



Exhibition Place 2022-2026 Strategic Plan

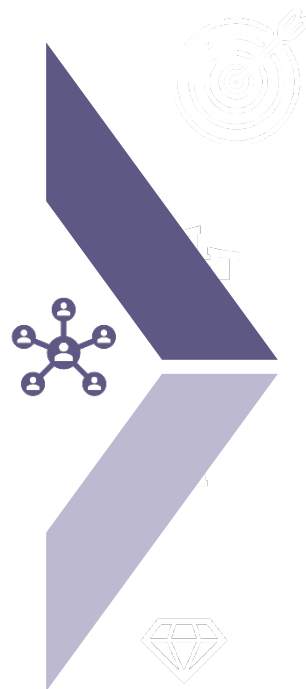
July 2022

About Exhibition Place:

- **Canada's largest convention, exhibition, events and entertainment destination**
- **1.4 million square feet of convention, meeting and exhibit space**
- **1260 events and over 5.5 million visitors annually**
- **Exhibition Place activities generate well over a half-billion dollars in economic impact for the city and region**
- **21 permanent tenants**
- **192-acre site along the Toronto Waterfront**
- **Maintains and repairs 5.5 km of public roads and bike lanes**
- **5,770 indoor and surface lot parking spaces**
- **13 buildings and structures listed under the Heritage Preservation Services**
- **Over 120 listed public art pieces, cultural and historical exhibits**

Understanding where Exhibition Place was and where we are aiming to be is key to developing a strategic plan for the next five years.

Strategic Plan 2017- 2019



The Gathering Place

- Positioned Exhibition Place as a gathering place for local, regional or international visitors
- Plan included multiple areas of focus

The Master Plan



A Time of Change:

- Re-thinking the physical development and evolution of Exhibition Place grounds
- Plans improve and develop areas across the site through specific zones of activity (Relax, Entertain and Exhibit)
- Informed shaping of the goals and objectives within the strategic plan

Strategic Plan 2022-2026



Driving Economic Activity

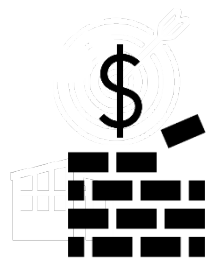
- Driving investments and economic opportunities across the grounds and City at large
- Working with tenants and clients to rebuild the convention and events industries.
- Animating the site to enhance visitor experience across the site and associated venues
- Plan, shape and influence future infrastructure projects to meet Exhibition Place requirements.

Strategic Planning engagement has included consultations with individual members of the community and over 30 partner/community organizations.



The Strategic Planning Process: *Building a Strategic Plan for the Future*

The Strategic Planning process identified a number of themes and priorities that our Strategic Plan will respond to:



Our Foundation
as a Hub of
Activity and
Economic
Powerhouse in
the City of
Toronto

We provide over
\$500M in direct
economic impact



Driving and
supporting
exciting
infrastructure
change in our
local area

Align with
Ontario Place
and new transit
developments



Improving the
movement of
people and
enjoyment of
Exhibition Place
grounds

Animate the
grounds 365-
days a year



Protecting and
spotlighting our
assets

Leverage our
historic
buildings as
attractions



Welcoming back
visitors to in-
person events

Support clients
and tenants
adapt to new
norms

Strategic Plan Framework: Vision, Mission, Values and Strategic Goals

Our Vision:
Canada's premier destination
for conventions, exhibitions,
events, and entertainment.



Our Values:
Collaboration
Inclusivity
Innovation
Integrity
Accountability

Exceed Client and Visitor Expectations

For Exhibition Place, this means:

- We will invest in infrastructure projects and work with partners, the City and the Province to
 - provide **welcoming consistent entrance points** to Exhibition Place,
 - **improve pedestrian connections, traffic flow and wayfinding**, make it easier to navigate the site during the day and evening,
 - deliver **competitively priced services and utilities to exhibitions and venues**,
 - Highlight and promote points of **cultural and historic value**.
- We will ensure visitors have a **safe and sustainable experience** and demonstrate **leadership in green practices**.
- We will continue to **engage with the community** to inform them of new developments, gather feedback, and promote positive visitor experiences for members of the community.



Expected Outcomes

- Improved guests and **visitor experience scores and assessments** for people visiting Exhibition Place
- Improved **movement and flow of visitors throughout the Exhibition Place** grounds and ability to access sites of interest
- Successful **implementation of capital projects** across the grounds



Exceed Client
and Visitor
Expectations

Promote Site Animation 365 Days a Year

For Exhibition Place, this means:

- We will expand planned and passive programming opportunities:
 - **Community-focused events** – Holiday/winter markets; winter wonderland; spring festival; farmers' markets; jazz or other music festivals;
 - **Permanent or pop-up vendors including restaurants; experimental art installations;**
 - **Activities** – walking tours; yoga; biking and running trails; picnics; other activities.
 - Increase **partnerships to expand programming**
- We will complete a **review of the green space and park amenities**



Expected Outcomes

- Expansion of the number of activities or events that **promote a 365-day use of Exhibition Place** and that provide new opportunities for the community to enjoy the grounds
- **Top 20 tourist locations in Toronto**
- **Recognition from external organizations** for our efforts to showcase historic sites and Indigenous history of the area; art, music or other cultural events and installations; urban architecture and design; and sustainable practices.
- **Increase in recreational activities** and opportunities for the community to **engage in physical activity to promote community health and wellbeing.**
- Increase community partnerships



Promote Site
Animation 365-
Days a Year

Solidify our Position as a Leading Convention and Event Space

For Exhibition Place, this means:

- We will make **investments in our facilities**, including expansions where necessary to become a leading convention and event space in North America.
- We will implement **modern, state-of-the-art technology** to work towards modernization and digitization of systems on the grounds.
- We will incorporate innovative industry best practices into our operations and service offerings to inform **continuous improvement efforts** for our events operations
- We will develop leasing strategies **and tenant investments** on the grounds that will complement our convention and events offerings.
- We will **work with tenants to take advantage of the synergies** and opportunities that add value to our visitor experience, convention and event clients.

Expected Outcomes

- That we have become **one of the top 10 convention centres/event spaces in North America**
- An increase in **repeat exhibition and event bookings**
- An **increase in economic impact over 5 years**
- **New or enhanced products and offerings** that benefit events and conventions taking place at Exhibition Place
- Deep understanding and adoption of **reinvestment methodologies to build and enhance capital required** to position Exhibition Place as a prime meeting and event space
- **Technology enhancements in our convention venues** that position Exhibition Place as a leader in the new digital environment



Solidify
Position as a
Leading
Convention
and Event
Space

Enhance Brand Identity and Promotion

For Exhibition Place, this means:

- We will **create an all-encompassing brand strategy** to promote who we are, what we do, and what we can offer to our clients, businesses on our grounds, and the community.
- We will ensure our **branding strategy promotes a cohesive and collective image** of the grounds including the exceptional services, events and experiences delivered by the tenants and clients on the grounds.
- We will **maximize branding opportunities** across the Exhibition Place grounds to highlight our name internally on the grounds.
- We will **engage local BIAs and businesses** to explore possible cross-promotional opportunities
- We will work to **fully detail and quantify the economic impact of activities** generated through events facilitated by Exhibition Place and communicate this story.

Expected Outcomes

- A **refreshed brand strategy** and identity that diversifies and exhibits the uniqueness of Exhibition Place from the events that take place on its grounds.
- **Increased marketing reach** for our service offerings to existing, past, and potential future clients of Exhibition Place.
- Increased **cross promotional and business activity** with tenants and clients
- **Improved understanding among external stakeholders** of the core activities and businesses of Exhibition Place
- An **evidence-based methodology for demonstrating the economic impacts** of Exhibition Place



Enhance
Brand Identity
and
Promotion

Invest in our People and Culture

For Exhibition Place, this means:

- We will **provide employees with the tools and training they need to deliver on our commitments** to our guests, clients, tenants and community.
- We will **retain and develop talent** with deep expertise and invest in **continued learning and development opportunities**
- We will **promote a culture of inclusion** by building Diversity, Equity, and Inclusion (DEI) practices into our daily work
- We will foster a **culture that rewards outcomes and behaviours** aligned with our values
- We will ensure **opportunities for career growth, learning and development** with clearly communicated career paths and opportunities for individuals to advance their career at Exhibition Place

Expected Outcomes

- Recognition as an **employer of choice** attracting top talent within the industry
- Implementation of a **robust career development program** that includes succession planning
- **Industry-leading talent retention rates**, internal progression, and achieving a high level of satisfaction amongst our staff
- Enhanced culture of career development and learning with opportunities for **job shadowing, leadership, core service training and people management growth and professional development** opportunities



Invest in our
People and
Culture

Ensure Competitively Priced Services and Sustainable Operations

For Exhibition Place, this means:

- We will **act on opportunities for more efficient, effective, and sustainable** delivery of operations and be open to change – including future enhancements that are required to support growth in our events, conventions and tradeshow business.
- We will work with the City to **enable reinvestment** of revenue to promote business growth and sustainability.
- We will ensure **robust planning and asset management processes** to support expansions and continued enhancement of the grounds.
- We will work with our committed partners to develop **sustainable approaches to labour, supplier, and other operating costs**.
- We will ensure **advanced sustainable and green practices** are built into our infrastructure and processes to service the grounds in a responsible way

Expected Outcomes

- **Improvements in operational efficiency, job satisfaction**, and the number of improvement projects identified directly by employees.
- The systems and processes used across Exhibition Place are efficient and **right-sized to meet the needs of our operations**.
- Clear and **consistent communication practices to internal and external stakeholders** on how and why key decisions are made.
- The **development and achievement of sustainability targets** for all aspects of our operations – from infrastructure developments and enhancement all the way to how we manage our events.



Ensure
Competitively
Priced Services
and Sustainable
Operations

Strategic Plan Framework: Vision, Mission, Values and Strategic Goals

Our Vision:
Canada's premier destination
for conventions, exhibitions,
events, and entertainment.



Our Values:
Collaboration
Inclusivity
Innovation
Integrity
Accountability



Questions

June 2022