

Appendix A

Exhibition Place Strategy Development Status Update – February 9th, 2022

Context

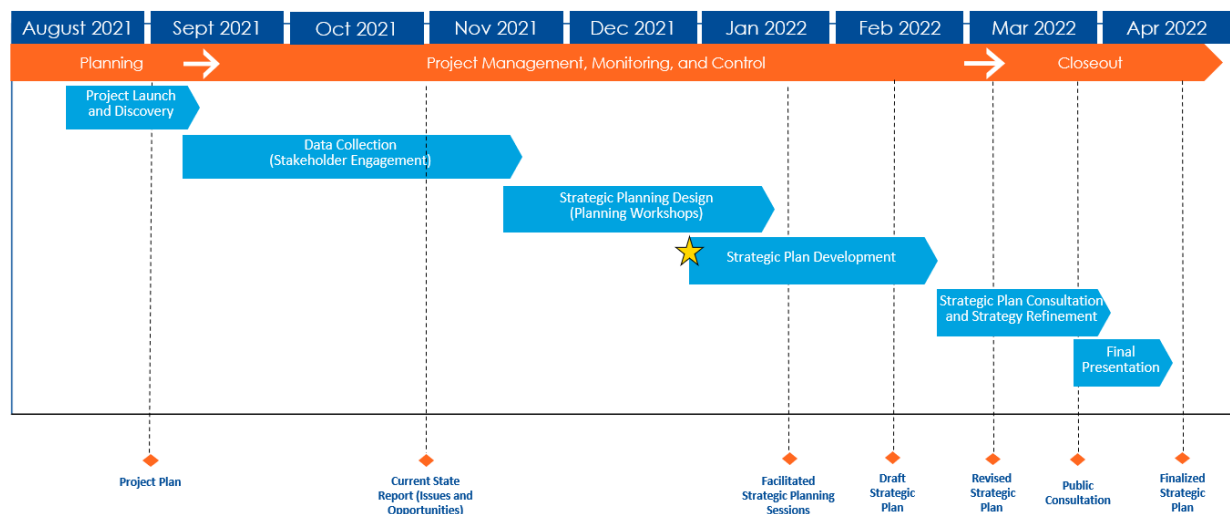
Over the past five months, Exhibition Place in conjunction with Optimus SBR have been working to develop the new Exhibition Place 2022-2026 Strategic Plan.

This document has been developed to inform the Board of the project status (including timelines and milestones), summarize engagement activities to date, and emerging themes. Also included as an overview of next steps for the project.

Timeline and Key Milestones

Timelines:

The graphic below highlights the overall project timeline:



The status of Key Milestones is summarized in the table below. Currently, the project has completed the initial stakeholder engagement activities, summarized key findings from consultations, and completed the initial planning workshop with the Senior Management Team. The Optimus SBR team, for review by the Senior Management Team, is developing an initial draft framework in late January. This will occur during the second planning workshop with the Senior Management Team, and will include discussion on Action Plan items for the Strategic Plan.

Key Milestones:

Key Milestone	Activities	Status
Project Launch and Discovery	Initial meetings with Project Leadership	Completed
Data Collection	Stakeholder Engagement Internal: • Board • Staff • Leadership External: • Community • Tenants • Clients <i>(see below for additional details and outcomes)</i>	Completed
Strategic Planning Design	Strategic Planning Sessions • Leadership Session 1 – December 14, 2022 Board - o Vision, Mission, Values • Leadership Session 2 – January 28, 2022 - o Action Planning - o Vision, Mission, Values Confirmation	In Progress
Strategic Plan Development	Development of Draft Strategic Plan • Vision, Mission, Values • Strategic Pillars • Action • Narrative	In Progress
Strategic Plan Consultation	Review ideas through external community, tenant, client and stakeholder consultations • Townhall • Survey	Planned (dates to be announced)
Finalize Strategic Plans	Board review, discussion, revisions, and approval	Planned

Engagement and Emerging Themes

Engagement Process and Data Collection:

Prior to the first Strategic Planning Workshop with the Senior Management Team in December 2021, consultation with Exhibition Place stakeholders (internal and external) was conducted. Specific efforts were targeted at outreach to diversity and equity seeking groups. This occurred throughout Fall 2021, and included engagement with the following groups:

Stakeholder Group	Number of Sessions	Engagement Participants	
Staff	3 – Focus Groups	- Marketing - Facility Services - HR/Payroll - Parking Services - Operations - Technical Services	- Sales - Event Management Services - IT - Finance - Purchasing Services
Leadership	1 – SMT Meeting	Senior Management Team members	
The Board	9 individual interviews	Board of Governors Members	
The City and Other Levels of Government	2 – Focus Groups	- City Planning - City Manager's Office - Transportation Services - TTC - Ontario Place Development - Toronto Parking Authority	- Economic Development - Toronto Police - Toronto Fire - MHSTCI - GO Transit - Parks Branch (Parks, Forestry and Recreation)
The Community (including Diversity and Equity outreach)	2 – Townhall style engagements + direct outreach by Exhibition Place and individual feedback sessions with diversity groups	- Community Members - Local Businesses - Community Recreation (Priority Centres and Youth Outreach) - Caribbean Carnival - Parkdale Intercultural Association	- The Bentway Conservancy - Canadian Chinese Youth Athletic Association - Khalsa Day Parade (Ontario Sikhs & Gurdwara Council) - Canadian Aboriginal and Minority Supplier Council

Tenants	1 – Focus Group	• Medieval Times • MLSE • Royal Agriculture Winter Fair	• Toronto Fashion Incubator • CNE • Hotel X
Clients	1 – Focus Group	• Boat Show • Informa • Restaurants Canada	• MCC Moore Carlyle • Caribbean Carnival • Khalsa Day Parade

Follow up outreach and engagement will continue once a draft plan has been developed for more input and refinement.

Emerging Themes:

The following 10 themes were highlighted across consultations and included in the assessment of the current issues and opportunities for Exhibition Place:

Brand Awareness and Promotion	Diversity, Equity, and Inclusion	Partnerships	Community Programing	Technology
Internal Operations	Infrastructure	Competitive Advantage	Change Management	Sustainability

These themes were used as inputs for the first Strategic Planning Workshop with the Senior Management Team. Emerging considerations for Exhibition Place at this point include:

1. Balance of site design, new development, and community use/access
2. Being an economic driver for the City of Toronto
3. Maintaining flexibility of services, increasing competitive advantage, and asset management
4. Developing a Brand strategy
5. Championing Innovation and technology improvements (including sustainable technology)
6. Being an employer of choice
7. Future infrastructure influences (synergies, connections, partnerships etc.)
8. Business recovery from the pandemic

These themes and emerging considerations are being used to develop a draft of Exhibition Place's Strategic Framework (e.g. Vision, Mission, Values, Areas of Focus (Pillars) and Action Plans) and will be refined through additional discussions with the Senior Management Team followed by additional stakeholder engagement.

Next Steps

Key Next Steps include:

Currently, the project team is developing drafts and options for Senior Management Team consideration related to the Vision and Mission, Values, and Areas of Focus (Pillars) for Exhibition Place. These will be reviewed by the SMT during the next strategic plan workshop (scheduled for January 28, 2022). This session will also consider required actions to implement elements of the Strategy.

Following the January 28 workshop with SMT, key activities will include:

Activity	Timeline	Description
Initial Draft of Strategy	Early February 2022	- Initial drafts of the strategic framework, key messaging, and action plan for Exhibition Place - Review and discussions with SMT
Board of Governors Engagement	Early-Mid February 2022	- Discussions with Board Members to collect feedback and input on the draft strategic framework - Refinements to draft strategic elements
Public Consultation	March 2022	Consultation on emerging themes and directions for Exhibition Place via Townhall-style engagement and public survey
Refinement and Finalization	Late March-April 2022	Finalization of the strategy based on feedback and input from stakeholders