

Welcome and Introductions

Don Boyle, Chief Executive Officer of Exhibition Place welcomed the participants to the Tenant Liaison Consultation Meeting.

- Introduced Co-Hosts – Councillor Michael Ford and Howard Lichtman
- Introduced Exhibition Place Staff – Hardat Persaud, Laura Purdy, Mark Goss, Kelvin Seow, Gilles Bouchard, Nigel Fernandes, Catherine De Nobriga, Debbie Sanderson

Today's meeting will provide an update from our Sales Team on the Return to Business/Live Business at Exhibition Place, a review of the Draft Strategic Plan 2022-2026 by Optimus, and conclude with any questions from the meeting.

Don started the meeting with a brief discussion on the future format of Tenant Liaison Consultation Meetings, suggesting we are looking for input from both tenants and clients to broaden the conversation for future meetings.

Return to Business/Live Events – Laura Purdy – General Manager, Exhibition Place

- Provincial lockdown is now finished and Convention Centre and Meeting Spaces are once again able to operate at 100% occupancy
- Province of Ontario will lift the mask mandate on March 21, 2022
- National Home Show and Restaurants Canada events are now scheduled in April and May respectively (due to the Q1 Provincial lockdown)
- Collision Conference, Honda Indy, Toronto Festival Of Beer, Caribbean Carnival, and CNE are all scheduled to return to Exhibition Place from June – September (labour day)
- For more information and to see a schedule of events go to our website - <https://www.explace.on.ca/event/>

Review of the Draft Strategic Plan 2022-2026 – Optimus SBR – Jesse Burns – Senior Manager, Giulia De Lorenzis – Senior Associate

The plan for Optimus today is to provide an overview and update of where we are today with the Exhibition Place Strategic Plan 2022-2026, and a recap of what they heard from the virtual meetings scheduled last fall (October 27 & 28), and present the initial draft of the strategic plan and how the Tenants/Clients input have been incorporated into the plan.

- Optimus provided an overview of the Exhibition Place complexity, the site with significant heritage significance, the need to consider various priorities, the need to consider innovation and economic development with the needs of multiple stakeholders, and heritage site and buildings, while working with the City and various other partners on redevelopment planning.

Input from clients and tenants was critical to informing the new strategy. Some highlights of what we heard in the Fall, what we need to know:

- Covid-19 had a significant effect on revenue and caused a shift towards a digital model of business.
- Operational costs and processes have increased both due to Covid-19 protocols along with public expectations of returning to in-person events.

- Site connectivity and movement as well as availability of parking and transit connections are both critical for success.

What we should do:

- Create a more complimentary and cohesive site that cross-promotes the many clients and tenants.
- Truly position clients and tenants as critical partners with an opportunity to provide input into decision-making.
- Invest in site infrastructure and technology so create a more visitor friendly site with the goal of attracting more business.
- Support clients and tenants deliver cost-competitive events and operations; ensure streamlined experiences.

The draft Strategic Plan Framework would identify The Evolution of Exhibition Place. The framework identified a number of themes and priorities that our Strategic Plan will respond to, understanding where Exhibition Place was and where they are aiming to be is key to developing a strategic plan for the next five years. We developed the Vision, Mission, and Values, and the Strategic Goals for the organization, explaining each Strategic Goal for Exhibition Place and the Expected Outcome.

- Exceed Client and Visitor Expectations
- Promote Site Animation 365 Days a Year
- Solidify our Position as Canada's Leading Convention and Event Space
- Enhance Brand Identity and Promotion
- Invest in our People and Culture
- Ensure Competitively Priced Services and Sustainable Operations

Our Vision recognizes the uniqueness of Exhibition Place. No other site in North America has the ability to deliver the mixture of commercial, entertainment and sporting events that Exhibition Place can. Clients and Tenants are crucial to the success of our Strategic Plan, and goals that directly respond to feedback from clients and tenants include:

- We have clarity in our purpose and vision: Canada's premier destination for conventions, meetings, events and entertainment.
- A renewed focus on our marketing and branding will promote the cohesive image of Exhibition Place and market our business domestically and internationally.
- Efficient, safe, and sustainable operations and cost-competitive service offerings will be central to our operations moving forward.
- Investments in enhancements to pedestrian, parking and transit infrastructure will be priorities for Exhibition Place.
- New developments and tenants, or enhancements to existing buildings/infrastructure will be reviewed to prioritize those opportunities that can complement and enhance existing businesses and tenants.

Optimus looked for feedback if the Vision and Mission statements are clear, is there any additional explanations required, do the strategic goals accurately reflect the "big items" Exhibition Place will need to focus on over the coming years, are there specific activities, initiatives or projects you think we need to prioritize to accomplish any of the strategic goals, and is there anything missing that could better support your business and the collective success of Exhibition Place? Is there any additional questions or comments as currently drafted?

At the conclusion, Don thanked all tenants and clients for participating in the very important meeting, and reminded the attendees we will continue to keep both the tenants and clients apprised of future discussions and meetings.