

Exhibition Place Draft Strategic Framework and Project Update

Exhibition Place Strategic Plan 2027-2031

Board Presentation

In advance of October 14, 2026



1. Project Overview
2. Progress from the 2022-2026 Strategic Plan
3. Summary of Current State Findings
4. Draft Strategic 2027-2031 Strategic Plan
5. Next Steps



Project Overview

Exhibition Place Strategic Plan 2027-
2031

> Project Mission and Success

The following describes the purpose of the project and what success will look like at its close.

Project Mission

To develop a **clear, actionable, and future-focused** Strategic Plan for Exhibition Place (2027–2031) that reflects stakeholder priorities, aligns with City of Toronto objectives, and positions Exhibition Place to strengthen its role as a leading destination for events, culture, community, and economic activity.

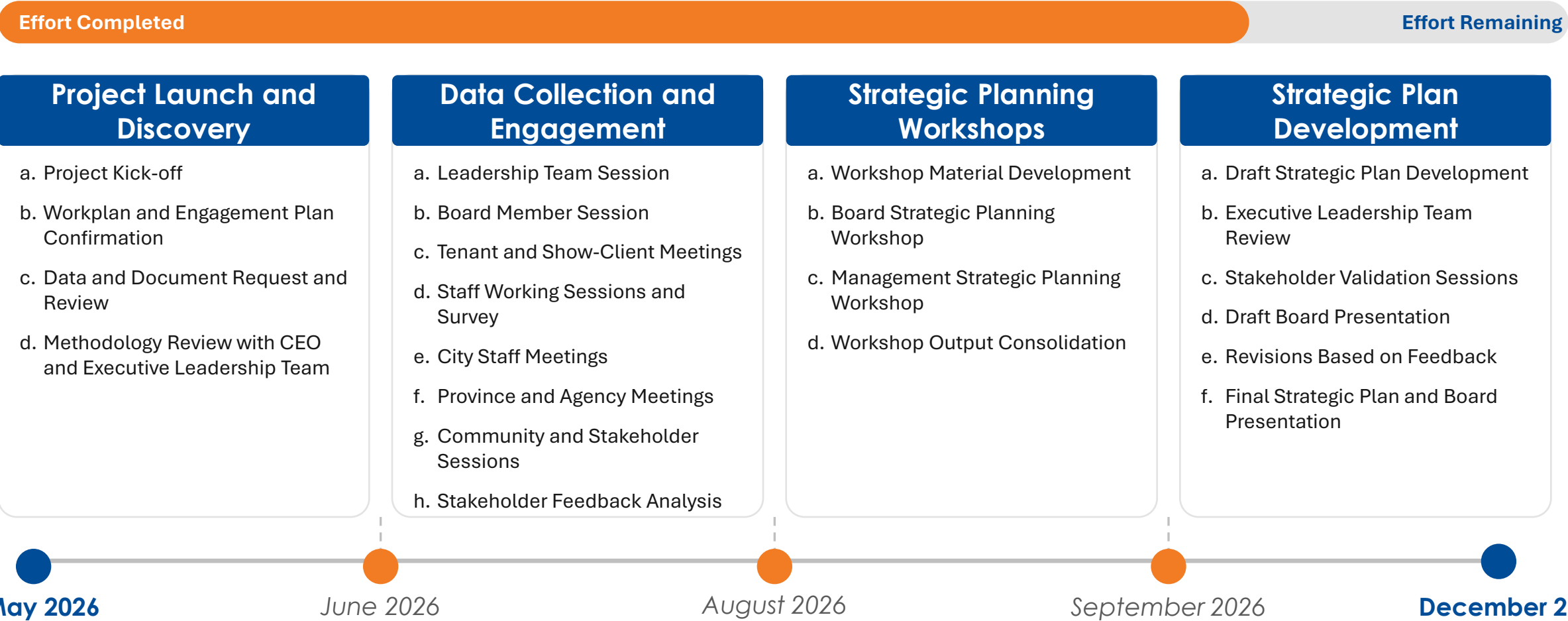
Project Success

A successful project will deliver the following by the close of engagement:

- **Targeted stakeholder engagement:** Focused engagement with key internal and external stakeholders to capture diverse perspectives and build alignment.
- **Clear understanding of issues and opportunities:** Concise synthesis of current state, key risks, and strategic opportunities to inform decision-making.
- **Aligned strategic direction:** A forward-looking strategy aligned with City priorities, market context, and Exhibition Place's evolving role.
- **Actionable implementation plan:** Defined priorities, initiatives, and performance measures to enable execution and accountability.

> Progress to Date

The table below reflects our progress to date, and key activities remaining.





Current State Overview

Exhibition Place Strategic Plan 2027-
2031

➤ Progress Since the 2022-2026 Strategic Plan

Exhibition Place has advanced over 233 initiatives across their strategic goals, with notable progress in commercial and business growth and community activation.

1. Commercial and Business Growth

Expanded market reach and commercial activity, growing annual events from 1,761 to 2,100+.

2. Operational Optimization

Streamlined key administrative, sales, and service processes to improve efficiency and the client experience.

3. Environment & Sustainability

Advanced sustainable facilities and operations through energy efficiency, EV infrastructure, renewable energy, and a greener fleet.

4. Culture and People

Strengthened workplace inclusion, staff development, and engagement through DEI initiatives, training, and new people supports.

5. Technology & Innovation

Modernized technology infrastructure and business systems while advancing cybersecurity, cloud, data, and AI-enabled capabilities.

6. Site Animation & Engagement

Expanded year-round use of the grounds through community programming, recreation, cultural activities, tours, and partnerships.

233 strategic initiatives were completed from 2022 to 2025, demonstrating significant progress and establishing a strong foundation for the next planning period.

> Stakeholder Groups Engaged

Partner Perspectives



The Community

One session engaged the immediate community and broader Toronto area. A second August session will capture further insights.



Tenants

One session engaged tenants across Exhibition Place, including MSLE, CNE, Hotel X, Royal Fair, Medieval Times, Liberty Grand, Toronto Police and EMS, and the Horse Palace.



Clients

A tailored session engaged clients from Exhibition Place events and exhibitions, including representatives from the Boat Show, Home Show and OCI.



The City, Province, and Other Municipal Partners

A facilitated focus group engaged City staff from Intergovernmental Relations, Transportation, Planning, TTC, Parks and the City Manager's Office. Destination Toronto participated through a stakeholder interview. Provincial ministry and agency staff joined a facilitated session, including representatives from Infrastructure Ontario, MTCG and Metrolinx.

Governance and Internal Perspectives



The Board of Governors

Small-group sessions with two to three Board members explored their views of Exhibition Place today and their aspirations for its future.



Leadership

Exhibition Place's senior leaders participated in one focused leadership session.



Staff

Staff across Exhibition Place's departments participated through three separate sessions and a staff survey.

Summary of Findings

Based on the findings, a SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework has been used to summarize the themes heard throughout stakeholder engagement.

Strengths

- Unique, flexible destination capable of hosting major indoor and outdoor events.
- Strong event delivery and relationships, supported by experienced staff, tenants, clients, and anchor events.
- Major Toronto asset and economic driver, with strong sustainability progress and continued investment.

Weaknesses

- Minimal distinct brand identity, with Exhibition Place often overshadowed by individual events and venues.
- Limited year-round activation and visitor amenities; major events remain the main draw to the grounds.
- Aging infrastructure and fragmented ways of working can affect coordination and the visitor/client experience.

Opportunities

- Leverage transit and surrounding development to strengthen connectivity and position Exhibition Place as a waterfront gateway.
- Create a more active year-round destination through public realm, culture, recreation, food and beverage, and community uses.
- Strengthen competitiveness and destination appeal through new event formats, partnerships, technology, and integrated planning.

Threats

- Major construction and redevelopment may disrupt access, operations, and existing client relationships.
- External priorities and approval constraints may limit control over the pace and direction of change.
- Growing congestion and market expectations increase pressure to modernize facilities, services, and the overall experience.

> Key Themes Identified

The following themes were identified through our stakeholder engagement activities and have been used to assess the current issues and opportunities at Exhibition Place.

**Identity,
Positioning, &
Destination
Experience**

**Access, Mobility,
& Connectivity**

**Infrastructure,
Technology, &
Site
Modernization**

**Events, Clients,
& Commercial
Growth**

**Year-Round
Activation,
Community, &
Public Value**

**Partnerships,
Governance, &
Destination
Integration**

**Organizational
Capacity &
Transition
Management**

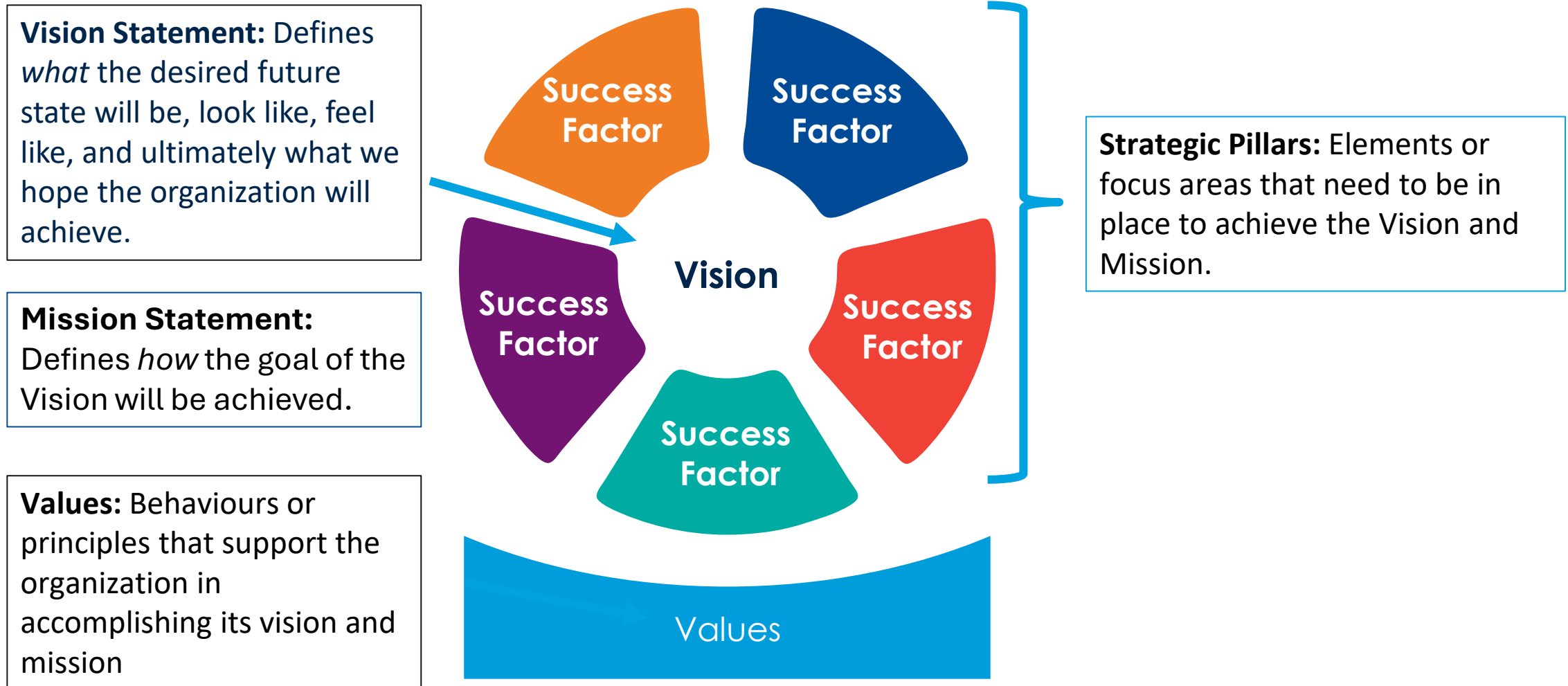


Draft Strategic Framework

Exhibition Place Strategic Plan 2027-2031

Reminder: What is a Strategic Framework

A strategic framework sets out where we want to go, how we will get there, and what will guide us along the way.



Exhibition Place's Current Strategic Framework

The current Strategic Framework, mission, visions, and values that has guided Exhibition Place through the last 5 years is presented below:

Our Mission:

With our tenants and partners, we will deliver exceptional experiences to our visitors through events and site animation while promoting economic activity and investment in the City of Toronto.

Our Vision:

Canada's premier destination for conventions, exhibitions, events, and entertainment.



Our Values:

Collaboration
Inclusivity
Innovation
Integrity
Accountability

> Vision Statement

The Vision Statement defines what the desired future state will be, look like, feel like, and ultimately what we hope the organization will achieve.

Current Vision: Canada’s premier destination for conventions, exhibitions, events, and entertainment

Proposed Vision	Canada’s destination for gathering, connecting, and extraordinary experiences.
Rationale	Broadens the current vision while retaining a strong focus on Exhibition Place as a destination and gathering place.

What We Heard

- Retain the reference to Exhibition Place being a destination.
- The use of ‘premier’ may feel too generic.
- Reflect the gathering role of the campus.
- Avoid listing specific activities to allow for Exhibition Place to continue to evolve.
- Keep the vision aspirational.

Mission Statement

The Mission Statement defines how the goal of the Vision will be achieved.

Current Mission: With our tenants and partners, we will deliver exceptional experiences to our visitors through events and site animation while promoting economic activity and investment in the City of Toronto.

Proposed Mission	With our tenants and partners, we will deliver extraordinary experiences to our visitors through events and site animation while promoting economic activity and investment in the City of Toronto.
Rationale	Minor proposed change to the current mission, replacing ‘exceptional’ with ‘extraordinary’ to align with the vision.

- What We Heard**
- The current mission still resonates.
 - Tenants and partners are critical to how Exhibition Place achieves its vision.
 - The Mission should reflect any changes to the Vision and Strategic Pillars.

> Strategic Pillars (1/2)

Strategic Pillars: Elements or focus areas that need to be in place to achieve the Vision and Mission.

Current Strategic Pillars		Proposed Strategic Pillars	Rationale: • Creates clearer, more distinct areas of strategic focus. • Reflects what we heard about growth, year-round activation, influence, modernization, resilience, and people. • Retains continuity with the current Strategic Plan while better reflecting Exhibition Place’s future needs.
Promote Site Animation 365-Days a Year	→	Activate and Connect Year-Round	
Exceed Client and Visitor Expectations	→	Deliver Excellence and Drive Growth	
Solidify Position as a Leading Convention and Event Space			
Enhance Brand Identity and Promotion	→	Strengthen Identity, Partnerships, & Influence	
Invest in our People and Culture	→	Invest in People & Organizational Capability	
Ensure Competitively Priced Services and Sustainable Operations	→	Build Sustainable and Resilient Operations	

> Strategic Pillars (2/2)

The table below describes the proposed strategic pillars.

Proposed Strategic Pillars	Description
Activate and Connect Year-Round	Create more reasons for people to visit, gather and experience Exhibition Place throughout the year. Bring together programming, public spaces, amenities, and partnerships to create a more connected and active year-round destination.
Deliver excellence and drive growth	Deliver an excellent and consistent experience for clients and visitors while strengthening Exhibition Place’s convention and events business. Invest in the facilities, technology, services, partnerships, and offerings needed to continuously improve the experience and support future growth.
Strengthen Identity, Partnerships, & Influence	Strengthen Exhibition Place’s identity and profile while building the relationships needed to support its future direction. Work proactively with government, tenants, clients, and partners to better communicate its value and help shape decisions that affect the site.
Invest in People & Organizational Capability	Invest in the people, skills, leadership, and culture needed to support Exhibition Place’s evolving role. Strengthen organizational capacity, connections, and collaboration to deliver priorities and support implementation of the Strategic Plan.
Build Sustainable and Resilient Operations	Strengthen the financial, operational, and environmental sustainability of Exhibition Place. Improve the efficiency, reliability and adaptability of operations to support long-term performance and respond to changing conditions.

> Values

Values: Behaviours or principles that support the organization in accomplishing its vision and mission

Proposed Value	Description of Proposed Value	Change
Adaptability	Be nimble in responding to changing needs, priorities, and circumstances, and adjust how we work as Exhibition Place evolves.	New
Collaboration	In concert with our staff, tenants, clients, and the surrounding community to accomplish our goals and deliver results	Retained
Inclusivity	Promote a safe and respectful environment that values diversity and encourages understanding and communication.	Retained
Innovation	Be open to change, challenge the norm, and innovate through experimentation.	Retained
Integrity	Act ethically and honestly in our daily work and take personal accountability for our decisions and conduct.	Broadens the current values of integrity, incorporating some elements of the current value of Accountability.



Questions?



Next Steps

Exhibition Place Strategic Plan 2027-
2031

> Immediate Next Steps

Below is an overview of the immediate next steps in the development of the 2027-2031 Strategic Plan.

	Next Steps	Completion Target
1	Strategic Planning Workshop #2	October 28
2	Draft Strategic Plan	November 12
3	Final Strategic Plan	December 10
4	Board Presentation of Final Strategic Plan	December 17