

REPORT FOR ACTION

Final Draft Strategic Plan 2022-2026 Report

Date: May 26, 2022
To: The Board of Governors of Exhibition Place
From: Don Boyle, Chief Executive Officer
Wards: All

SUMMARY

This report provides the final draft of the proposed five year Strategic Plan 2022-2026 to the Board for consideration and approval.

At its meeting on February 19, 2021, the Board approved an award to enter into a consulting agreement with Optimus SBR for the provision of facilitator services for the development of the Strategic Plan 2022-2026 for Exhibition Place.

Attached as Appendix A to this report is the proposed Final Draft Strategic Plan 2022-2026.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board approve the Final Draft Strategic Plan 2022-2026 as outlined in attached Appendix A to this report.
2. The Board request the Chief Executive Officer to develop initiatives to achieve the strategic goals and to report to the Board annually on the status of the initiatives and the overall implementation of the Plan.

FINANCIAL IMPACT

There are no financial implications to this report.

DECISION HISTORY

At its meeting on February 19, 2021, the Board received a report that outlined the recent Request for Proposal evaluation process and an award to enter into a consulting agreement with Optimus SBR for the provision of facilitator services for the development of the Strategic Plan 2022-2026 for Exhibition Place.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EP16.11>

At its meeting on September 28, 2021, the Board received a report and presentation by Jesse Burns, Senior Manager, Optimus SBR, on the Exhibition Place 2022-2026 Strategic Plan Update.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2021.EP19.7>

COMMENTS

Since 1999, the Board has implemented a Strategic Plan to guide its direction. Once the strategic plan has been approved by the Board, Exhibition Place staff set initiatives to ensure the goals and objectives outlined in the Plan are met.

Exhibition Place issued a Request for Proposal (RFP) on MERX on November 23, 2020, to establish an agreement for the provision of a Consultant to lead the strategic planning process at Exhibition Place.

The firm Optimus was awarded the agreement, having received the highest overall score. 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.

This Strategic Plan is intended to unite and mobilize our collective efforts. This Plan sets the strategic direction for Exhibition Place staff, leadership, and the Board for the next four and a half years. The Plan's framework includes an updated vision, mission, and guiding values.

Four overarching themes are integrated throughout the Plan. These themes are:

- Welcoming back visitors to in-person events after the pandemic
- Protecting and spotlighting our assets
- Driving and supporting exciting change in our local area
- Improving people's movement through the grounds

The goals, objectives, and outcomes focus on emergent opportunities and key business drivers.

With the Board's approval of this Plan, the Exhibition place team will mobilize resources and efforts to advance the strategic goals and objectives. The next steps include developing the annual implementation initiatives, establishing budgets, and developing a strategic plan progress reporting procedure and performance measurement framework.

The Plan will be communicated throughout the organization, our tenants, key stakeholders, the city, and the community via email, our website, community bulletins and social media.

CONTACT

Don Boyle, Chief Executive Officer, 416-263-3611, dboyle@explace.on.ca

Kelvin Seow, Chief People and Strategy Officer, 416-263-3111, kseow@explace.on.ca

SIGNATURE

Don Boyle
Chief Executive Officer

ATTACHMENTS

Appendix A - Final Draft Strategic Plan 2022-2026