities	1/ Continue to analyze and explore expansion opportunities for BMO Field including improvements related to Festival Plaza	1. Work with City Negotiating Team (City Manager, Finance & Planning)
			2. Work with Maple Leaf Sports & Entertainment on construction
			3. Finalize amendments to Management and Licence Agreement and develop Operating Protocols
		2/ Explore the possibility of hosting Toronto Argonauts football games at BMO Field	1. Work with City Negotiating Team (City Manager, Finance & Planning)
			2. Finalize amendments to the Management and Licence Agreement and develop Operating Protocols
		3/ Explore opportunities for the private sector to locate a multi-use sports / entertainment / education / community facility on the site	1. Develop implementation plan for development parcel in Parking Lot 6
			2. Complete public call process
			3. Ensure any proposal requires Heritage Impact Statement
			4. Ensure any proposal meets the requirements of Toronto Green Standard
			5. Undertake stakeholder community consultation
			6. Execute long-term lease
			7. Work with successful proponent and City Planning on design, site plan, heritage, transportation issues, through the site plan process
			8. Update 2010 Development Plan for the site

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL ONE	OBJECTIVE	STRATEGY	TACTICS
BUSINESS DEVELOPMENT			
Integrate and develop each of the business enterprises across Exhibition Place and pursue new complementary business enterprises to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence	D. Expand exhibition and convention space	1/ Add expansion of Direct Energy Centre to the 10-year capital plan and explore the feasibility of additional MICE facilities	1. Work with City and Province to consider long-term directions for MICE facilities in Toronto 2. Explore funding opportunities for expansion of Direct Energy Centre with Federal, Provincial, City, and private sector 3. Undertake any Feasibility Study and design basis as necessary
		2/ Explore opportunities for permanent trade exhibit space	1. Undertake Feasibility study with Consultant
GOAL TWO	OBJECTIVE	STRATEGY	TACTIC
PUBLIC SPACE AND INFRASTRUCTURE			
Enhance and sustain our dynamic and diverse public assets and integrate these assets into the urban fabric for the benefit of the community	A. Enhance our public assets through major new builds and/or renovations	1/ In partnership with the private sector, complete Phase I of the hotel and Stanley Barracks Park	1. Coordinate all construction issues
			2. Limit construction disruption on shows and deal with client issues
			3. Track complaints due to hotel / Stanley Barracks Park construction
			4. Work with Hotel developer to finalize plan for Hotel/Allstream Centre bridge
			5. Develop funding envelop for Hotel/Allstream Centre Bridge
			6. Finalize construction of the Hotel/Allstream Centre Bridge
		2/ Develop plans to upgrade our Class 'B' event space	1. Update Industry Building Assessment and develop upgrade plan including financial / business feasibility
			2. Conduct Better Living Centre Building Assessment and develop upgrade plan including financial / business feasibility
		3/ Implement Phase I of the Festival Plaza Master Plan and develop funding options	3. Improve telecom cabling and connectivity in Better Living Centre
		4/ Develop a plan for the covered walkway from GO Station to Festival Plaza	1. Complete Phase 1A - levelling and repaving on the east side of Parking Lot 2
			2. Complete Phase 1B - Washrooms on the west side of Parking Lot 2
			1. Ensure covered pedestrian walkway is part of BMO Field Expansion
			2. Complete Consultant Study and Costing
			3. Develop Project Funding Plan

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL TWO			
PUBLIC SPACE AND INFRASTRUCTURE	OBJECTIVE	STRATEGY	TACTIC
Enhance and sustain our dynamic and diverse public assets and integrate these assets into the urban fabric for the benefit of the community	B. Integrate our assets with the surrounding urban fabric	1/ Improve signage / wayfinding on the site	1. Implement new Direct Energy Centre interior wayfinding
			2. Complete RFP for Wayfinding Consultant and Study
		2/ Upgrade northern edge to improve pedestrian flow and act as a gateway to the surrounding communities	3. Develop funding options
	C. Sustain our public assets and rolling equipment	1/ Upgrade our preventative maintenance program systems	1. Complete GO Gateway improvements
			2. Install Manitoba Pathway LED Lighting
		2/ Develop a 10-year program to maintain our competitive event space at Class 'A' level	3. Plant trees on Manitoba
			4. Upgrade sidewalk from GO to Dufferin Gate to be accessible
		3/ Identify funding mechanisms for major underground infrastructure	1. Stage 2 - Complete competitive process/RFP
			2. Stage 3 - Implement system
		3/ Identify funding mechanisms for major underground infrastructure	1. Complete Direct Energy Centre (Halls E, F, G, H) Assessment
			2. Complete Direct Energy Centre (Halls A, B, C, D) Assessment
			3. Operationalize the 10-year operating repair plan and 10-year capital replacement plan for the entire Direct Energy Centre Complex
			4. Input to 2015 10-year Capital Budget
	D. Establish Exhibition Place as a destination and gathering place for the community	1/ In partnership with the private sector, enhance public amenities to service our patrons and local community visitors	1. Ensure City Water completes scan of all water / sewer infrastructure
			2. Negotiate and execute an agreement with City Water to assume management of all City water / sewer infrastructure underneath our buildings
			3. Work with Toronto Hydro to complete study of high voltage infrastructure
			4. Complete Agreement with Toronto Hydro to sell high voltage infrastructure
			1. Investigate Food & Beverage options
			2. Work with hotel developer to explore opportunities for the street retail in the new hotel

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL TWO	OBJECTIVE	STRATEGY	TACTIC
PUBLIC SPACE AND INFRASTRUCTURE			
Enhance and sustain our dynamic and diverse public assets and integrate these assets into the urban fabric for the benefit of the community	D. Establish Exhibition Place as a destination and gathering place for the community	2/ Increase community use of the grounds by animating and/or programming our parks	1. Explore with City Parks use at Exhibition Place of the Section 42 Parks levy funding paid by the hotel
			2. Design and construct a splash pad in Centennial Park
			3. Work with community partners to develop a heritage program for visitors
			4. Develop an animation plan of Stanley Barracks Park and implement
			5. Develop plan to move Garden of Greek Gods to a public location
			6. Monitor and track condition of artwork and plaques
	E. Improve all forms of transportation needs for the grounds	1/ Continue to provide the necessary parking facilities for our businesses	1. Update the parking strategy to address future needs
			2. Ensure any parking spaces lost because of development are replaced underground
			3. Require all proposed developments provide a transportation study as part of its proposal
			4. Re-evaluate the use of valet parking
		2/ Enhance the on-street bicycle network and supporting infrastructure	1. Engage a consultant and complete study
			2. Determine scope and budget for bike lanes
			3. Implement bike lanes and ancillary services for bikers
		3/ Actively support public transit improvements to Exhibition Place	1. Ensure reinstatement of Dufferin Bus Route
			2. Develop a Bus Shelter Plan and costing
	F. Ensure integration between Exhibition Place and Ontario Place	1/ Work with the Province to ensure that the relationship of Ontario Place to Exhibition Place within the context of Toronto's western waterfront is taken into account in planning for redevelopment	1. Consult with OP on Exhibition Place Wayfinding Plan
			2. Work with City on any future development planning for OP
			3. Identify services / utilities impacted if OP land bridge proceeds and costing for relocation
			4. Work with City on the OP Park design and implementation

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL THREE ENVIRONMENTAL	OBJECTIVE	STRATEGY	TACTIC
Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations	A. Develop a 'green' promotion strategy both externally and internally	1/ Continue to build a culture of environmental sustainability across the organization at all levels	1. Publicize and promote targets and results internally and externally
			2. Develop employee training programs to highlight benefits of sustainability
			3. Undertake analysis of internal paper use
			4. Implement procedures to reduce paper use
			5. Ensure any capital works projects meet the City of Toronto Green Standard, if applicable.
		2/ Rethink and Retool the GREENSmart program to address the organization at all levels and external customers' needs	1. Plan 2015 as "Year of the Green"
			2. Launch 2015 as "Year of the Green" program
			3. Participate in an external network group
		3/ Develop an outreach plan for the Pan/Parapan American Games to promote our 'green' initiatives	1. Create media kit promoting Exhibition Place sustainability initiatives for TO2015
		4/ Promote tours and training about Exhibition Place's green infrastructure and practices	1. Media Launch of LEED EBOM for Direct Energy Centre
			2. Incorporate in PR consultant RFP
			3. Increase green tour attendance by 2% over 2013
			4. Participate as speaker or presenter in green seminars and exhibitions
			5. Develop with Compost Council of Canada a webinar featuring Exhibition Place
	B. Ensure sufficient funding of all environmental programs	1/ Seek project funding from partnerships with external parties	1. Obtain BBP loan for Direct Energy Centre LED lighting upgrade
			2. Seek funding from City Water for water initiatives
			3. Explore feasibility and funding to change hot water supply for Direct Energy Centre kitchen
		2/ Develop a rolling 10-year capital budget for green initiatives	1. Develop a 10-year Capital budget for 2015 cycle and revise annually
	C. Reduce the impact of our operations and our business on all aspects of the environment	1/ Develop strategies to address rain water run-off issues	1. Seek grant to study permeable paving options with costing for south part of Festival Plaza

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL THREE	OBJECTIVE	STRATEGY	TACTIC
ENVIRONMENTAL			
Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations	C. Reduce the impact of our operations and our business on all aspects of the environment	1/ Develop strategies to address rain water run-off issues	2. Undertake the options study 3. Develop a Capital Budget
		2/ Upgrade the Building Automation System across the grounds to control and conserve energy	1. Automate Better Living Centre Building Controls
			2. Upgrade GE Funuc BAS system
			3. Upgrade fiber BAS communication cabling
			4. Upgrade TAC BAS system
			5. Upgrade Envensis BAS system
			6. Connect Coliseum Complex HVAC to Johnson Control system
			7. Install Encelium Energy Management System in Direct Energy
		3/ Reduce grid supplied electricity use	1. Meet reduction target of 4% from 2012 levels
			2. Meet reduction target of 5% from 2012 levels
			3. Meet reduction target of 6% from 2012 levels
			4. Complete lighting upgrades in Direct Energy Centre to LED
			5. Produce annual study on effectiveness of LED lighting
		4/ Reduce use of potable water	1. Meet reduction target of 1% from 2013 levels
			2. Meet reduction target of 2% from 2013 levels
			3. Meet reduction target of 3% from 2013 levels
		5/ Develop a plan to reach zero waste for Exhibition Place operations	1. Achieve waste diversion of 83%
			2. Achieve waste diversion of 86%
			3. Achieve waste diversion of 90%
			4. Achieve 3R Certification from Recycling Council of Ontario
		6/ Work with Pan/Parapan American Games and NBA All-Star Game to establish and pursue ambitious	1. Develop a joint strategy for TO2015 with the Province and Exhibition Place
			2. Develop a joint strategy for 2016 NBA All-Star Jam Fest
		7/ Continue development of a transit strategy	1. Work with Liberty BIA on GO/TTC ticket integration
			2. Work with GO/TTC and event organizers on a joint transit and admission pass

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL FOUR	OBJECTIVE	STRATEGY	TACTIC
SAFETY AND SECURITY			
Ensure a safe and secure environment for employees, guests, and for our property and assets	A. Coordinate a security and public safety program	1/Implement a program focused on our guests, property, and assets to reduce claims in all categories	1. Review and update Guidelines for Safety and Emergency Preparedness
			2. Work with City Risk Management to develop staff insurance training sessions
			3. Upgrade tunnel escalators in the Allstream Centre as required
			4. Upgrade the Coliseum Annexes to meet TSSA code requirements
			5. Upgrade the Horse Palace fire system from a wet to dry stand pipe system
		2/ Design, seek necessary funding, and implement a full security program for the Pan/Parapan American Games	1. Upgrade CCTV system
			2. Upgrade Door Access system
			3. Develop 3-year CCTV renewal plan
			4. Develop 3-year door access renewal plan
			5. Develop and manage staff accreditation program in accordance with TO2015 requirements
		3/ Implement capital program to upgrade the fire system in Direct Energy Centre	1. Upgrade Direct Energy Centre PA System
			2. Upgrade Fire Panel
			3. Update the Direct Energy Centre Fire Plan
			4. Upgrade the PBX/server room fire system
		4/ Develop and implement the next phase of the Accessibility Plan for the grounds	1. Update AODA policy and plan with timelines
			2. Revise AODA training programs and deliver
			3. Upgrade General Service Building for accessibility
	B. Promote safe work practices for all staff	1/ Implement programs and procedures designed to achieve 'zero' lost time injuries	1. Develop and deliver an annual Safety Day program
			2. Review and revise OHS Training Plan
			3. Implement annual OHS Training Program
			4. Design and implement a 'Near Misses' database and develop an internal communication strategy
			5. Determine effectiveness of OHS Training through development of testing modules
			6. Provide training on Ministry of Labour's New Mandatory Training Requirement

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL FOUR	OBJECTIVE	STRATEGY	TACTIC
SAFETY AND SECURITY			
Ensure a safe and secure environment for employees, guests, and for our property and assets	B. Promote safe work practices for all staff	2/ Continue to expand the Young Workers' Safety Training program	1. Develop a Young Workers orientation training video focused on Health & Safety
			2. Develop a safety mentorship program for young workers
			3. Revise the New Worker / Young Workers training program for Facilities and deliver program
		3/ Design and implement an indoor environmental program within the older 'non-heated' building spaces	1. Implement Mould Prevention Program
			2. Evaluate and update Mould Prevention Program
			3. Resolve 2013 Insurance claim
			4. Finalize construction standard for the Food Building concession booths
GOAL FIVE	OBJECTIVE	STRATEGY	TACTIC
RECOGNITION AND PUBLIC UNDERSTANDING			
Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace and local/national/international communities	A. Foster awareness and understanding of our leadership role in local, national, and international business communities	1/ Develop an international / national / local 'brand' for Exhibition Place	1. Complete RFP for a Public Relations consultant
			2. Create a video for Exhibition Place for Board and staff use
			3. Create a promotional brochure for Exhibition Place
			4. Maximize media exposure for 2016 NBA All-Star Jam Fest
			5. Develop and implement annual walking/ghost tours of site
			6. Work with Naming partners on joint initiatives to promote awareness
			7. Conduct scan of conferences for possible speaking engagements
			8. Seek out editorial opportunities
			9. Continue to expand our social media strategy
		10. Develop Board / Staff public relations advisory group	
		2/ Use the Pan/Parapan American Games to brand Exhibition Place as a site for major outdoor events / festivals	1. Incorporate in PR consultant RFP
			2. Meet with TO2015 to map out a joint strategy
			3. Develop photo library of iconic shots for use by TO2015 media
		3/ Implement an outreach plan featuring the new hotel	1. Assist Tenant with Media Launch for Hotel
2. Work with hotel on industry launch of hotel on opening			
3. Work with Hotel to develop tours for Board, Council, City staff and the community			

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL FIVE			
RECOGNITION AND PUBLIC UNDERSTANDING	OBJECTIVE	STRATEGY	TACTIC
Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace and local/national/international communities	B. Foster awareness of our heritage assets	1/ Work with the developer on the plans for heritage displays in the hotel	1. Participate on Hotel X Team to develop plan
			2. Assist Hotel X Team on implementation
		2/ Undertake an archaeological review of the Bandshell Park Area	1. Prepare document brief of historic information
			2. Initiate RFP for consultant for Stage I Investigation and finalize report
GOAL SIX			
ORGANIZATIONAL AND STAFFING	OBJECTIVE	STRATEGY	TACTIC
Encourage a high-performing organization through alignment of people, processes and systems, to ensure we continue to be an employer of choice	A. Deliver a Customer Service strategy	1/ Implement programs to meet our customer service expectations and core competencies	1. Deliver Core Competencies Professional staff development program
			2. Complete Specific Professional Development Plan for each non-unionized staff member and revise annually as required
			3. Implement EBMS for Events (Allstream)
			4. Implement EBMS for Events (ExPlace)
			5. Review and revise Staff Orientation Plan
			6. Develop Orientation Program for Temporary Staff
			7. Finalize People Plan
			8. Work with City to implement Industrial Relations training
			9. Deliver City E-Learning module on Conflict of Interest
			10. Work with the City to develop a comprehensive E-Learning program
			11. Implement electronic payment processing system for events in Direct Energy Centre / Allstream Centre
		2/ Continue to develop annual departmental objectives based on the new Strategic Plan	1. Complete Staff Tactics for 2014/15/16 and revise annually as required
			2. Ensure 90% of tactics are achieved on time
			3. Develop public report card for the Board on actions taken
		3/ Continue to encourage employee engagement at all levels	4. Commence planning and coordination of Strategic Planning Session (2017-2019)
			1. Coordinate 'Staff Suggestions / Initiatives' sessions for each Department
			2. Conduct Mystery Shops, Client Satisfaction Surveys, Tenant Surveys
			3. Institute an Annual Full Staff Information Session

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL SIX	OBJECTIVE	STRATEGY	TACTIC
ORGANIZATIONAL AND STAFFING			
Encourage a high-performing organization through alignment of people, processes and systems, to ensure we continue to be an employer of choice	A. Deliver a Customer Service strategy	3/ Continue to encourage employee engagement at all levels	4. Produce 3 CEO Webinars / Information Bulletins annually
			5. Develop annual motivational speaker series
			6. Develop and implement Employee Wellness program
			7. Launch Corporate Social Responsibility Employee Award
			8. Review Intranet program and update as required
		4/ Review, revise, and develop new policies and processes that address general organizational matters	1. Review and revise existing employee policy manual
			2. Update or draft new Board / Staff policies per Council direction
			3. Transfer responsibility for collection of show/non-show receivables to account representatives
			4. Develop procedure / process manual for HR Assistant
	5. Work with IT to upgrade or replace Records & Archives DBTextworks Software		
	6. Move existing records from previous DBTextworks to upgraded software		
	7. Work with City on managing records on employee computers as Stage I of an electronic records program		
	5/ Implement the consolidation of staff within one area of the site	1. Complete Direct Energy Centre office upgrades	
		2. Organize relocation to Direct Energy Centre from Queen Elizabeth Building	
		3. Complete General Services Building upgrades to accommodate Parking Services	
B. Review and revise our corporate governance systems	1/ Complete an annual review of By-Laws and Board policies and procedures	1. Complete revisions to City / Board Relationship Agreement	
		2. Annually review By-laws and revise as required	
		3. Complete Minute Index for CNEA Records (1892 - 2013)	
		4. Complete Minute Index for Board meetings (1983 - 2001)	
		5. Categorize Board Computer Reports (1998 - 2002)	
		6. Categorize Board Computer Reports (2003 - 2007)	

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL SIX	OBJECTIVE	STRATEGY	TACTIC
ORGANIZATIONAL AND STAFFING			
Encourage a high-performing organization through alignment of people, processes and systems, to ensure we continue to be an employer of choice	B. Review and revise our corporate governance systems	2/ Monitor new City Council directions and recommendations, and its application to Exhibition Place	1. Be corporate lead for City citizen appointments process 2. Revise Board Member's information binder
		3/ Examine our organizational structure to ensure we can meet the future needs of Exhibition Place	1. Complete 1st level Job Descriptions review 2. Undertake 2nd level Job Descriptions review 3. Engage external consultant to review organization structure and recommend changes
	C. Ensure hiring and training processes address organizational needs	1/ Participate in the City's commitment to employment equity initiatives	1. Report 2013 equity survey results and proposed initiatives 2. Implement initiatives with measurements 3. Undertake Employment Equity Survey
		2/ Develop a staffing strategy for Pan/Parapan American Games	1. Identify additional staffing requirements 2. Confirm City policies for over time and lieu time pay 3. Complete hiring program
GOAL SEVEN	OBJECTIVE	STRATEGY	TACTIC
FINANCIAL			
Maintain a positive operating financial performance across Exhibition Place and all its businesses	A. Effectively monitor costs and revenues	1/ Develop a 3-year net forecast for all business enterprises that has a no year-over-year negative impact for the consolidated budget	1. Prepare rolling forecast
		2/ Ensure operating budgets are met or show a positive surplus to budget	1. Achieve or exceed operating budgets 2. Develop system to expedite vendor invoicing 3. Develop system to track Operations Purchase Requisition and Purchase Order Commitments 4. Develop annual consolidated budget 5. Ensure final show / events billings are complete within 10 business days of move out
	3/ Review and revise financial and organizational systems to strengthen controls and processes		1. Work with City on audit of parking cash operations and implement any recommendations 2. Establish templates to automatically calculate benefits and deductions 3. Implement new earnings and benefit codes for electrical, cleaning, and labour pay statements 4. Enhance and upgrade financial system

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL SEVEN FINANCIAL	OBJECTIVE	STRATEGY	TACTIC
Maintain a positive operating financial performance across Exhibition Place and all its businesses	A. Effectively monitor costs and revenues	3/ Review and revise financial and organizational systems to strengthen controls and processes	5. Implement all year-end Financial Audit recommendations
			6. Execute Maple Leaf Sports & Entertainment Office Lease
			7. Execute Canada Soccer Association Licence Agreement for BMO Field
			8. Execute Operating Agreement for Scadding Cabin
			9. Implement Great Plains Audit Software
			10. Integrate / finalize time clock data into the payroll system
			11. Develop a standardized payroll system integrated through the time clock system
			12. Review payroll system and provider
			13. Enter into a lease agreement with the City of Toronto for the Emergency Medical Services
	B. Seek additional revenue opportunities	4/ Seek efficiencies with the public funds under our control and continue to evaluate our provision model to ensure that services offered are best provided either internally or externally	1. Review delivery of Electrical show services
			2. Review delivery of Welding show services
			3. Review delivery of mail services
		1/ Seek new and/or expand revenue opportunities within our existing operations	1. Explore options to attract an Official AV supplier agreement
			2. Review all Food & Beverage Operations and performance
			3. Finalize beverage sponsorship
			4. Finalize Official Documents Solutions Sponsor
		2/ Increase rental revenues from existing tenants / facilities	1. Issue RFP and seek tenant for former Police station
			2. Market and secure tenant for Queen Elizabeth office space
			3. Explore feasibility of a long-term tenant and programming in Bandshell Park
			4. Enter into Easement/Lease with GO Transit for GO Station
		3/ Maintain and enhance naming sponsorship for Direct Energy Centre	1. Complete RFP and agreement for consultant
			2. Report to Board / City on recommended Naming Partner
			3. Finalize Naming Agreement
			4. Action initiation of naming partnership

EXHIBITION PLACE STRATEGIC PLAN - 2014 / 2015 / 2016

GOAL SEVEN FINANCIAL	OBJECTIVE	STRATEGY	TACTIC
Maintain a positive operating financial performance across Exhibition Place and all its businesses	B. Seek additional revenue opportunities	4/ Seek opportunities for business development through negotiations of collective agreements	1. Undertake negotiations / settlement for IATSE 58
			2. Undertake negotiations / settlement for Carpenters
			3. Undertake negotiations / settlement for Painters
			4. Undertake negotiations / settlement for LIUNA 506
			5. Undertake negotiations / settlement for CUPE Parking
			6. Undertake negotiations / settlement with Electrical
			7. Undertake negotiations / settlement with CUPE Security
			8. Undertake negotiations / settlement with Plumbing/Steamfitters
	C. Establish new funding mechanisms within the City	1/ Work with the City to increase our State of Good Repair budget or find other funding mechanisms for both capital and rolling assets	1. Review 10-year capital plan and segregate out non capital assets
			2. Receive approval by Board / City of Asset Renewal Reserve
			3. Develop a 10-year asset renewal program and budget
			4. Forecast annual target for contribution to Allstream Reserve and Asset Fund Reserve
	D. Demonstrate the economic impact of Exhibition Place	1/ Quantify the economic impact of Exhibition Place's events on the City	1. Prepare background papers
			2. Complete consultant RFP process
			3. Complete Study
			4. Media release of EI Study
			5. Quantify the economic impact of all proposed developments / initiatives as part of securing approval from the Board and City