



# Exhibition Place

2017-2019  
Strategic  
Plan

## **01. Message from the Chair**

On behalf of the Board of Governors of Exhibition Place, and our management team, we proudly introduce the 2017-2019 Strategic Plan. This document is a product of input from business stakeholders and residents. It is intended to serve both as a roadmap to guide the organization, and as a barometer over the ensuing three years to track our targets and accomplishments of the key objectives determining the future success of Exhibition Place.

Over the duration of our past Strategic Plans from 2009 to 2016, Exhibition Place has grown exponentially as have the neighbourhoods surrounding our site. We have constructed a new conference facility, Beanfield Centre; expanded BMO Field allowing the Toronto Argonauts to return to the grounds; added an NBA basketball training facility; and soon will open a 400-room convention hotel. In the last 2 years, Exhibition Place has hosted international / national special events such as 2015 Pan/Parapan American Games, NBA All-Star Festival, MLS Cup, and CFL Grey Cup. Our convention facilities continue to be the choice venue for a number of Canada's largest shows, events, and meetings.

The 2017-2019 Plan introduces a vision of Exhibition Place as the "Gathering Place" for the City of Toronto and Southern Ontario. Adopting the historical notion of a "Gathering Place", the Plan acknowledges the role this waterfront site has played as an international exposition centre, a host venue for major public celebrations and events, and part of the cultural fabric of the city and its communities. One specific objective detailed in the Strategic Plan defines the important stewardship mandate of the Board of Governors in protecting, on behalf of the city and its communities, our lands, our buildings, and our cultural assets.

Over the next three years, the Strategic Plan outlines objectives intended to improve access to and within the site; develop a comprehensive Master Plan which establishes targets for infrastructure investment; and implements the Festival Plaza Plan to advance the efforts in establishing this true "Gathering Place". The Plan also includes a focus on better connecting Exhibition Place with the surrounding communities which have expanded significantly over the past years. Finally, the Exhibition Place Board of Governors will continue to be mindful of its role in remaining fiscally responsible as it manages this valuable asset on behalf of the City of Toronto.



**Councillor Mark Grimes**  
Chair  
*Board of Governors of Exhibition Place*



**Dianne Young**  
Chief Executive Officer  
*Exhibition Place*

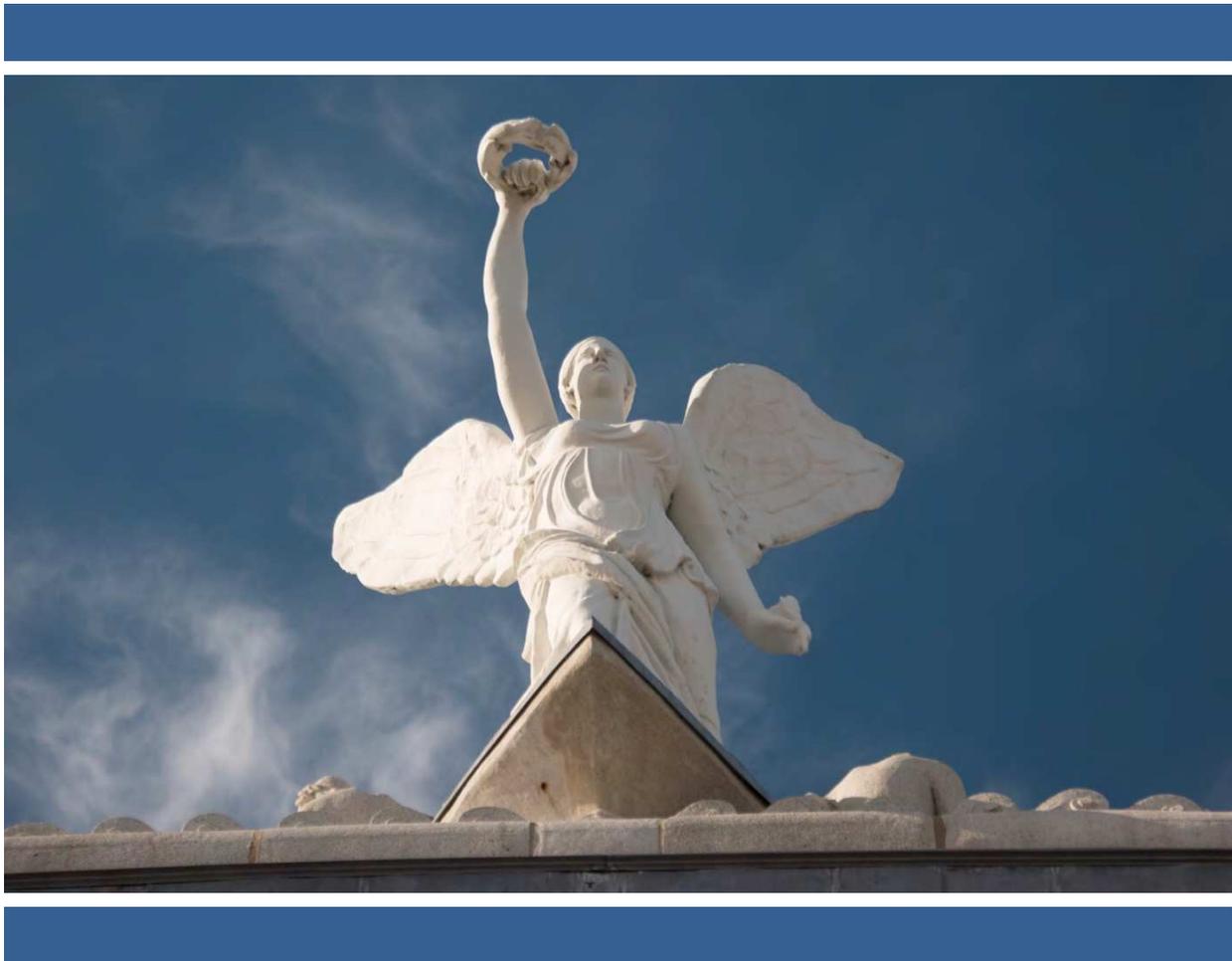
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## **02. Introduction**

The Exhibition Place Board of Governors, composed of nine members representing the Mayor, Council, and citizens of Toronto, provides leadership and oversight of Exhibition Place through its management and staff. A key role played by the

Board of Governors lies with shaping, approval and adoption of the three-year Strategic Plan that sets the direction and broad-based business activities for the Board of Governors and the Senior Management Team.



## Exhibition Place Overview

Exhibition Place is an iconic City of Toronto landmark serving as Canada's largest entertainment venue; an urban parkland enjoyed by Toronto's residents and visitors; a multi-faceted professional sports destination; and a cultural centre with significant heritage properties and public art collections.

Located on Toronto's waterfront next to Lake Ontario, and accessible by transit and major highways, Exhibition Place is a focal point for Toronto's downtown and suburban residents providing a range of business, entertainment, and community activities. In 2016, over 5+ million people attended 365 events on the Exhibition Place grounds. Exhibition Place represents a true "Gathering Place" for residents of both the city and province, as well as national and international visitors to the region.

The convention facilities, Enercare and Beanfield Centres, together offer 775,000 square feet of exhibition and meeting space, and combined are the largest such facilities in Canada and the sixth largest in North America. According to Tourism Toronto, the City of Toronto hosted 539,745 meeting delegates in 2015 and continues to be recognized as a major North American business and convention centre; a factor which complements these high quality facilities located on the east side of Exhibition Place.

In 2017, an impressive luxury hotel, Hotel X, will begin operating adjacent to the convention facilities offering the potential for overnight stays to convention/meeting users, as well as other visitors to the grounds. Hotel X will offer significant food and beverage

amenities, a spa and recreational facilities to hotel guests, event attendees, and to the neighbouring residents.

In addition to the major sports facilities housing professional soccer, football, hockey, and basketball teams, the Canadian National Exhibition, Canada's largest summer fair is held at Exhibition Place annually. These, in combination with other high profile events such as the Honda Indy, the Royal Agricultural Winter Fair, as well as various music venues on site, all position Exhibition Place at the centre of entertainment in Toronto.

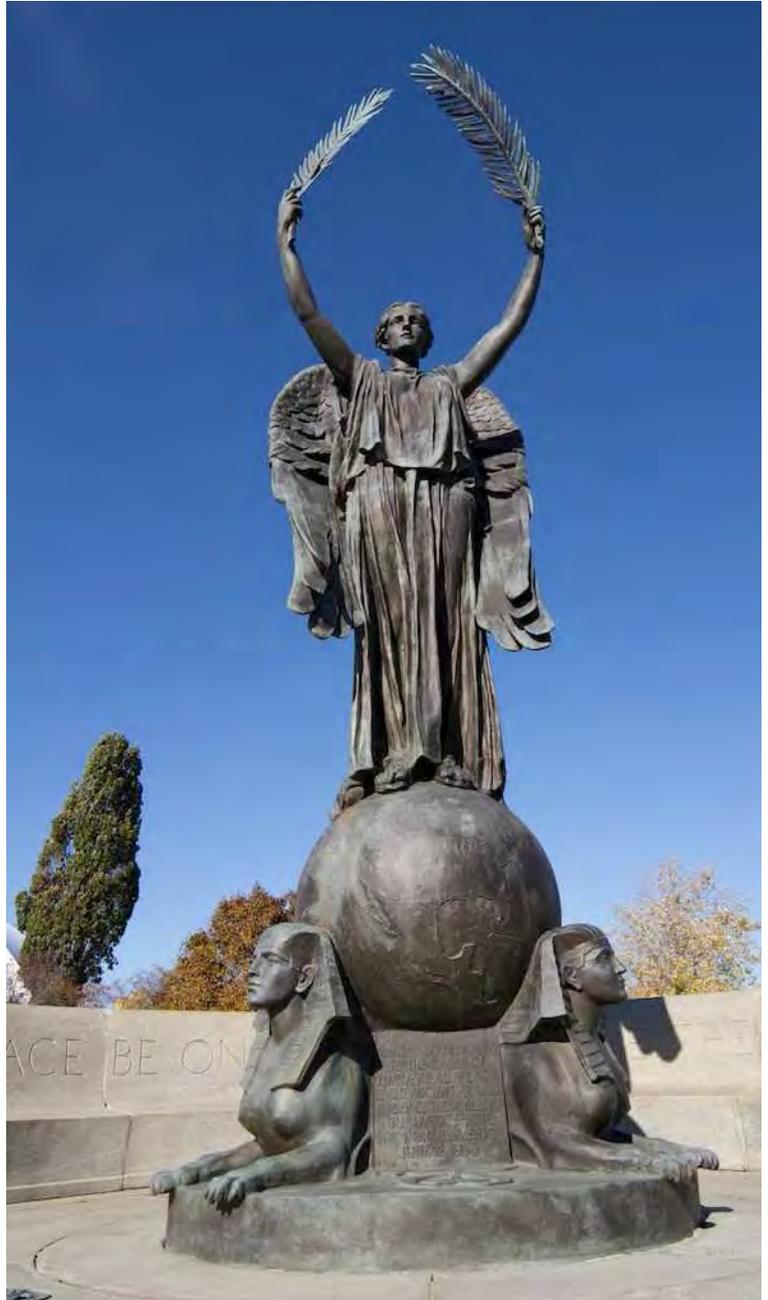
The west side of Exhibition Place has public parkland which connects the surrounding neighbourhoods to 140 acres of city parks on the shores of Lake Ontario from Coronation Park to the Humber River. This extensive green space in downtown Toronto provides an open and accessible environment for recreation and family activity; an important requirement for the Parkdale community and the new densely populated high-rise developments that have expanded along the northern and eastern perimeter of the Exhibition Place grounds. The opening of a new five-acre urban park surrounding the historic Stanley Barracks, the last remaining structure belonging to the former New Fort York, will be realized in 2017.

Exhibition Place is a major cultural landmark with an historical reference that encompasses First Nations communities, Fort Rouille, and New Fort York. In 1879, the expanded city site hosted the first Toronto Industrial Exhibition which exposition legacy has evolved into Canada's largest convention complex.

With nine designated buildings under the *Ontario Heritage Act* and thirteen properties listed by City Heritage Preservation Services, Exhibition Place showcases Toronto's unique history. In addition, over one hundred pieces of public art and a large collection of memorials and plaques can be found throughout the grounds and within buildings. The Board of Governors, on behalf of the city, is a steward of the history, heritage assets, and public art located at Exhibition Place.

Looking to the future, significant potential exists with the redevelopment of Ontario Place and a physical connection of the two sites through an expanded land bridge over Lake Shore Boulevard. The future growth of Spring and Summer programming, and overall visitation at Exhibition Place, is tied to waterfront access. The ultimate aim would be the development of a cooperative long term planning approach for these two sites which form a dominant land mass in the area with 347 acres of publicly owned lands.

Transit access is a key component to any growth at Exhibition Place. The current enhancements to the GO station on the northern border of the site will improve the service experience, although a larger consideration relates to the future Metrolinx rail plans which will increase frequencies, in connecting Exhibition Place to communities further afield. The TTC has recently improved streetcar access from Union Station, a key factor in further developing the meetings and events business at the Enercare and Beanfield Centres.



## Strategic Planning Process

The 2017-2019 Strategic Plan is the third in a series of guiding documents focused on the governance and operation of Exhibition Place. Since adoption of the 2009-2013 plan much has changed. The surrounding communities have seen explosive growth. The focus and use of adjacent lands (notably Ontario Place) has changed. The business operations at Exhibition Place have evolved.

Whereas the 2009-2013 plan set the basis for strategic planning with a clear focus on the future while grounded in the site's heritage value, the 2014-2016 plan looked ahead to transformational opportunities such as Exhibition Place's role as the major venue host for the 2015 Pan Am Games. Future plans need to address the integration of the site into the evolving community in which Exhibition Place is located.

Development of the current Strategic Plan also recognizes that the Board of Governors, management, and staff of Exhibition Place serve multiple roles on behalf of the City of Toronto, specifically as:

- manager and steward of the publicly-owned lands and buildings owned by the city including event and meeting spaces, as well as the parkland available to the community;
- partner in supporting activities and business functions operated within the grounds; and
- landlord for the city buildings leased to commercial and public sector enterprises.



Ultimately the Plan serves as a framework to guide the land, built assets, and operating businesses comprising Exhibition Place.

Exhibition Place Strategic Planning Evolution and Context		
2009-2013	2014-2016	2017-2019
<b>STRATEGIC PLAN THEME AND FOCUS</b>		
Always Moving Forward While Building on the Past	Transformational Opportunities	Integration Within a Vibrant, Emerging Neighbourhood
<b>MAJOR ACTIVITIES/INITIATIVES</b>		
<ul style="list-style-type: none"> <li>• Beanfield Centre renovation</li> <li>• Beanfield Centre : LEED Silver certification</li> <li>• Ontario Place closes</li> <li>• Downtown casino debate</li> <li>• CNEA independence</li> </ul>	<ul style="list-style-type: none"> <li>• Pan Am Games host venue</li> <li>• BMO Field expansion</li> <li>• Argonauts relocation</li> <li>• Enercare Centre : LEED EBOM Gold certification</li> <li>• Biosteel Centre opening (Raptors)</li> </ul>	<ul style="list-style-type: none"> <li>• Hotel X opens</li> <li>• Festival Plaza build continues</li> <li>• Completion of the new Stanley Barracks Park</li> <li>• Opening of the Stanley Barracks archaeological site</li> </ul>
<b>REPRESENTATIVE MAJOR EVENTS (ENERCARE AND BEANFIELD CENTRES)</b>		
<ul style="list-style-type: none"> <li>• Aga Khan Celebration</li> <li>• G8/G20 Media Centre</li> <li>• Volleyball Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Perfect China</li> <li>• Salesforce</li> <li>• NBA Jam Session</li> <li>• Pan Am Games</li> <li>• Grey Cup</li> <li>• MLS Cup</li> <li>• NHL Centennial Classic</li> </ul>	<ul style="list-style-type: none"> <li>• International Cyber Risk Management Conference</li> <li>• Ontario Public Health Convention</li> <li>• Military and Health Research Forum</li> <li>• Indigenous Women's Summit</li> </ul>
<b>SURROUNDING NEIGHBOURHOOD POPULATION (EG. LIBERTY VILLAGE)</b>		
▪ 7,000	▪ 11,100	▪ 15,500 (forecast 2019)
▪ Population growth in the past decade for the surrounding neighbourhoods (2 km radius of Exhibition Place) of Parkdale, Liberty Village, Fort York, Bathurst Quay, and City Place is estimated to be 30,000		
<b>SURROUNDING NEIGHBOURHOOD EMPLOYMENT (EG. LIBERTY VILLAGE)</b>		
▪ 8,000 (2012)	▪ 10,200 (2016)	▪ 13,500 (2019)
<b>FINANCIAL PERFORMANCE: SURPLUS (AVG/YEAR)</b>		
▪ \$2.53M	▪ \$.450M	▪ Target to achieve or exceed previous 3-year average
<b>SOGR CAPITAL EXPENDITURES FUNDED BY CITY TAX BASE (AVG/YEAR)</b>		
▪ \$10.11M	▪ \$5.36M	▪ \$4.90M
<b>FINANCIAL PERFORMANCE: ECONOMIC IMPACT (AVG/YEAR)</b>		
▪ \$380M	▪ \$400M	▪ \$420M

Note: Liberty Village is shown as a proxy for growth in the surrounding areas, not an attempt to exclude other surrounding communities. The Economic Impact does not include Exhibition Place tenants or BMO Field activities.

### **03. *Setting the Stage***

The 2017-2019 Strategic Plan incorporates a broad consultation process and objective consideration of opportunities and challenges affecting Exhibition Place.

#### **Listening to Stakeholders**

The initial capture and input phase of the strategic planning process, executed through the Spring and Fall of 2016, ensured input from a cross-section of stakeholders including clients/user groups, city departments, the provincial tourism agency, and residential communities affected by the presence of Exhibition Place. Approximately fifty stakeholders were consulted and surveyed including:

- Exhibition Place Board of Governors
- Twenty Exhibition Place tenants
- Major facilities and BIAs situated adjacent to Exhibition Place
- Enercare Centre and Beanfield Centre show managers
- Tourism businesses and marketing organization representatives
- Exhibition Place senior management

Additionally, a town hall format session was held with residents from the neighbouring districts of Parkdale, Liberty Village, City Place, Fort York, and Bathurst Quay to ensure that opinions and concerns were tabled as part of the outreach.

The final and key component of the process included a full-day input session attended by members of the Board of Governors, selected City of Toronto staff from both the Planning and Economic Development and Culture departments, and senior management representatives from Exhibition Place. The output of this strategic session defines the strategic planning elements at the core of this plan.

#### **What We Heard**

The outreach to Exhibition Place tenants and users, neighbours, representatives of various city departments, and tourism marketers elicited a range of input to inform the Board of Governors and Senior Management of Exhibition Place and, ultimately, provide guidance for the Strategic Plan. By design, the input received focuses on ways to improve and enhance Exhibition Place operations.

The key themes are summarized below.

### **Connect Exhibition Place with the Surrounding Communities**

Once an island removed from downtown Toronto, Exhibition Place is now bordered on its northern and eastern edges by rapidly growing residential and commercial areas. The population of Liberty Village alone exceeds 10,000, more than double that of just a decade ago, with further densification anticipated over the next decade.

Despite their proximity, Exhibition Place is largely separated from these communities by rail and road corridors. Further, the northern edge of Exhibition Place, historically viewed as the service entrance or "back door", offers little to encourage visitation from nearby residents other than during certain major events.

Input focused on the potential for creating a more "lively" northern edge with activities offering a year round appeal. Specific suggestions included community recreation, retail, and/or related commercial activities.

### **Improve Access to and within Exhibition Place**

Visitors to Exhibition Place arrive through multiple means depending on the event/activity and timing. The principal means of access include:

- **Vehicle**—Attendees at the majority of events (although perhaps not those generating the greatest attendance such as the CNE and BMO Field sporting events) arrive by vehicle.
- **Transit**—GO Train service connects at Exhibition Station but is often not sufficient to address event needs (e.g. during major consumer shows). While some TTC access terminates on site, other TTC access requires a significant walk from major cross-town thoroughfares (e.g. King streetcar).
- **Bicycle**—Cycling continues to expand as a preferred form of transportation linking the downtown core to Exhibition Place.
- **Foot**—Residents of the surrounding communities visit Exhibition Place by foot. However, as interest in Exhibition Place events grow, the surface parking within the surrounding communities generates additional foot traffic.
- **Wayfinding** (to Exhibition Place from major roadways and within the grounds) is not ideal.

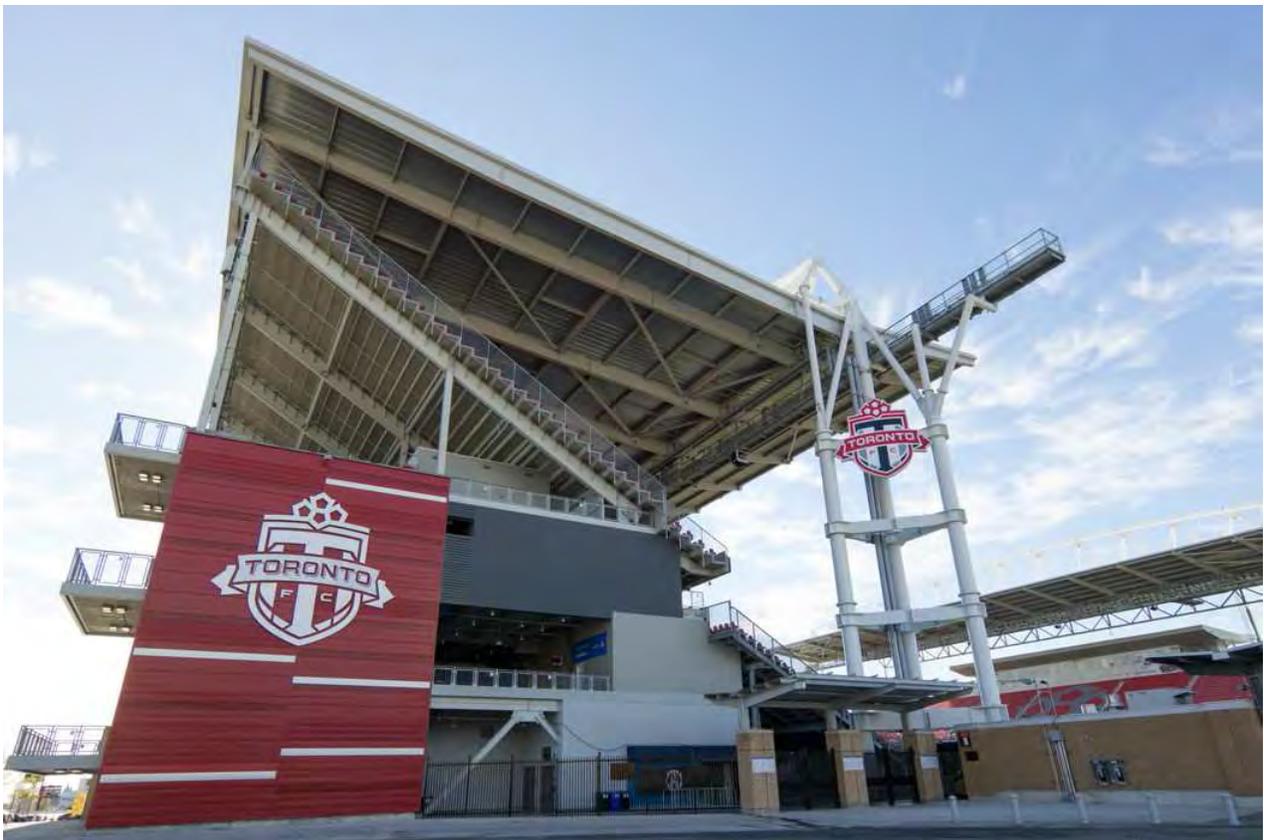
As Exhibition Place becomes even more integrated within the surrounding communities, a transportation plan that ties it to major access/egress points will be essential.

Transportation options across the 192-acre site were also raised given distances between buildings and transit/parking connection points. Whether its convention and trade show attendees and delegates moving between the GO Train station and the Enercare and Beanfield Centres, or spectators accessing BMO Field, onsite transportation options such as shuttles could be considered.

## Be a Good Neighbour

Despite a 100+ year history at the lakefront location, and virtual isolation from residential and commercial uses, recent development activity has created a new operating reality. Whereas the CNE was once the major generator of Exhibition Place activity for three weeks of the year, now many of the events, tenants, and businesses at Exhibition Place and Ontario Place concerts create noise, congestion (people and vehicles on surrounding streets), and security challenges throughout the year. Decisions affecting Exhibition Place activities (e.g. parking charges) and use of buildings (e.g. tenants) have wider community implications.

A structured outreach program would alleviate, or at least provide a perspective, on potential neighbourhood impacts.



### **Develop an Overarching Master Plan**

Exhibition Place continues to evolve as a mix of meeting, sport and entertainment venues, located within both new and heritage structures, all the while surrounded by parkland. These individual uses resonate with Torontonians in different ways. However, the general public knows little of the long-term vision for the site.

Interest was expressed in a longer-term vision for Exhibition Place that:

- Creates more active usage on a year round basis.
- Defines zones/nodes by use type and links these uses, and support needs such as parking and access to each other.
- Identifies development opportunities (land and buildings) and conservation/preservation opportunities (heritage structures and buildings, public art installations), ensuring the best use and ability to showcase existing structures before embarking on new development.
- Engages the private sector in considering how to implement the vision.

### **Develop a Long-Term Labour Strategy**

The high cost of doing business at Exhibition Place, notably labour cost, was repeatedly raised by meeting planners and Exhibition Place tenants. Multiple examples were provided where the cost structure placed Exhibition Place at a disadvantage vis-a-vis alternate Toronto venues, as well as, when competing against other cities. Cost was often noted as a deciding factor for meeting organizers choosing alternate locations.

The parameters affecting labour and labour cost are complicated. However, gaining a greater understanding of the terms and conditions affecting cost at Exhibition Place would inform a longer-term labour strategy designed to improve competitiveness.

### **Communicate Better**

Exhibition Place is recognized by all, but the components, responsibilities, and mandate is understood by few. The complex mandate of operating individual businesses (e.g. Enercare Centre), hosting well-known events (e.g. Canadian National Exhibition, The Royal Winter Agricultural Fair), acting as landlord (e.g. Biosteel, Liberty Grand), and providing custodial services to dozens of buildings and acres of parkland has a host of communication challenges.

These challenges exist within the Exhibition Place "family" of businesses, tenants, and other stakeholders as well as among the public. Among tenants and Exhibition Place events, a forum or vehicle for discussion, collaboration and feedback—along the lines of a business improvement area model with less rigid structure—was identified as desirable.

Externally, Exhibition Place would benefit from investing in and generating clearer communication about its role and mandate as the basis for ensuring the value of the operation is understood by Torontonians. Such an approach might include more frequent public meetings, workshops, or other opportunities designed to allow those in adjacent neighbourhoods, or further afield, to provide input into Exhibition Place operations and planning.

## Identifying our Strengths, Weaknesses, Opportunities, and Threats

Prior to establishing the outcomes and goals of the enterprise, the consultation session attended by Board of Governors and key City of Toronto stakeholders, identified strengths, weaknesses, opportunities, or threats that could have an impact on the strategic directions to be taken.

### Strengths

- Exhibition Place location including proximity/access to the core of the city and the Toronto waterfront.
- Significant densification of residential neighbourhoods on the northern and eastern perimeter.
- Host to high profile events.
- Highly qualified staff and a commitment to customer service excellence.
- Beauty of the site, including heritage buildings, public art collections, and parkland.
- High quality facilities for meetings/events/entertainment/sports.
- Environmental leadership.

### Weaknesses

- Exhibition Place identity and branding.
- Cost of onsite services/perceived cost of onsite services.
- Site limitations related to transportation issues and event access.
- Under-utilization of spaces/buildings (lack of activity on the site 365 days).
- Lack of public awareness regarding Exhibition Place activities, initiatives, and improvements.

### Opportunities

- Continue to be Canada's largest exposition centre with expansion of Class A convention facilities to meet potential demand.
- Development of Festival Plaza as another central gathering area.
- Further demonstrated focus on parkland preservation and upgrading.
- Expanding the Customer Base by appealing to adjacent residential development.
- Ontario Place/Exhibition Place cooperative redevelopment/transformation.
- Utilizing communications platforms to update and obtain input from neighbouring communities.
- Leverage the attraction of its heritage and public art collections.

### Threats

- Dependence on entertainment/event revenues and impact of global economy on such revenues.
- Growing access and congestion issues in Toronto and immediate area.
- Changing security issues as a high-profile public venue.
- Impact of increased Exhibition Place activity on the surrounding neighbourhoods.

## 04. Mission, Vision, and Values

The plan's structure began with a Vision, Mission, and Values process intended to:

- Develop a Vision providing a mental image of what the organization believes in and stands for.
- State a Mission defining what is essential to the business and how the Vision will be accomplished.
- Cite Values that will serve as the principles and 'glue' to align and hold the organization together as it accomplishes its goals.

### VISION



To serve as a "Gathering Place" while protecting the facilities, cultural assets, and parklands of the City of Toronto.

### MISSION



- Champion business stimulation and public celebrations at the local, national, and international levels to generate economic impact for the City of Toronto.
- Grow our reputation as a major destination and develop existing and new events by capitalizing on the powerful diversity within the City of Toronto and the Province of Ontario.
- Elevate the image of the public asset, its parklands, heritage buildings, and public art.
- Manage and program Exhibition Place in a manner respectful of the local community.
- Promote service excellence in all customer interactions throughout Exhibition Place.
- Maintain long-term operational financial stability.

### CORE VALUES



- Continuous Improvement – Each of us is committed to ongoing improvement in all we do to anticipate and exceed needs as they evolve.
- Safe Environment – Each of us is focused on maintaining the safest possible environment for our guests and for each other.
- Respect for People – Each of us will demonstrate honesty, integrity, and belief in people.
- Place-Making – Each of us is dedicated to capitalizing on the assets of Exhibition Place to be a focal point for which Torontonians can be proud.
- Stewardship – Each of us is responsible to promote environmental sustainability and to care and preserve our facilities and assets for the City of Toronto and its communities.

## 05. Focus Areas and Objectives

Exhibition Place has defined seven focus areas to deliver the Vision and Mission set out in the 2017-2019 Strategic Plan. These are not necessarily presented in priority order. Addressing the objectives associated with each focus area is necessary to successfully implement the Strategic Plan.

### PUBLIC SPACE AND INFRASTRUCTURE

The 192 acres of Exhibition Place, our very large collection of heritage buildings and public art, and our new convention and sports facilities are key to the urban fabric of the City of Toronto. Collectively these assets should be used to further enhance the historic position of Exhibition Place as Toronto's "Gathering Place".

Much has happened at Exhibition Place since implementation of the first strategic plan. Development and repurposing of our land and buildings is an underlying requirement of our business development strategies whether for our directly-managed enterprises such as convention and meeting facilities, or our sports and entertainment partners and tenants. We have achieved much success but a longer-term view of potential opportunities must guide future development and the enhancement of public space to support a higher level of guest and community satisfaction.

#### Objectives

1. Define the longer-term vision for Exhibition Place (15+ years) by completing a Master Plan for the site with the following elements:
  - Delineate usage zones (e.g. meeting/convention, sport, entertainment, services, parkland, conservation) and identify target future infrastructure needs/development opportunities within each zone.
  - Identify connectivity between each zone within Exhibition Place including nature and type of support services, transportation and parking.
  - Identify the linkages to future public transit and road networks.
  - Identify opportunities for private sector involvement where appropriate.



- Ensure preservation and interpretation of our cultural (eg. heritage buildings and public art) assets has a predominant position in the planning.
  - Include public input as a vital part of the process.
  - Set a priority to implement the Festival Plaza Master Plan including funding options.
  - Consider the future integration of the western waterfront plan, including a redeveloped Ontario Place.
2. Ensure our State-of-Good Repair plan and process is adequately linked to our capital plan:
- Maintain and improve our event space.
  - Identify funding mechanisms required to implement major grounds-wide infrastructure renewal.
  - Increase our preventative maintenance program to maintain facilities and rolling assets in good working order.
  - Ensure our buildings offer market/customer appropriate technology.
3. Improve all forms of access needs to and within the grounds:
- Actively support the enhancement of public transit access to the grounds.
  - Ensure the parking facilities meet the needs of our customers attending events attracting high volume attendance.
  - Develop second phase of Wayfinding to meet all visitors needs regardless of means of arrival on site.
  - Address the opportunity of improving transportation options on site:
    - On-site bicycle network infrastructure
    - On-site shuttle options

**Outcome:**

**An illustrated, documented vision for Exhibition Place that reinforces the "Gathering Place" theme by identifying opportunities for development, public use, and preservation.**





## BUSINESS DEVELOPMENT

Business development opportunities extend across a broad range of responsibility areas including growth of revenue from existing business activities (e.g. Enercare and Beanfield Centres); recognition of the Canadian National Exhibition and the Royal Agricultural Winter Fair as part of the cultural fabric of Exhibition Place and the City and core events on the grounds; managing existing new partnerships and creating new ones with sports and event producers; as well as leasing heritage and other structures for a variety of entertainment and service purposes. These efforts resulted in more than 5+ million annual visitors to the site in 2016 generating \$400 million of economic impact for the City of Toronto (in addition to benefits at the provincial and federal levels).

Over the next three years, our primary operating focus is on generating greater utilization levels at the Enercare and Beanfield Centres by growing attendance from existing events and attracting new events. New event growth will result from enhancing lead generation partially through cooperative efforts with the sales arm of Tourism Toronto and the City's Economic Development department, as well as, identifying any operating barriers to utilization levels. The 2017 opening of Hotel X will add to the destination attractiveness by offering meeting planners a high-value lodging option.

Business opportunities will also be identified through the completion of a Master Plan, a major part of the Public Space and Infrastructure Goal that will set out renovation, rehabilitation, and new construction possibilities across the site.

## Objectives

1. Grow event activity especially at Enercare Centre and Beanfield Centre:
  - Maintain strong relationships with existing clients/events; identify areas for revenue enhancements.
  - Cultivate opportunities for new clients/events through business relationships designed to enhance lead generation.
  - Develop an annual marketing plan with growth targets and revised messaging for MICE and Events sectors.
  - Focus on aspects of our current customer service promise that will significantly impact revenue growth.
  - Continue to seek event opportunities reflecting the city/region's diverse cultures.
2. Better understand our competitive positioning by conducting a comprehensive cost study relative to local, national and North American competitive facilities with primary, but not exclusive, focus on the Enercare and Beanfield Centres including:
  - Facility rental and the cost of labour that result from our collective agreements.
  - Transportation access and lodging costs.
3. As an integral component to the Master Plan, complete an opportunity assessment that:
  - Identifies complementary business activities.
  - Prioritizes these activities and suggests the best delivery vehicle (e.g. through a tenancy or through an Exhibition Place operation).
  - Pays particular attention to opportunities to augment existing Exhibition Place business particularly the Enercare and Beanfield Centres.
  - Continue to monitor Enercare Centre expansion opportunities.



### Outcome:

**Progressively increasing revenue across all the enterprises of Exhibition Place.**



## ENVIRONMENTAL

The City of Toronto is committed to addressing climate change and Exhibition Place has taken a leadership role in meeting this environmental challenge through its introduction of innovative green technologies. Exhibition Place recognizes the importance of environmental stewardship of the grounds and we will continue to demonstrate this commitment to our 5+ million annual visitors. The development of a comprehensive Green Strategy and implementation plan to ensure effective communication to all staff will serve as the basis for achieving our aggressive targets for minimizing our environmental impact with a focus on zero waste and "net" zero energy for Exhibition Place through 2019.

### Objectives

1. Action a "green" strategy shared by staff and promoted throughout the community:
  - Build a culture of environmental sustainability across the organization at all levels.
  - Develop a high profile outreach plan supported by a communication strategy to promote our "green" initiatives.
2. Set targets to reduce environmental impact of our operations and businesses:
  - Achieve a plan to reach zero waste for Exhibition Place through the diversion of 90% of waste from landfill.
  - Activate a plan to target Net "0" grid supplied electricity use.
  - Set targets for the reduction of potable water use.
  - Detail opportunities grounds-wide to upgrade the building automation systems for the control and conservation of energy use.

### Outcome:

**Demonstrate environmental stewardship to supporting sustainability throughout the grounds.**

## SAFETY AND SECURITY

Exhibition Place, as a central gathering place for both Torontonians and visitors to the city, recognizes the importance of public safety for all its guests. The mandate for safety in public venues has become even more acute in recent years. The current three-year plan has a renewed focus in this area including the further implementation of electronic monitoring capabilities.



Exhibition Place recognizes the need to be accessible to all citizens, and we will ensure the development of programs that not only meet, but also where possible, exceed the requirements of the *Accessibility for Ontarians with Disabilities Act*.

With over 500 individuals working on our site during the year, protecting our workforce in their daily activities to achieve no workplace injuries is a paramount consideration every day.

### Objectives

1. Coordinate, execute, and communicate internally and externally our security and public safety program:
  - Develop and implement the next phase of the Accessibility Plan for the grounds.
  - Implement a capital program to upgrade fire systems and electronic monitoring devices, as required.
  - Implement a comprehensive safety program focused on our guests, property, and assets to reduce claims in all categories.
2. Promote safe work practices for all staff:
  - Continue to expand and optimize the Young Workers program.
  - Implement effective programs and procedures to achieve zero lost time injuries.

### Outcome:

**Continue the high-level focus on securing the environment for all employees, guests, and assets.**

## RECOGNITION AND PUBLIC UNDERSTANDING

Exhibition Place is better known for specific uses or events (i.e., the location of the CNE, Honda Indy, National Home Show or BMO Field) than for its comprehensive role in operating and managing a diverse portfolio of businesses, as well as, maintaining parkland, heritage buildings, and public art. As a result, Exhibition Place is neither seen nor acknowledged by Torontonians as the progressive custodian of the key city asset of Exhibition Place. Over the next three years, Exhibition Place will better communicate its role and value to the City of Toronto and to Torontonians.

### Objectives

1. Develop a comprehensive communication plan to increase the public's understanding of the role held by Exhibition Place:
  - Establish a broad messaging platform enunciating Exhibition Place's key attributes and value proposition. This platform will provide ongoing updates of specific event activity directed to the following recipients:
    - City and provincial political staff and elected representatives.
    - Media outlets: print, broadcast, and digital.
    - Tenants and annual event organizers.
    - Neighbouring communities such as Parkdale, Liberty Village, Fort York, Bathurst Quay, and City Place.
  - Enhance use of Social Media channels to position and personalize Exhibition Place and its tenant's activities with the younger demographic residing in the urban core.
2. Differentiate the role of Exhibition Place as custodian and steward (i.e. parkland, buildings, listed and designated structures, and public art); landlord (e.g. Liberty Grand, Toronto Police Service Mounted Unit); partner (e.g. Cerise, BMO Field); and events business operator (e.g. Enercare Centre, Beanfield Centre, Better Living Centre, Queen Elizabeth Exhibit Hall) and the value generated through these roles:
  - Reinforce the "Gathering Place" focus of Exhibition Place.
  - Promote this unique positioning across local, national, and international outlets.
  - Promote the attributes of the Enercare and Beanfield Centres within a unique setting to meeting and event organizers.



3. Reaffirm and enhance the profile of the Exhibition Place cultural mandate:

- Develop guidelines for preservation, conservation, renovation and/or redevelopment for each significant heritage asset.
- Enhance archaeological understanding of the site through assessment and development of heritage plans.
- Develop and implement directions to position/refurbish heritage displays across the site.

**Outcome:**

**Exhibition Place is seen as the event and entertainment gathering place of Toronto. Exhibition Place is acknowledged as an effective and efficient steward of city assets, as well as, a significant contributor to economic growth and public enjoyment.**







2. Rework Exhibition Place corporate governance systems to reflect current best practices in complex board environments:
  - Continually review Board by-laws, policies and procedures to support the 2017-2019 Strategic Plan and reflect new directions from Council and Exhibition Place Board of Governors.
  - Examine our organizational structure to reflect the broader strategic initiatives in the 2017-2019 Strategic Plan.
3. Update and match the hiring and training processes with the organizational requirements of the 2017-2019 Strategic Plan:
  - Develop/update a professional development strategy that addresses all challenges and opportunities within the Exhibition Place workforce.
  - Implement the City's commitment to employment equity internally and externally through assessment of all programs.
  - Ensure alignment of Exhibition Place's staffing composition with the City of Toronto's diversity standards.

**Outcome:**

**A high-performing organization where alignment of people, processes, and systems ensure we continue to be an employer of choice.**

## FINANCE

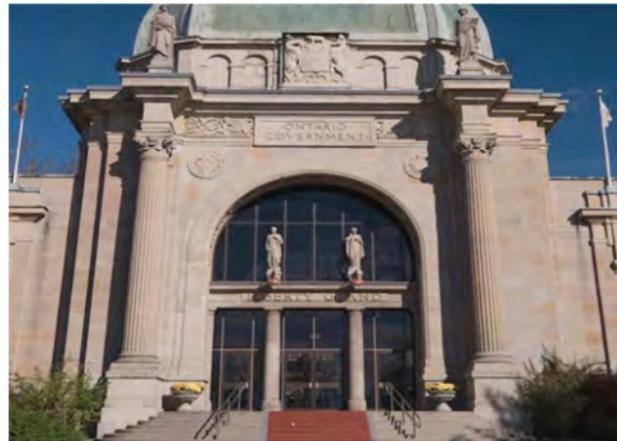
Exhibition Place will continue to manage, and be seen to manage, the public funds under its control in an efficient and a prudent manner, both its annual Operating Budget funded through on-site revenue generation and its 10-year Capital Plan funded through the city tax base. Over the last 15 years, Exhibition Place has not only been self-sufficient and financially independent from the city tax base for its annual operations, but has also achieved surpluses over budget in every year that are returned to the city. However, we recognize the imperative to continue to achieve historical revenue levels and monitor operating costs in a manner that ensures delivering of financial surpluses. A key component of the financial success of Exhibition Place has been the growth of its tenant base and new business opportunities. In the upcoming three-year plan, the revenue base will be enhanced through support of our various businesses on site and finding connections that benefit the entire grounds.

### Objectives

1. Ensure the effective monitoring of costs and revenues:
  - Deliver operating results that meet or show a positive revenue surplus and/or positive under expenditure to budget.
  - Strengthen controls through a review and updating of our financial systems.
  - Update processes to improve the accuracy of financial reporting.
2. Seek additional revenue opportunities:
  - Evaluate our provision model to ensure that services offered are best provided either internally or externally.
  - Seek new and/or expand tenancies, naming partners, third parties, existing operations, and develop oversight processes for each revenue stream.

### Outcome:

**Positive financial performance across Exhibition Place and all of its businesses.**



## Appendix

The development of the Exhibition Place Strategic Plan 2017-2019 included the process of interviewing the following stakeholders comprising:

- Exhibition Place tenants including senior management of the annual shows and sporting events
- Tourism Industry stakeholders
- City of Toronto Planning Staff
- Transit Agencies accessing Exhibition Place
- Association executives managing events in Toronto
- Organizations located adjacent to Exhibition Place

The stakeholder interviews that took place with the individuals listed in the charts below occurred during the period: March–September 2016.

Additionally, the Board of Governors and Exhibition Place Senior Management participated in a full-day 'visioning' session in September 2016 to offer a directional perspective for the 2017-2019 Strategic Plan.

<b>Tourism/Municipal Organizations</b>		
	<b>Representative</b>	<b>Organization</b>
Andrew Flint	Strategic Initiatives Consultant	Liberty Village BIA
Anna Bartula	Executive Director	Parkdale Village BIA
John Kiru	Executive Director	TABIA
Johanne Belanger	Chief Executive Officer	Tourism Toronto
Lisa Lavecchia	Vice President Marketing	OTMP
Terry Mundell	President & CEO	Greater Toronto Hotel Association
Dave O'Hara	Site Manager	Fort York
Eriks Eglite	General Manager	Ontario Place
Mark Lang	Manager, Marina & Site Services	Ontario Place
Ken Lundy	Vice President, Infrastructure, Planning & Environment	Billy Bishop Airport
Mary Ann George Mitch Stambler Jim Sinikas Scott Haskill	Planning Department	Toronto Transit Commission
Lynda Macdonald Michelle Knieriem	Manager, West Section Planner	City of Toronto, Planning Department
Lisa Salsberg	Director, Regional Planning	Metrolinx

<b>Tenant/Client Interview List</b>		
	<b>Representative</b>	<b>Business</b>
Bruno Sinopoli	Technical Director	QE Theatre/Fountainblu
David Ross	General Manager	Medieval Times
Peter Church	General Manager	BMO Field and Ricoh Coliseum
Pat Di Donato	Owner/Operator	Liberty Grand
Donna Bakewell	Fire Prevention Inspector	Toronto Fire Services
Celso Thompson	Director of Sales and Marketing	Hotel X
Walter Shanly	Operator	Riding Academy at the Horse Palace
Susan Langdon	Executive Director	Toronto Fashion Incubator
Charlie Johnstone	Chief Executive Officer	The Royal Agricultural Winter Fair
Carl Bandow	General Manager	Animal Services
Virginia Ludy	Chief Executive Officer	Canadian National Exhibition
Patti Stewart	Vice President	Informa Canada
Linda Waddell	President	Canadian Boat Show Inc.
Jeff Atkinson	President	Honda Indy Toronto
Graham Queen	Staff Sergeant	Toronto Police Service Mounted Unit
Duncan Payne	General Manager	Building Industry and Land Development
Ida Dominelli	Owner/Operator	Acqua Dolce

<b>Meeting Planners Interview List</b>		
	<b>Meeting Planner</b>	<b>Association</b>
John Hoyles	Past Chief Executive Officer	Canadian Bar Association
Louise Gervais	Team Lead, Conference Management	Royal College of Physicians and Surgeons
Jill Fredericks	Director	Conference and Educational Tech Services
Angela Marini	Senior Manager, Corporate Events	Toronto Real Estate Board
Carol Brault	Manager Events	Canadian Federation of Municipalities
Laura Barbera	Director, Corporate Events	CIBC Corporate Events

<b>BOG Interview List</b>	
<b>Board Member</b>	<b>Organization</b>
Mark Grimes – Chair	City of Toronto Councillor
Connie Dejak – Vice Chair	President and Chief Executive Officer Runnymede Healthcare Centre
Justin Di Ciano	City of Toronto Councillor
Jim Karygiannis	City of Toronto Councillor
Mike Layton	City of Toronto Councillor
Giorgio Mammoliti	City of Toronto Councillor
Victoria Mancinelli	Independent
Paula Oliveira	Bank of Montreal
Mark Teeple	Independent



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### ***The Board of Governors of Exhibition Place***

Councillor Mark Grimes, Chair  
Councillor Justin Di Ciano, Vice Chair  
Councillor Kristen Carmichael Greb  
Councillor Jim Karygiannis  
Councillor Mike Layton  
Connie Dejak  
Victoria Mancinelli  
Paula Oliveira  
Mark Teeple

### ***Exhibition Place Management Team***

Dianne Young, Chief Executive Officer  
Hardat Persaud, Chief Financial Officer & Corporate Secretary  
Arlene Campbell, General Manager/Sales & Event Management  
Mark Goss, General Manager/Operations  
Gilles Bouchard, Director/Event Management Services  
Frank Martindale, Director/Operations Services  
Ron Mills, Director/Facility Services  
Tony Porter, Director/Parking & Security Services  
Laura Purdy, Director/Sales & Marketing  
Alison Fowles, Solicitor/City Legal Services

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

[www.explace.on.ca](http://www.explace.on.ca)  
[www.enecarecentre.com](http://www.enecarecentre.com)  
[www.beanfieldcentre.com](http://www.beanfieldcentre.com)

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

[www.medievaltimes.com](http://www.medievaltimes.com)  
[www.libertygroup.com](http://www.libertygroup.com)  
[www.fountainblu.ca](http://www.fountainblu.ca)  
[www.marlies.ca](http://www.marlies.ca)  
[www.torontofc.ca](http://www.torontofc.ca)  
[www.bmofield.com](http://www.bmofield.com)  
[www.ricohcoliseum.com](http://www.ricohcoliseum.com)  
[www.theex.com](http://www.theex.com)  
[www.royalfair.org](http://www.royalfair.org)  
[www.horsepalace.ca](http://www.horsepalace.ca)  
[www.muzikclubs.com](http://www.muzikclubs.com)  
[www.queenelizabeththeatre.ca](http://www.queenelizabeththeatre.ca)  
[www.fashionincubator.com](http://www.fashionincubator.com)  
[www.acquadolcetoronto.com](http://www.acquadolcetoronto.com)  
[www.torontopolice.on.ca/mounted](http://www.torontopolice.on.ca/mounted)  
[www.torontoems.ca](http://www.torontoems.ca)  
[www.toronto.ca/fire](http://www.toronto.ca/fire)

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