

REPORT FOR ACTION

Strategic Plan - 2022 Key Results and Initiatives

Date: March 21, 2023

To: The Board of Governors of Exhibition Place

From: Don Boyle, Chief Executive Officer

Wards: All Wards

SUMMARY

In June 2022, the Board developed and launched the 2022-2026 Strategic Plan. This report highlights some of the key results Exhibition Place staff have accomplished in the Plan's first year. In addition to their core services, the key results presented in this report represent initiatives successfully implemented by staff that will enhance the organization and align with our six strategic goals: Exceed Client and Visitor Expectations, Promote Site Animation 365-Days a Year, Solidify Position as a Leading Convention and Event Space, Enhance Brand Identity and Promotion, Invest in our People and Culture, and Ensure Competitively Priced Services and Sustainable Operations.

RECOMMENDATIONS

The Chief Executive Officer recommends that:

1. The Board receive this report for information.

FINANCIAL IMPACT

There are no negative financial implications to this report.

DECISION HISTORY

The 2022-2026 Strategic Plan establishes a framework to guide the decision-making of the Exhibition Place Board of Governors, management, and staff toward our long-term goals and vision.

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 an update 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>

At its meeting on June 9, 2022, the Board approved the draft 2022-2026 Strategic Plan as outlined in the report from the Chief Executive Officer, Exhibition Place on May 26, 2022.

<https://secure.toronto.ca/council/agenda-item.do?item=2022.EP24.12>

COMMENTS

In reporting the 2022 Strategic Plan key results, it is essential to recognize the efforts made by staff to support our show clients, tenants, and visitors through uncertain circumstances. Although there was optimism that industries geared towards promoting and advancing events, conventions, and consumer shows would return in full swing, the Omicron COVID-19 variant presented additional challenges. In response to changing public health measures, our staff has found ways to provide exceptional service to our clients and visitors that will help us achieve our vision of becoming Canada's premier destination for conventions, exhibitions, events, and entertainment. The following sections illustrate and highlight results from the staff's objectives and initiatives.

Supporting Clients and Visitors

Throughout the COVID-19 pandemic, Exhibition Place has been an industry leader in ensuring our staff supports our show clients and visitors. While both travel and capacity restrictions were in place, staff found ways to provide our show clients with the required PPE, signage, and additional resources to ensure events are delivered safely. Exhibition Place's continued leadership was displayed through regular updates in our COVID-19 Reopening Guide, reflecting the latest Federal, Provincial, and Municipal safety standards.

As public safety measures began easing and visitors became comfortable attending events, Exhibition Place was ready to welcome back the public. Rather than a slow uptick in affairs, business went back into full swing immediately. New technological infrastructure was implemented to support our clients and visitors, demonstrating a commitment to innovation at Exhibition Place. As transactions become increasingly digital, staff have integrated credit card payments through an online portal to make transactions easier for our show clients. To support increasing digitization, high-density Wi-Fi was installed at the Beanfield Centre, Enercare Centre, Better Living Centre, Queen Elizabeth Exhibit Hall, and the Food Building to expand service offerings to show clients. Additionally, new access to Wi-Fi has been made publicly available to our visitors. And by offering complimentary business-class exhibitor Wi-Fi, we were able to

lead the industry, gain business over our competitors, and show appreciation to our clients.

Promoting Site Animation Throughout the Grounds

Exhibition Place has many green spaces, art exhibits, heritage/cultural attractions, and tenants. We have expanded opportunities to maximize and improve experiences on the grounds through increased site activation. Innovations in mobile wayfinding technology have created fun and engaging ways visitors can interact with the grounds. The relocation of the Garden of the Greek Gods from the Toronto Event Centre to the Rose Garden is an example of how partnerships with the community, alongside technology, can continue to enhance the visitor experience. Through newly installed public Wi-Fi, visitors can use their smartphones or mobile devices to experience the sculptures in augmented reality. Moreover, Exhibition Place's partnership with the Centre for Addiction and Mental Health ("CAMH") and their Digital Amphitheatre team, visitors can share their multimedia stories and view the narrative of others. Further enhancing the visitor experience, Exhibition Place staff has implemented the "Story City" mobile app to add "Hidden Gems: Art at Exhibition Place."

Numerous community events have been held throughout the year to promote site animation. Over the summer, weekly outdoor yoga classes were held in May, June, and July, attracting 15 to 20 participants per session. Building on the success of "Pulse Typology" last year, the Bentway returned with "Confluence" - an interactive art exhibit inspired by the water systems that shaped Toronto. Over October, the exhibit participated in Nuit Blanche and welcomed 8,800 visitors.

Supporting Organizational Culture

The Strategic Plan outlines Exhibition Place's Values of Inclusivity, Accountability, Innovation, Collaboration, and Integrity. Through supported conversations and integration of these values into our day-to-day behaviour and way of work, we have become a workplace where employees feel empowered and enabled to make decisions and solve problems using the organization's resources to achieve the best results for our clients.

In recognition of the importance of inclusivity as a core value, Exhibition Place launched the Diversity, Equity, and Inclusion ("DEI") 3-year Action Plan. In this past year, the DEI committee has delivered on numerous initiatives. For example, in commemoration of Pride month, Exhibition Place held an inaugural Pride flag raising and unveiled a Pride crosswalk.

In the spirit of "truth and reconciliation," Exhibition Place staff gathered to mark the 2nd Annual National Day for Truth and Reconciliation. The DEI committee invited the renowned Indigenous (Inuk) speaker Vicky auf der Mauer to share her life story and to reflect on her mother's experiences and challenges in Indian Day Schools. The day commenced with raising the "Every Child Matters" flag. Public commemoration of the tragic and painful history and ongoing impacts of residential schools is a vital component of the reconciliation process.

Further, the committee's activities advocated inclusivity as an essential value, releasing quarterly DEI special edition newsletters spotlighting Black History Month/Chinese New

Year, PRIDE, the National Day for Truth and Reconciliation, and a 2022 Summary of the initiatives achieved over the year.

Investing in our people and culture is vital to building innovation, collaboration, and strengthening the knowledge of our workforce. With that theme in mind, training sessions covered various topics throughout the year, including human rights training to ensure staff has a thorough understanding of our Human Rights and Anti-Harassment / Discrimination Policy; managers were provided with customized labour relations training; all staff participated in mandatory health and safety modules; Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA") training; cyber security; and synergistic leadership training for our leadership group.

Innovation through Technology

As hybrid work continues, it will be essential to continue building infrastructure that reflects this new reality. Several technological improvements have been made to support staff. Landline phones have been replaced with Microsoft Teams and will allow staff to answer calls on their computers. Annual Performance reviews have been transitioned to our current ADP Payroll and HR software to support ongoing digitization and efficiency. The transition will simplify the review process and house all HR files digitally in one platform repository.

A summary of the Strategic Plan - 2022 Key Results and Initiatives, key performance indicators (KPIs) can be found in the attached Appendix A.

CONTACT

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SIGNATURE

Don Boyle
Chief Executive Officer

ATTACHMENTS

Appendix A - Strategic Plan - 2022 Key Results and Initiatives