

REPORT FOR ACTION

Strategic Plan - 2025 Key Results and Initiatives

Date: March 31, 2026
To: The Board of Governors of Exhibition Place
From: Don Boyle, Chief Executive Officer
Wards: Ward 10 Spadina - Fort York

SUMMARY

Exhibition Place's five-year 2022-2026 Strategic Plan is in its final year. This report highlights the key achievements from 2025.

In 2025, the Exhibition Place team successfully completed 81 new strategic initiatives. These actions enhanced the organization and are aligned with our six strategic goals to: exceed client and visitor expectations; promote site animation 365 days a year; solidify our 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 outlining the recent Request for Proposal evaluation process and the award of a consulting agreement with Optimus SBR to provide 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>

At its meeting on April 5, 2023, the Board received an update on year one of the 2022-2026 Strategic Plan, as outlined in the report from the Chief Executive Officer of Exhibition Place dated March 21, 2023.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.EP3.10>

At its meeting on April 25, 2024, the Board received an update on year two of the 2022-2026 Strategic Plan, as outlined in the report from the Chief Executive Officer of Exhibition Place dated April 11, 2024.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EP9.13>

At its meeting on April 28, 2025, the Board received an update on year three of the 2022-2026 Strategic Plan, as outlined in the report from the Chief Executive Officer of Exhibition Place on April 11, 2024.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.EP16.11>

COMMENTS

As Canada's premier destination for conventions, exhibitions, events, and entertainment, our success depends not only on what we achieve, but also on how we uphold our values—collaboration, innovation, integrity, inclusivity, and accountability—throughout the process. Guided by the principle of continuous improvement, this alignment fosters a culture that empowers staff to shape and deliver their objectives and initiatives. This section highlights some of our key results from the Strategic Plan in 2025.

Fostering a People-Centric Workplace Culture

Exhibition Place is dedicated to fostering a culture where every staff member feels valued, respected, and empowered to contribute. This approach is based on a people-focused framework supported by three core pillars: a) well-organized systems, policies, plans, and procedures; b) aligning and celebrating our work behaviour with our values;

and c) prioritizing and applying strategies for employee engagement and human connection.

In 2025, progress was made through training initiatives that improved staff's understanding of Diversity, Equity, and Inclusion. Organization-wide sessions covered topics such as combating anti-Black racism and First Nations history, culture, and diversity, fostering greater awareness of different lived experiences and perspectives. The launch of the Women of ExPlace initiative, which aimed to create opportunities that supported connections, community, gender-specific health and career development, hosted five events with an average attendance of 40–50 participants, reaffirming Exhibition Place's commitment to inclusivity.

Employee engagement and organizational insight were improved through targeted initiatives that fostered connections and professional growth. The re-established Social Committee organized eight staff events, attracting over 500 employees and cultivating collaboration and connection. The introduction of interview and candidate-selection training for managers and hiring panellists increased objectivity, reduced bias, ensured consistent candidate experiences, and enhanced efficiency in identifying the best-qualified talent. Moreover, Exhibition Place conducted our biennial staff survey to gather employee feedback and identify key areas for improvement. The survey achieved an 83% participation rate, providing valuable employee perspectives to inform the Exhibition Place People Plan.

Leveraging Innovation to Update Processes and Systems

In 2025, Exhibition Place used innovation to modernize key operational and administrative systems, boosting efficiency, security, and the overall customer experience. A significant upgrade was the full deployment of a mobile pay parking system, which handled over 200,000 transactions, improved visitor access to parking services, and simplified enforcement and onsite operations. This also lowered risk by removing cash handling. The parking experience was further improved by introducing centralized customer service kiosks and targeted staff training, creating a more responsive and proactive service model.

Innovation continued to play a crucial role in modernizing internal systems and strengthening organizational resilience. The implementation of Microsoft Business Central replaced outdated financial software, enabling greater automation, improved reporting, and enhanced operational oversight. Document security and privacy were also reinforced through the adoption of software such as DocuSign and Fortra GoAnywhere, which facilitated secure file transfers via centralized, secure file-sharing links.

Cybersecurity remained a priority through ongoing collaboration with the City of Toronto, resulting in improved system protections, reduced exposure to digital threats, and the deployment of advanced security tools across the organization. Together, these initiatives show Exhibition Place's commitment to modernizing operations, safeguarding information, and strengthening organizational resilience.

Advancing Sustainability

Sustainability and operational efficiency remained key priorities in 2025. The Operations Team advanced these objectives by further electrifying the fleet through the purchase of a new electric sweeper and additional electric golf carts, increasing the proportion of green vehicles in the fleet to 48%.

Infrastructure upgrades led by the Capital Works Division delivered measurable environmental benefits. As part of the Enercare Centre roof rehabilitation, more than 600,000 square feet of new white membrane roofing was installed, resulting in a 2–3% reduction in cooling-related energy costs. The project also extended the roof's lifespan by 25 years and diverted approximately 500 tonnes of waste from landfill.

Energy efficiency was further improved by installing a new LED lighting system on the Automotive Building façade and at the Princes' Gates. These upgrades delivered approximately 10% energy savings and extended the fixtures' lifespan by 10–15 years. The new lighting system also supports programmable colour options, illumination flexibility, and custom-made opportunities for show clients.

A pilot project using biographene concrete was launched in 2025, resulting in the installation of 400 square feet of new concrete at Industry Building Manitoba Drive and Princes' Gates area. This innovative method achieved an estimated 25 kg reduction in CO₂ equivalent per cubic metre of concrete placed.

Promoting Site Animation Throughout the Grounds

In 2025, Exhibition Place advanced community engagement through the Community Partnership Policy by supporting a broader range of planned community events. Building on the success of music in the park, Exhibition Place partnered with the Parkdale Residents Association. In addition to performances by local artists, this partnership invited local vendors to sell goods to attendees. Additionally, new collaborations included Picnic with Strangers, which welcomed approximately 2,000 guests, and the inaugural Resolution Run, which attracted 1,032 participants and garnered 17.3 million media impressions. Collectively, these initiatives enhanced community involvement, solidifying Exhibition Place as a year-round destination.

Cultural activation and placemaking initiatives played an essential role in energizing the site. The Mino Bimaadiziwin Feature Wall was brought to life through collaboration with the Mississaugas of the Credit First Nation and Canoe Landing Recreation Centre. 142 campers participated in learning Indigenous crafts and storytelling in a full day of programming in Centennial Square Park.

Moreover, visual installations celebrating the distinctive character and history of Exhibition Place helped strengthen nostalgic bonds with visitors. One of these exhibits was a commissioned mural in partnership with The Bentway, a 10,000-square-foot piece called Petal and Stone, designed by Canadian artist Rebecca Munce. Inspired by the architecture and communities that connect The Bentway and Exhibition Place, it offers visitors, commuters, and residents a compelling new perspective on Exhibition Place's historic gateways. [Petal and Stone - Exhibition Place](#).

Additionally, a photo collage of past iconic 80's concerts at the old Exhibition Stadium is located on the west side of the Enercare Centre, welcoming visitors with images of the site's musical history. [80s Were You There? - Exhibition Place](#).

These installations received 2,582 social media impressions and 232 website visits in 2025, and more importantly, strengthened our brand identity and enhanced the visitor experience.

A full listing of the 2025 Strategic Plan Key Results and their Performance Indicators can be found in Appendix A.

CONTACT

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SIGNATURE

Don Boyle
Chief Executive Officer

ATTACHMENTS

Appendix A - Strategic Plan - 2025 Key Results and Initiatives