



2014-2016

— *exhibition place* —

STRATEGIC PLAN



Exhibition Place

— *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 Enercare 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 5.3 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 surpluses 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 Enercare 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 Enercare 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 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 Enercare 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

- Continuously re-evaluate all aspects of our customer service promise
- Develop plans, protocols, and processes for the MICE marketing & the new on-site hotel
- Review our sales and marketing package to ensure competitiveness for building rates and rental services
- 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 and other Industry Associations
- Work with the City to bring new types of events and programming to the site
- Support significant international/national events and delivery of successful T02015
- 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

- Explore infrastructure expansion opportunities for BMO Field and possible occupancy of Toronto Argonauts
- 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

- Develop capital plan for Enercare Centre extension and explore the feasibility of additional MICE facilities and trade exhibit space



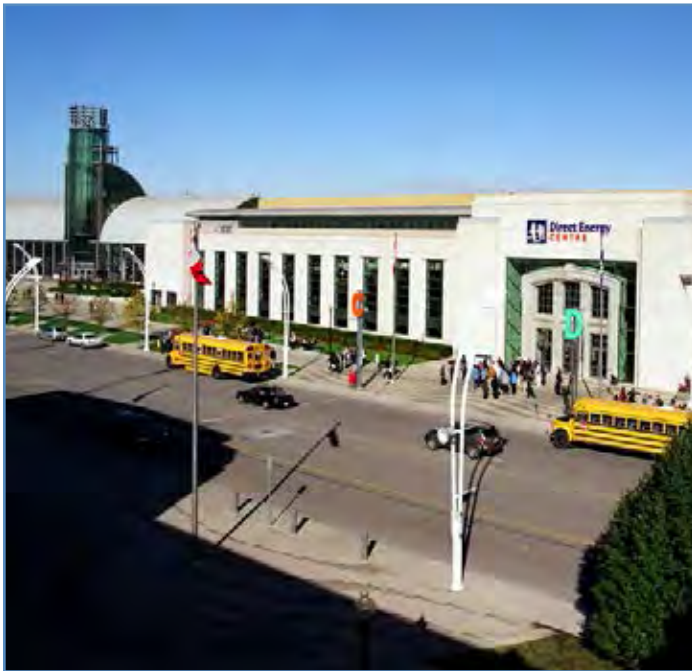
— *Goal Two – Public Space and Infrastructure* —

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.



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
 - Commence implementation of the Festival Plaza Master Plan and development of future funding options
- B Ensure integration between Exhibition Place and the surrounding urban fabric and with Ontario Place**
- Actively support public transit improvements to Exhibition 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
 - Work with Ontario Place to ensure a transformative upgrade to area transit services

- C Sustain our public assets and rolling equipment**
- Review and update our preventative maintenance systems
 - Develop a 10-year program to maintain our Class 'A' event space and improve our Class 'B' event space
 - 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



— *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
- Develop an outreach plan to promote our 'green initiatives' with a special focus on Pan Am Games and international/national events

B Ensure sufficient funding of all environmental programs

- Seek project funding from partnerships with external parties/City for Green Initiatives

C Reduce the impact of our operations and our business on all aspects of the environment

- Upgrade the Building Automation System across the grounds to control and conserve energy
- Reduce grid supplied electricity use
- Reduce use of potable water
- Develop a plan to reach zero waste for Exhibition Place operations

— *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 Enercare 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 indoor environmental programs for buildings





— *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 local, national, 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
- Implement an outreach plan featuring the new hotel

B Foster awareness of our heritage assets

- Work on the heritage displays across the site and within the new hotel development
- Undertake an archaeological 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 deliverables
 - Continue to develop annual departmental objectives based on the new Strategic Plan
 - Continue to encourage employee engagement at all levels to meet our customer service expectations
 - Review, revise, and develop new policies and processes that address general organizational matters
 - Implement the consolidation of 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 in light of new Council directions and recommendations
 - 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 both internally and externally
 - Develop a professional development strategy to meet future challenges

— *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**
 - Ensure operating budgets are met or show a positive revenue surplus or positive underexpenditure to budget
 - Review and revise financial and organizational systems to strengthen controls
 - Update processes to improve accuracy of financial reporting
- B Seek additional revenue opportunities**
 - Continue to evaluate our provision model to ensure that services offered are best provided either internally or externally
 - Seek new and/or expand revenues from tenants / naming partners / third parties / existing operations
 - Seek opportunities for business development through negotiations of collective agreements & positive labour relations
- C Establish new funding mechanisms within the City**
 - 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
Connie Dejak, Vice-Chair
Councillor Justin Di Ciano
Councillor Jim Karygiannis
Councillor Mike Layton
Councillor Giorgio Mammoliti
Victoria Mancinelli
Paula Oliveira
Mark Teeple

Exhibition Place Management Team

Dianne Young, Chief Executive Officer
Hardat Persaud, Chief Financial Officer
Arlene Campbell, General Manager, Sales & Event Management
Mark Goss, General Manager, Operations
Fatima Scagnol, Corporate Secretary
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
www.allstreamcentre.com
www.enercarecentre.com

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

www.medievaltimes.com
www.libertygroup.com
www.fountainblu.ca
www.marlies.ca
www.torontofc.ca
www.bmofield.com
www.ricohcoliseum.com
www.theex.com
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