



EXHIBITION PLACE STRATEGIC PLAN 2009 - 2012



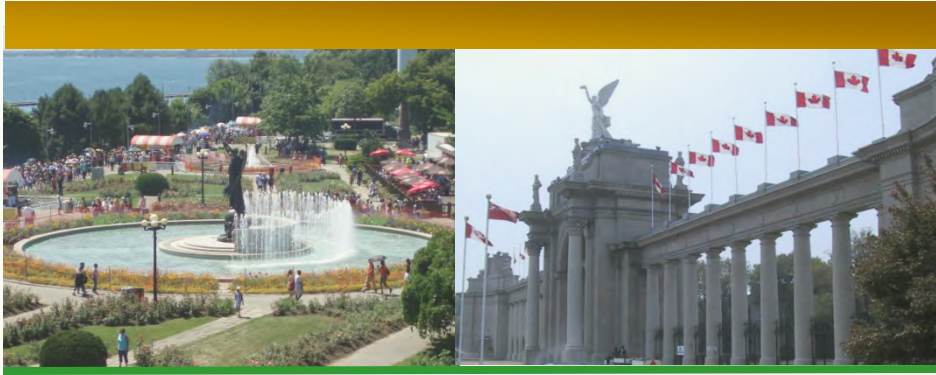


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1.0 INTRODUCTION

Exhibition Place is strategically located on Lake Ontario's waterfront just minutes from downtown Toronto, Canada's largest city and the capital of the Province of Ontario. The 192-acres known as Exhibition Place were officially formed and first recognized in 1879, for the sole purpose of staging one of North America's largest industrial exhibitions and agricultural fairs, the Canadian National Exhibition. From these beginnings, Exhibition Place has expanded to become a diverse venue for major trade and consumer shows, meetings and conventions, a hub for professional sport venues, entertainment establishments, new green technologies, major public celebrations and public parkland.

The Board of Governors of Exhibition Place is a local board of the City of Toronto formed in 1984 with a mandate to govern the Exhibition Place lands and assets in keeping with the uses outlined in the *City of Toronto Act, 2006*. Composed of thirteen members representing the City of Toronto Mayor and Council, the Board of Directors of the Canadian National Exhibition Association and the citizens of Toronto, the Board of Governors provides leadership and oversight. With some 180 employees, Exhibition Place is financially self-sufficient from the City's tax base earning revenues of approximately \$75 million in fiscal year 2008.

Through our commitment to excellence, Exhibition Place strives continually to improve our organization and our performance to provide better value for the citizens of Toronto and our 5.3 million visitors. The Strategic Plan 2009 – 2012 will serve as an overarching guide for the actions of Exhibition Place. It is a roadmap for the organization that will direct our priorities and decision-making so we can achieve our long-term vision.

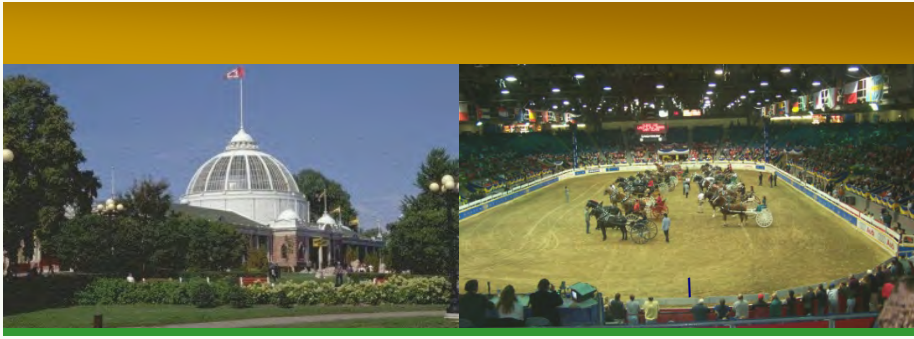
The Exhibition Place Strategic Plan provides direction to align our diverse businesses through the common vision: "To Foster Exhibition Place as an inclusive and accessible parkland and business destination for entertainment, recreation, sporting events, and public celebration and, in doing this, operate as a self-sustaining and environmentally responsible entity". The plan begins with seven strategic goals that guide Exhibition Place as a whole and then outlines more specific elements concerning programs, departments and/or teams within the organization. Exhibition Place's Vision and Mission describe how we want Exhibition Place to be known by all stakeholders. The goals and supporting strategies to be undertaken over the next four years will help achieve our Vision. Our Core Values clarify the behaviors we demonstrate in our daily work life with our customers and each other. Updates for the Strategic Plan will be conducted and annual program/department level plans and actions developed to ensure continuous progress toward our Vision.



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



*Dianne Young
Chief Executive Officer
Exhibition Place*



2.0 ALWAYS MOVING FORWARD WHILE BUILDING ON THE PAST

Exhibition Place is a significant public asset on Toronto's waterfront comprised of 192 acres of urban parkland and a unique environment that features 22 historical buildings and structures and over 50 acres of gardens and parks. With a history that spans three centuries and its proximity to the downtown core, it is today a vibrant destination hosting major public celebrations, festivals and events. A special "meeting" place for the City, its residents and visitors, Exhibition Place is also a pre-eminent venue for business, commerce, trade and consumer shows, meetings and conventions. Its financial contributions and economic spin-offs generate a positive impact for the economy of the City of Toronto.

Exhibition Place hosts more than 350 events annually, ranging from the CHIN Picnic and Caribana to the Canadian National Exhibition, over 100 trade and consumer shows hosted at Direct Energy Centre and more than 80 sporting and entertainment events in the Ricoh Coliseum and BMO Field. In addition, the 14 permanent year-round tenants, most of which are entertainment-based venues, attract over 650,000 visitors annually to the grounds.

In 2009, the Canadian National Exhibition celebrated its 131st Anniversary and the Royal Agricultural Winter Fair marked its 87th year at Exhibition Place. Both are important milestones for Exhibition Place and the heritage of the City of Toronto. The completion of The National Trade Centre in 1997 solidified Exhibition Place as a leading venue for trade and consumer shows in North America. Rebranded Direct Energy Centre in 2006, this first class facility has become even more competitive with the opening in 2009 of the renovated Allstream Centre – a Conference and Convention Centre at Exhibition Place. In addition to the trade and convention facilities, two new venues have returned professional sports and concerts to Exhibition Place. The renovated Ricoh Coliseum opened in 2003 as a 10,000-seat hockey and entertainment arena and the newly-constructed 20,000-seat BMO Field introduced major league soccer to the site and to the City in 2007.

These developments have firmly placed Exhibition Place as a year-round entertainment venue and allows it to explore opportunities and synergies among the cluster of business enterprises on the site and within the "new media" businesses at Liberty Village to the north. The emerging residential neighbourhoods to the east and north also provide potential new relationships and anchor Exhibition Place within the core of the City of Toronto resulting in development opportunities.



*"A Unique Business And
Pleasure Experience In A
Parkland Setting Of Recreation
And Entertainment."*





3.0 A DYNAMIC DESTINATION

Exhibition Place is Canada's largest entertainment venue, attracting over 5.3 million visitors a year. This multi-faceted waterfront destination contributes all annual profits to the City of Toronto while providing extensive economic spin-offs to private sector enterprises and the provincial and federal governments.

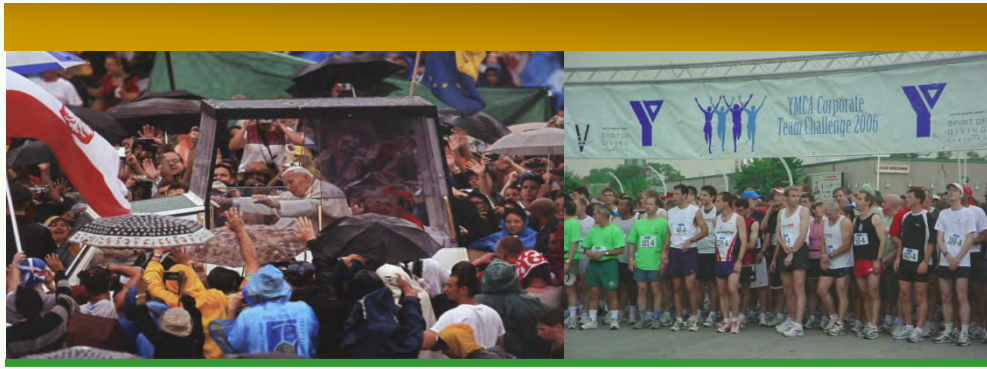
An economic impact study commissioned by the Canadian Association of Fairs and Exhibitions confirmed that the 18-day Canadian National Exhibition event attracted more than \$52.5 million to Toronto (\$28.1 million net economic impact) and \$71.4 million to Ontario (\$38.8 million net economic impact) in 2008. A 2006 Tourism Toronto study found that consumer and trade shows within the Greater Toronto Area generate direct expenditures of \$1.1 billion within the Greater Toronto Area. This also supports the 1996 study that valued the direct spending impact of Direct Energy Centre alone to be at \$250.0 million.

The east end of the grounds is dominated by Direct Energy Centre and Allstream Centre. The primary focus of this "commercial/show sector" of the grounds is the development of both the trade and consumer show business along with meetings and conventions. The western half of Exhibition Place is characterized by high quality landscaping and unique heritage buildings making it conducive to entertainment and recreational activities. The transitional area between the east and west parts of the grounds is centered on BMO Field and a significant open area called "Festival Plaza" to be used for large-scale events and festivals.

This fundamental division of the site and the diversity of its core assets will continue to be the strength of Exhibition Place as it looks to its future and its place in the ongoing revitalization of Toronto's waterfront.

*"A Dynamic Environment
That Continues to
Grow and Develop."*





4.0 OUR VISION AND MISSION

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

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

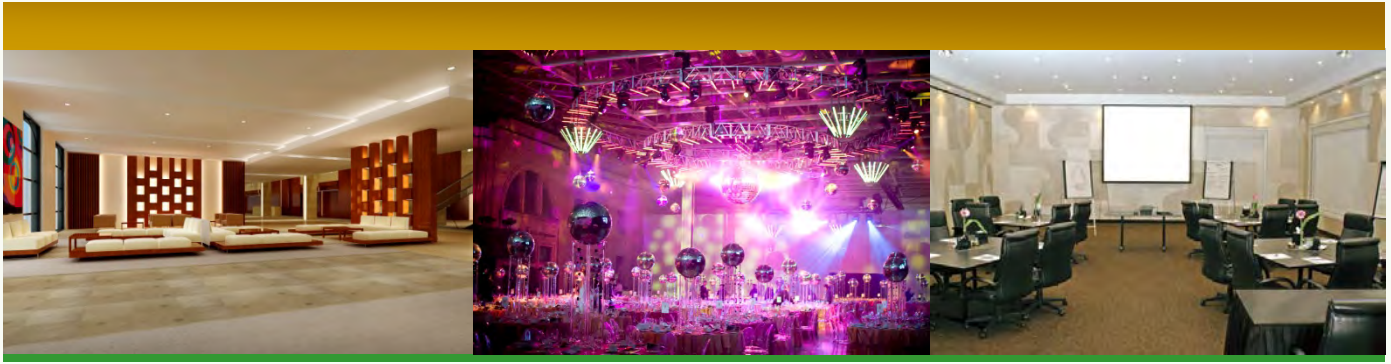


5.0 OUR STRATEGIC GOALS

- a) **Business Development:** Integrate each of the business enterprises across Exhibition Place to stimulate local and regional economic growth and promote Exhibition Place as an international centre of business excellence.
- b) **Infrastructure:** Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric.
- c) **Environmental:** Exemplify and demonstrate environmental stewardship and leadership in all aspects of our businesses and operations.
- d) **Safety and Security:** Ensure a safe and secure environment for employees, guests and for our property and our assets.
- e) **Recognition/Public Understanding:** Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace.
- f) **Organizational and Staffing:** Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff.
- g) **Financial:** Maintain a positive operating financial performance across Exhibition Place and all its businesses.

*“A Model For Other
Facilities Throughout
The World.”*





6.0 OUR CORE VALUES

Our **Core Values** clarify our behaviours in daily work life and aim to deliver great experiences everyday!

- **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

7.0 OUR OBJECTIVES

Goal One – Business Development

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

Exhibition Place recognizes its role as an economic generator in the community and a hub of entertainment. Our location, accessibility, resource of buildings and facilities, and role as a major public gathering place for world class events such as the CNE, position Exhibition Place ideally for the establishment, growth and development of various public-oriented businesses. Moreover, the synergies between the businesses in the Exhibition Place cluster working with one another and with our organization contribute significantly to the local and regional economy.

Outcome One

Achieve our recurring events business revenue

STRATEGIES

- Develop an evaluation process considering all aspects of show service delivery from all departments
- Develop event protocols and processes for Allstream Centre
- Complete a competitive meeting package with Cerise Fine Catering for Allstream Centre
- Review our sales and marketing package to ensure competitiveness for building rates for rent and rental services (R&S)



*“Varied Facilities And
Spaces With Endless Ability
To Host Any Number of
Events.”*





Outcome Two

Grow our new events business

STRATEGIES

- Develop an annual marketing plan for pursuing new event business
- Maintain a strong relationship with Tourism Toronto
- Development and utilization of a Targeted Meeting (TMF) with Tourism Toronto
- Set a percentage growth goal as part of the annual operating budget

Outcome Three

Leverage the multiple business enterprises on site

STRATEGIES

- Develop a joint marketing strategy with tenants
- Develop a more robust communication plan with our tenants
- Integrate tenant information on all Exhibition Place websites



Outcome Four

Leverage the types of events on site

STRATEGIES

- Develop a plan (sales plan & infrastructure plan) to increase community events
- Develop an outreach program for consulate offices located in Toronto
- Develop a “festival” sales package

Outcome Five

Promote the site as an international business centre

STRATEGIES

- Implement an outreach plan
- Develop and implement an Accessibility Plan for the grounds

Outcome Six

Actively support the business plan for BMO Field

STRATEGIES

- Develop an annual sales and marketing plan for BMO Field to increase net revenue
- Enhance the food & beverage experience
- Continue to analyze & explore expansion opportunities
- Explore the installation of grass to improve the stadium for premier soccer matches and improving community use

*“Year Round Events
That Appeal To Everyone.”*





Goal Two - Infrastructure

Enhance and sustain our dynamic and diverse public assets and integrate these assets into the surrounding urban fabric.

Exhibition Place will ensure its lands and buildings are attractive, functional, and a continuing source of pride for Torontonians. We also pledge to remain an open and available public space, easily accessible from surrounding neighbourhoods and by transit.

Outcome One

Enhance our public assets through major new builds

STRATEGIES

- Develop a plan to address in the future any major infrastructure deficits required by our business enterprises
- Complete and open Allstream Centre – a Conference Centre
- In partnership with the private sector, begin construction of the first phase of a hotel development including enhancements to the surrounding landscape areas
- Develop a master plan for the annual CNE

Outcome Two

Integrate our assets with the surrounding urban fabric

STRATEGIES

- Address any transportation infrastructure deficits to support our business enterprises
- Develop sustainable transportation initiatives in cooperation with the City and Provincial agencies
- Enhance the network of on-street bicycle networks
- Develop and implement a WiFi program across the 192-acres

Outcome Three

Sustain our public assets and rolling equipment

STRATEGIES

- Design and implement a preventative maintenance program
- Develop a rolling 10-year State of Good Repair Capital program and 5-year State of Good Repair for moveable inventory
- Develop inventory control systems
- Expand our fleet replacement plan
- Develop a plan with the City for a 2009/10/11 Federal Infrastructure Program and implement on time and on budget
- Work with the City to increase our state-of-good-repair capital budget to address backlog



“An Active Supporter Of Sustainable Environmental Initiatives.”





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.

Outcome One

Develop a 'green' promotion strategy both externally and internally

STRATEGIES

- Advance the green meeting marketing and sales plan
- Build a culture of environmental sustainability across the organization at all levels
- Expand the GREENSmart plan for events and tenants
- Obtain LEED Certification for Allstream Centre
- Obtain LEED Certification for Direct Energy Centre
- Develop an outreach plan to promote our Green Initiatives
- Expand the CNE Environmental Plan

Outcome Two

Develop programs aimed at reducing the 'heat island' effect of our site

STRATEGIES

- Design an outdoor lighting 'lightsavers' program
- Develop a plan focusing on soft landscaping, tree planting and green roofs

Outcome Three

Ensure sufficient funding of all environmental programs

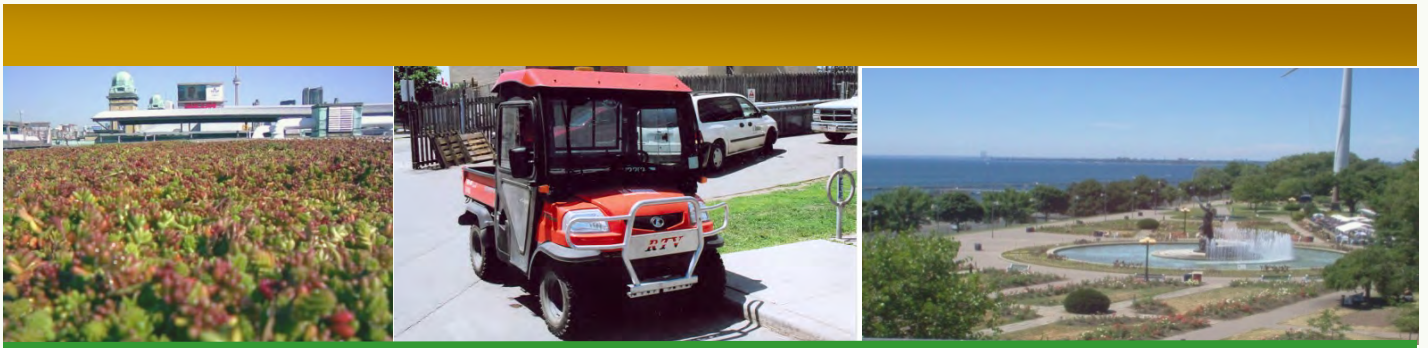
STRATEGIES

- Seek project funding from partnerships with external parties
- Develop a rolling 10-year capital budget for green initiatives



*“A World Class Facility
Featuring Leading Edge
Green Initiatives.”*





Outcome Four

Promote waste diversion

STRATEGIES

- Develop programs to reduce, recycle, and reuse products in the waste stream within all of our program areas
- Work with industry associations to promote waste strategies adopted by Exhibition Place

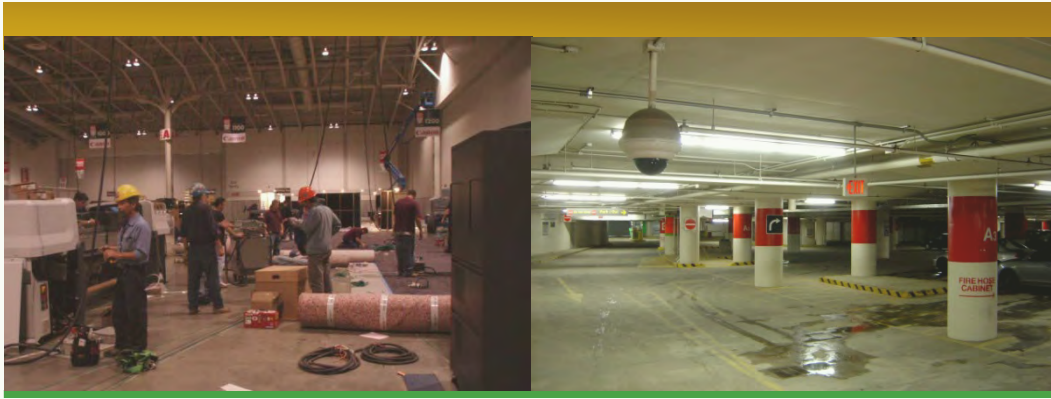
Outcome Five

Reduce the impact of our operations/business on all aspects of the environment

STRATEGIES

- Develop a number of operational plans to address energy issues and the production of green energy on-site
- Develop strategies to address rain water run-off issues
- Meet ongoing requirements and obligations of the Provincial Environmental Leadership Program
- Reduce use of potable water
- Explore the construction of additional wind turbines on-site through Toronto Hydro and Toronto Renewable Energy Cooperative
- Implement a more robust Building Automation System across the grounds to control and conserve energy





Goal Four – Safety and Security

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

Exhibition Place recognizes the paramount need for its grounds and facilities to be safe and secure venues for our various events and activities to be successful. This is a fundamental principle of our operation and influences all of our activities on a day-to-day basis.

Outcome One

Coordinate a security and public safety program

STRATEGIES

- Implement a program focused on our guests, property, and assets to reduce claims in all categories
- Design and implement a Security CCTV surveillance plan
- Develop and review Emergency Response Plans
- Reduce the incidence of property and third party insurance claims
- Develop, review and expand CNE Security Plan
- Participate and support City-wide plans for pandemic planning and other emergency plans
- Audit and review asset management strategy in conjunction with City insurer to eliminate risks

Outcome Two

Promote safe work practices for all staff

STRATEGIES

- Implement programs and procedures designed to reduce instances/eliminate opportunities for injuries
- Review and revise as required Employee Personnel Manual, OH&S Manual
- Develop job-specific OHS Training Plan
- Develop unique CNE Youth Safety Training video



*“Safety First Because
Accidents Last.”*





Goal Five – Recognition/Public Understanding

Sustain a high level of public understanding that builds confidence and recognition of excellence within the marketplace.

Exhibition Place understands that while public recognition and high regard comes about as a natural consequence of maintaining excellence in all its operations, there is also a need to actively promote the message of the overall role and function of the organization amongst decision-makers and the general public. Accordingly, part of our strategic plan involves activities devoted to increasing awareness and understanding on the part of these key target groups.

Outcome One

Build positive relationships with the community at large

STRATEGIES

- Design a social media plan
- Develop an outreach program aimed at surrounding communities
- Develop closer ties to local Business Improvement Areas
- Upgrade all websites

Outcome Two

Expand our heritage strategies

STRATEGIES

- Expand our public outreach program focusing on the heritage of our grounds
- Participate in the City's 1812 Bi-Centennial celebration
- Preserve and promote our public art and the heritage of the site

Outcome Three

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

STRATEGIES

- Develop a plan across all divisions to increase the understanding of our business enterprises by business communities through participation of our staff in relevant external organizations
- Seek out speaking engagements and increased media opportunities

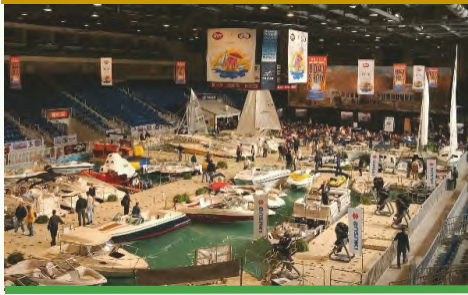
Outcome Four

Increase an understanding of the CNE

STRATEGIES

- Raise the profile of the CNE in the community and at all levels of government





Goal Six – Organizational and Staffing

Encourage a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff.

Exhibition Place believes that our success lies with our people: the extent to which they are supported with the tools and training they need, clear processes and policies, on-going communications, and an effective management structure will be critical to our continuing pursuit of excellence.

Outcome One

Deliver a Customer Service strategy

S T R A T E G I E S

- Develop training programs to meet our customer service expectations
- Implement customer care initiatives at the department/division levels
- Develop minimum qualifications / standards for all job classifications
- Develop process for setting and assessing annual objectives based on the Strategic Plan

Outcome Two

Implement an Employee Engagement strategy

S T R A T E G I E S

- Design a multi-layered strategy to improve internal communications
- Review, revise and develop new policies and processes that address employee engagement
- Expand Exhibition Place Intranet service



*“A Cast of Diverse Staff
Committed to Excellent
Customer Service.”*



Outcome Three

Review and revise our corporate governance systems

S T R A T E G I E S

- Complete an annual review of By-Laws, and policies and procedures of the Board of Governors and CNEA Board of Directors
- Monitor new City policy development and applicability to Exhibition Place
- Review governance structures of CNEA
- Negotiate new Management agreement with the City of Toronto
- Develop internal processes to meet organizational needs

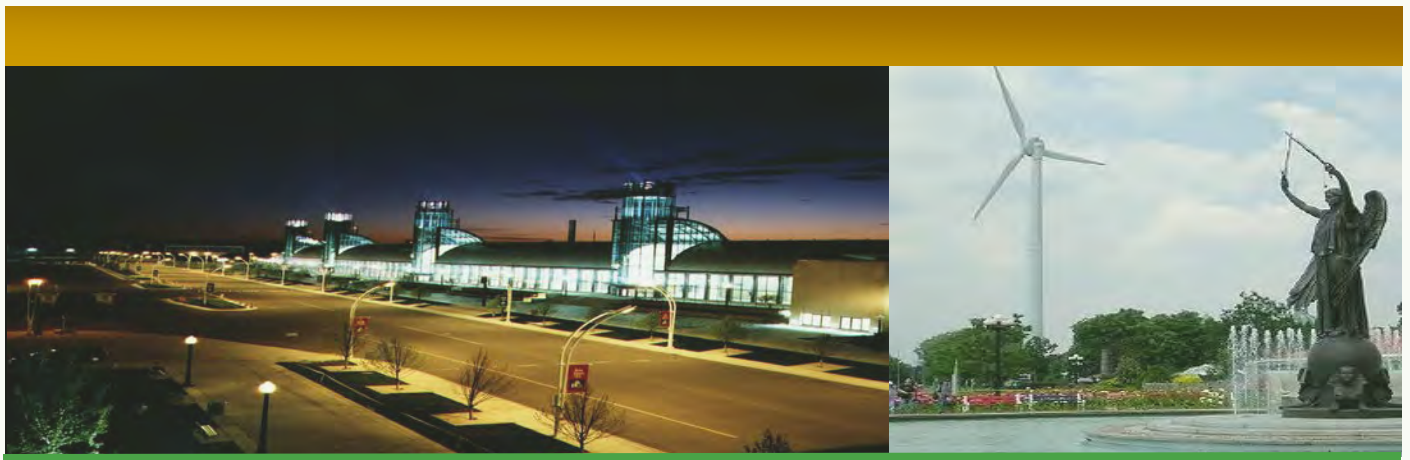
Outcome Four

Ensure the hiring process addresses the organizational needs

S T R A T E G I E S

- Develop our mentorship programs
- Work with the City to support its youth employment goals
- Participate in the City's commitment to employment equity initiatives





Goal Seven – Financial

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

Exhibition Place believes that one of the fundamental measures of good management and stewardship is financial performance. It is incumbent upon any organization managing the resources and facilities that Exhibition Place has at its disposal to demonstrate a positive return-on-investment, in quantitative as well as qualitative measures, through the use of those assets. Further, we understand and believe in the need to be accountable to the broader community for our performance in this regard.

Outcome One

Effectively monitor costs and revenues

STRATEGIES

- 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
- Conclude implementation of the financial reporting system

Outcome Two

Seek additional revenue opportunities

STRATEGIES

- Foster long-term partnerships and alliances with public and private sector organizations
- Seek new and expand revenue opportunities within our existing operations

Outcome Three

Seek efficiencies with the public funds under our control

STRATEGIES

- Seek efficiencies across the organization to increase revenues and decrease costs



The Board of Governors of Exhibition Place

Councillor Mark Grimes, Chair
Hugh Mansfield, Vice Chair
Councillor Ana Bailão
Councillor Chin Lee
Councillor Gloria Lindsay Luby
Councillor Gord Perks
Wayne Copeland
Connie Dejak
Sean P. Webster

Exhibition Place Management Team

Dianne Young, Chief Executive Officer
Hardat Persaud, Chief Financial Officer
Fatima Scagnol, Corporate Secretary

David Bednar, General Manager/CNE
Arlene Campbell, General Manager/Sales & Events Management
Mark Goss, General Manager/Operations
Sandy Douglas, Director/Security, Human Resources, Health & Safety
Jeff Gay, Director/Event Management Services
Virginia Ludy, Director/Operations-CNE
Frank Martindale, Director/Operations Services
Ron Mills, Director/Facility Services
Laura Purdy, Director/Sales & Marketing
Gabe Mullan, Manager/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.theex.com
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.ricohcoliseum.com
www.royalfair.org
www.toronto.ca/animalservices
www.muzikclubs.com
www.queenelizabeththeatre.ca
www.fashionincubator.com
www.gossiprestaurant.com

