

REPORT FOR ACTION

Development of the 2022-2026 Strategic Plan

Date: February 4, 2021

To: The Board of Governors of Exhibition Place

From: Don Boyle, Chief Executive Officer

Wards: All Wards

SUMMARY

This report is to advise the Board of the recent Request for Proposal ("RFP") evaluation process and an award to enter into a consulting agreement with Optimus SBR ("Optimus") for the provision of facilitator services for the development of the 2022-2026 Strategic Plan for Exhibition Place.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board receive this report for information.

FINANCIAL IMPACT

The agreement between the Board and Optimus will result in a projected fee of \$73,450.00 plus HST which cost is provided for in the 2021 Operating Budget.

DECISION HISTORY

The Exhibition Place 2017-2019 Strategic Plan had a Goal to develop a comprehensive communication plan to increase the public's understanding of the role held by Exhibition Place.

At its meeting on May 29, 2009, the Board approved the Strategic Plan 2009-2012 which set out the Vision, Mission, Goals, Objectives, and Outcomes as developed by the Board and Exhibition Place Senior Staff.

<https://www.explace.on.ca/files/file/58c6b9d7da2bb/Item-20-Strategic-Plan.pdf>

At its meeting on February 14, 2014, the Board approved of the 2014-2016 Strategic Plan for Exhibition Place.

[https://www.explace.on.ca/files/file/58d173111c4dc/Item-2-Strat-Plan\(1\)-sm.pdf](https://www.explace.on.ca/files/file/58d173111c4dc/Item-2-Strat-Plan(1)-sm.pdf)

At its meeting on October 15, 2015, the Board approved the Strategic Plan 2017-2020.

<https://www.explace.on.ca/files/file/58bdc1810e4b1/Item-12-Strategic-Planning-Exercise-2.pdf>

At its meeting June 24, 2020 the Board approved the extension of the 2017-2019 Strategic Plan to December 2021 due to delays with the City's Master Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EP11.13>

COMMENTS

Since 1999, the Board has always had a Strategic Plan to guide its direction for the grounds. Once approved by the Board, Exhibition Place staff set in place objectives and tactics to ensure the goals set out in the plan are met. Early in the process, the strategic planning process was undertaken annually or biannually. In 2009, the Board and Senior Staff developed Statements and Goals at the Strategic Planning session held on April 3, 2009. The intent is to have this Strategic Plan operational for a four year period (2009 to 2012) and was adopted by the Board.

However, in 2012, a more fulsome process was undertaken with a consultant to facilitate the development of the 2014-2016 Strategic Plan approved by the Board.

In 2015 a new cycle was undertaken again with a consultant which led to the development of the 2017-2019 Strategic Plan approved by the Board. With this three year plan in place, Exhibition Place staff developed tactics over the 3-year cycle to meet the goals and objectives set by the Board. With the COVID-19 pandemic in 2020, the Board approved the extension of the current 2017-2019 Strategic Plan to December 2021 due to delays with the City's Master Plan.

Exhibition Place issued a Request for Proposal (RFP) on MERX on November 23, 2020 to establish an agreement for the provision of a facilitator to lead the strategic planning process at Exhibition Place. The RFP closed on December 15, 2020 with six (6) proposals received from the following companies:

- Federal Dynamics
- KWL Advisory
- Leadership Intelligence
- Lord Cultural Resources
- National Public Relations
- Optimus SBR

The Exhibition Place Evaluation Team scored the responses submitted in accordance with the detailed evaluation RFP criteria and requirements which included the proponent's qualifications, references and experience with similar projects,

understanding requirements with demonstrated high-level knowledge for the scope of work, project manager and team qualifications/experience of the proponent with designing strategic planning exercises, Company's policy indicating a commitment to employee and supplier diversity and whether a Certified Diverse Supplier, proposed approach for achieving the RFP goals and fees with a ratio of points assigned for fees scored based on costs from all proponents.

The Evaluation Team concluded that Optimus should be awarded the agreement having received the highest overall score.

Optimus has over 35 years of strategic and action planning experience and is one of the largest independently owned professional services firms in North America with over 200 consulting professionals. Optimus SBR was formed with the merger of Optimus Consulting Group, Kemerer Group and SBR and was incorporated in 2010 with offices in Toronto, Canada.

They have completed strategic planning engagements for Reed Exhibitions, City of Kitchener-Waterloo, County of Brant, and Ontario Media Development Corporation (now Ontario Creates), among many others.

Optimus plans to leverage its approach with experience gained from many public sector clients, including cities, towns, municipalities, agencies, and Ministries. They have built solid partnerships throughout the public sector spanning Crown corporations, Municipalities, government Ministries, regulators, utilities, hospitals, and education institutions. As a result of this experience, their proposed roster of project professionals is skilled at handling the nuanced environments and challenges faced by the public sector, including multiple stakeholder groups, increased scrutiny on spending, and demonstrating optimal value for public money.

Optimus have been recognized for their workplace diversity and inclusion initiatives. Some of their recent awards and recognition include:

- Certified as a Great Place to Work for 2018-2019, 2019-2020;
- Named as a Great Place to Work in Canada in 2019;
- Named to the list of Best Workplaces for Professional Services in 2019;
- Named to the list of Best Workplaces for Mental Wellness in 2019; and,
- Named as one of the Best Employers for Recent Grads in 2019.

Exhibition Place entered into an agreement with Optimus on the following material terms and conditions.

Material Terms

Fees: Fixed at \$73,450.00 plus HST for conducting community, staff, tenant, stakeholders and Board consultations, development of the strategic plan, and presentation of the final plan to the Board for adoption;

Assignment: The agreement shall not be assigned by Optimus without written consent of the Board which may be unreasonably withheld;

Indemnity/Insurance: Optimus shall provide proof of insurance in a form and amount satisfactory to the Board and containing provisions including the Board and the City of Toronto as additional insured with a cross liability/severability of interest clause of standard wording; and

Other Commercial Terms: The agreement shall include other standard commercial terms respecting termination and other matters in a form satisfactory to the City Solicitor and the CEO.

CONTACT

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SIGNATURE

Don Boyle
Chief Executive Officer