

Canadian  
National  
Exhibition

# Management Report

May 2011

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## General Manager's Comments

This is the time of year when we move from planning and contracting to what we call the "execution" phase. Our plan is set, now it is time to get it done. Seasonal office staff have started to work, the Casino school is well underway and the outreach team is taking AI-Ex to special events around the city.

When talking about the CNE, please remember:

- the CNE pays its own way. It is not subsidized by taxes or grants,
- the CNE is clean, safe fun and good value (last year's research reminds us that we have a big problem of perception among non-users),
- the CNE is the first, and (to date) the only, fair in North America to receive Eco-Logo Certification,
- the CNE delivers social and economic benefits to the community and the region. Direct economic impact in 2009 was calculated at \$58.6M for the City & \$80M for the Province,
- the CNE helps to bridge the urban/rural divide by providing agricultural education to its predominantly urban audience,
- the CNE employs approximately 1500 staff every summer, most of whom are young workers,
- the CNE's partners (midway, exhibitors, Food building) employ an estimated additional 4 - 5,000 employees

**Ontario Place (OPC)** has announced that grounds admission will be free this year as part of the 40<sup>th</sup> Anniversary celebrations. We have had some enquiries from partners as to what this may mean for the CNE. Board members may hear similar questions and the only appropriate response at this point is that we do not know. We are in discussions with OPC and will bring a report and proposed agreement for the 2011 CNE to the next meeting of the Board.

**The IAFE Spring Managers Conference** was held in Louisville, KY in April and Zis, Karen, Virginia and I attended. One of the regular events at this conference is the awarding of Certified Fair Executives (CFE). I am very pleased to inform you that Virginia Ludy received this designation at this conference. The CFE programme recognizes senior fair managers who have made significant contributions to their own fairs and to the industry. Virginia is the first (and so far only) CNE CFE - Congratulations Virginia !

The conference was beset by unexpected problems which required last-minute replacement of three speakers. We were impressed by the organizational structure and facilities of the Kentucky State Fair, as well as the air show and fireworks of "Thunder over Louisville". Staged by *Zambelli Internationale*, the fireworks are billed as the largest annual display in the world.

Over the course of the three days, both in sessions, chatting with colleagues from other fairs, and by attending events, Karen learned of 1) a number of new promotional ideas and experiences and 2) of ways to better communicate "behind the scenes" stories to our customers during their visit.

Zis met and had discussions with a number of entertainment buyers and programmers from across North America. One of the keynote speakers touched on the future of agriculture in a world with more people and less arable land. Programming staff will investigate exhibits about the future of agriculture.

Virginia had the opportunity to chair the International Committee of IAFE. The discussion of the committee centred around using network services such as skype to engage people throughout the industry who may not have an opportunity to attend conventions and conferences. It was suggested that IAFE begin to examine how this technology could be used to hold town hall

meetings with fairs across North America and the world on issues that maybe relevant to the organization at large.

Despite difficulties with the speaker program, the conference was successful and afforded the usual opportunities for us to establish and maintain vital contacts within our industry.

**Hiring Process** - we have embarked on a new procedure for hiring this year. Seasonal staff will now apply online through our website. We think this new plan will help us streamline our hiring, and may result in a better staff contingent at the fair. You can find the link on our website.

**Passes and Unpaid Admissions** - in 1999 the Board endorsed a policy to reduce free admission to the CNE. Ever since, staff has been diligent in respect of this policy. However, it makes sense to issue a certain number of passes for normal business purposes. Those who receive passes include performers, presenters, service providers, sponsors, promotional partners, volunteers, Casino VIP patrons, grade-school students and employees. As well, there are other business relationships which generate unpaid admission.

The school pass programme is a long-standing tradition. It is restricted to children aged 13 and under and is distributed to all schools and school boards within an approximate travel distance of 2 hours. A similar pass is given out at community events attended by our outreach team. These passes are bar-coded and tracked for redemption. I believe the school programme was originally based on the idea that child under the age of 14 would need to bring a parent, thereby generating at least one paid admission for one or two passes redeemed. As reported elsewhere, we have expanded the programme to include high school students of the TDSB for their special day on Tuesday August 30<sup>th</sup>.

Passes that are given to third parties are usually contractual and are based on one of a variety of different reasons. For example, if we were to charge admission for the performers, presenters or service providers we employ, they would have a reasonable expectation of an increased fee as compensation. Sponsors have a reasonable expectation that they will be able to get their staff on site to activate the sponsorship. Media partners are a bit different; some passes are used for working media to attend the fair, while others are used in print or on air to lever promotional exposure,. In these cases, we usually obtain approximately three-times the value of paid advertising in our promotional exposure. Casino VIPs must demonstrate a certain level of play at the Casino in order to receive a pass. All of these passes are approved by a CNE Manager and are tracked for redemption. As well, Arlene Campbell and Dianne Young have passes which they give to clients (show managers) of Exhibition Place and the Direct Energy and Allstream Centres.

Passes are distributed to families of the soldiers who attend the Warrior's Day Parade. In similar fashion, the Air Show receives passes (corporate hosting and VIPS) and Labour Day Parade marchers get wristbands for free entry. Organizers for these events have been very co-operative in reducing frivolous or unintended entries.

All employees are admitted for work by way of their employee badges which are scanned. In order to encourage employees to promote the fair to family and friends, employees who work a minimum of 4 months per year may request passes using the form attached as Appendix B. All such forms require approval by myself, Arlene or Dianne. All employees of the CNE, Exhibition Place, Direct Energy Centre and the Allstream Centre may avail themselves of these passes.

In addition to the passes described above, there are many other sources of unpaid admission. Patrons of Toronto FC and Molson Amphitheatre are admitted for free. Employees and marina patrons of Ontario Place, employees of Exhibition Place tenants (MLSE, Gossip, Liberty Grand,

Fashion Incubator, QE Theatre and others), anyone with a disability (and escort), on-duty police, fire and EMS workers, NAME employees, centreplate employees and anyone else who has legitimate business on site.

**The Memorandum of Understanding (MOU)** - discussions are ongoing. As mentioned in previous reports, Board members are encouraged to review the existing agreement and provide any comments or suggestions to myself or Jim Melvin.

### **Marketing and Communications**

The CNE Marketing and Communications team is now in full flight executing the 2011 Marketing Plan. Responding to the issues revealed through research conducted both onsite and offsite in 2010, the brand creative has been streamlined and modified accordingly. A new look for the campaign has been developed, tested, and tweaked, resulting in a design that is clean, clear, and colourful, with an emphasis on the words CNE.

The new application (App) for Smartphones is currently in development, and the website has been re-branded to reflect the new creative. Our social media campaign is also very active and will continue to ramp up moving into the fair, engaging people through trivia contests and entertaining postings. Our Facebook "likes" grow by the day, thanks to strategically placed ads on the social network, and our Community Events team is tweeting live from all the community events we attend.

More than one million CNE school passes will be delivered to schools Southern Ontario this week ranging from London in the west, to Peterborough to the east. Our Corporate Group Sales campaign is also being launched with a mailing to 6,000 potential new clients.

Tickets (at our early bird discount price) are now on sale at the TheEx.com, and tickets will go on sale at Mac's Convenience Stores on June 20th.

The Advertising buy is well underway, and our Media Relations team is already working onsite. Meetings with our Media Partners to leverage promotional opportunities are also taking place, as we work to align our key attractions with media partners who will most effectively draw their individual audiences to our concerts and shows.

The Marketing Department has also been working with Human Resources, on a new online hiring program, which is designed to pre-screen applicants for customer service aptitude.

### **Sponsorship**

As of May 16, 2011 we are at \$811,340 (approx.) or 85.4% of our 2011 budget of \$950,000 (an increase of \$50,000 over 2010). To put these numbers in perspective in comparison to last year, as of June 18, 2010 we were at \$801,010 – 89.0% of our 2010 budget of \$900,000. These numbers take into account the loss of a \$50,000 sponsorship last week from Sony Canada who has cancelled all events for the year for their mobile rig due to the situation in Japan. We are currently in negotiations with Molson to replace the Labatt sponsorship. At this stage it is looking promising.

### **Operations**

The Operations staff has been working on executing the Operations Plan. The following provides a list of programs that are currently being worked on:

- Launch of the 2011 "Chair with Flair Program" to over 126 schools across the Toronto District School Board
- Enhancement of CNE Credential Program to provide all exhibitors, supplier and concessionaires with photo identification for easier access and control

- Implementation of the new point of sale ticket system at the CNE gates
- Completing RFQ process for the awarding of CNE Security Services
- Emergency Planning Training for staff
- Issuing of license agreements for all concessions and outdoor retail
- Planning of the new CNE Sky Ride for the 2012 CNE
- Working with the TDSB in the development of TDSB Day@the CNE
- Recruitment of volunteers for the Friends of the CNE Program
- Beginning the process to re-certify for our Eco-Logo Certification

### **Programs**

The Programmers are finalizing bookings and details in contracts and are confident that the 2011 CNE will offer great highlights and excellent value to our patrons. Some of the details we are trying to finalize are:

- The name performers for the Acrobatic Ice Show. We are close to confirming Olympic bronze medalist Joannie Rochette as our skater, and singer Yvan Pednault, star of the Toronto productions of *We Will Rock You* and *Rock of Ages*.
- TDSB Day @ CNE. We are trying to finalize the student acts on our stages and details for the Bandshell concert and the children's show component.
- Some more community partnerships including conversations with the International Festival of Authors for readings and meet and greets, and Sheridan College Animation Program for a mini film festival of its graduating class
- A flash mob activity.

Please see attached Program Update for May, 2011. Although our concerts are free with admission while many fairs still charge a separate gate, issues around the changing way society listens to and obtains music is also having an effect on the costs of concerts. Artists are no longer making money from album sales since downloading and file sharing is rampant, so they are looking for other ways to collect money from live concerts. Show fees and cuts of the box office are increasing and VIP seating for their own fan club members who would pay a premium to the bands not the venue is a regular occurrence. Staff will continue to be vigilant during negotiations with the various acts we book.

### **Exhibitor Sales**

The Exhibitor Sales unit is responsible for the Arts, Crafts & Hobbies, Food Building, Shoppers Market (previously Shoppers Bazaar), At Home Pavilion, International Pavilion, Warehouse Outlet and Warehouse Extension. Renewal contracts are continuing to be processed daily and new Applications are reviewed and considered by the Review Committee on a bi-weekly basis to ensure a diversified product mix is relative to the number of exhibitors participating in each pavilion, and to ensure product categories are not saturated.

Sales figures for May 2011 are on track from previous year and it is anticipated that all revenue targets will again be achieved this year.

12-May-11				
Building	2010 Actuals	2011 Budget	2011 Achieved to-date	Percentage
Arts, Crafts & Hobbies (Queen Elizabeth Building)	\$ 308,224.00	\$ 320,867.00	\$ 314,653.50	98%
At Home   Shoppers Market (DEC - Hall A)	\$ 943,587.00	\$ 930,072.00	\$ 788,013.28	85%
International Pavilion (DEC - Hall B)	\$ 854,784.00	\$ 851,583.00	\$ 741,422.48	87%
Warehouse Outlet & Extension (Hall C & G)	\$ 414,023.00	\$ 354,440.00	\$ 402,216.42	113%
Food Building	\$ 914,151.00	\$ 923,162.00	\$ 935,684.00	101%
	<b>TOTALS</b>	<b>\$ 3,380,124.00</b>	<b>\$ 3,181,989.68</b>	<b>94%</b>

**Floor Plan Re-design** - we have reconfigured and re-designed the floor plans in the Direct Energy Centre and opened up the air wall between Halls A & B, in order to create an open concept floor plan and ensure an effective flow of visitors from one shopping experience to another (between the Shoppers Market (Hall A), the At Home Pavilion (Hall A) and the International Pavilion (Hall B)).

**Food Building** - we are in the process of finalizing 7 new food operators in the Food Building and we have some exciting new proposals which are being finalized pending space allocation and availability.

### Upcoming Staff Travel

#### Canadian Association of Fairs and Exhibition (CAFE) Board, Springfield, Mass. - October

The CAFÉ fall board meeting has been moved to Springfield, Mass. Board members will be conducting their regular meetings and will have an opportunity to meet with representatives of the Big E Fair and Exposition. As a Director of the CAFÉ Board, Virginia Ludy will be attending.

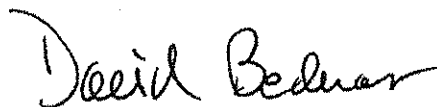
#### Canadian Association of Fairs and Exhibitions (CAFÉ) Convention, London, ON - November

A number of staff will be attending the annual CAFÉ convention to be held in London, Ontario this year.

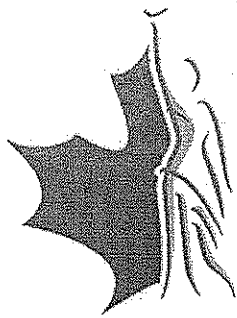
#### International Association of Fairs and Exhibitions (IAFE) Las Vegas - November

At this time, David Bednar, Virginia Ludy and Mike Cruz are planning to attend the IAFE annual convention in Las Vegas in November. Sessions are planned on relevant topics as well as a large industry trade show. Due to the extra travel required as a member of the CAFE Board of Directors, Virginia will be exceeding her annual travel limit.

Respectfully submitted,



\_\_\_\_\_  
David Bednar  
General Manager



Canadian  
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# Appendix A

## PROGRAMMING UPDATE – MAY 2011

### BALL PARK

#### Baseball

- 55th Annual Lions-CNE Peewee Baseball
- Other baseball initiatives:
  - 12<sup>th</sup> Annual Provincial PeeWee All-Star Tourney
  - Annual Women's Fastball Tournament
  - Girls' PeeWee/Bantam Exhibition Games
  - Rookie-Ball Exhibition Games

### BANDSHELL PARK

#### The Bandshell

- Rib Fest - *daily, except Mondays*
- Canadian Forces Musical Salute - *August 19 and 20*
- Marianas Trench - *August 21*
- Exfest – Battle of the Bands - *August 23*
- The Spinners with The Manhattans - *August 24*
- Lights - *August 25*
- **Neil Sedaka - August 26**
- Loverboy - *August 27*
- Blues Festival - *August 28*
- Toronto School Board Day - *August 30*
- Glen Campbell - *August 31*
- My Darkest Days - *September 1*
- K-OS - *September 2*
- Tommy James and the Shondells - *September 3*
- Rising Star Talent Finals - *September 4*

New items since last  
report are in bold font.

### GENTENNIAL PARK

#### Kids' World

- Feature Stage
  - Splash 'n Boots
  - **Storybook Magic by Majinx**
- KidStreet
  - Family Centre
  - **Wizards Challenge**
  - Craft Gallery
  - **Pizza Nova Pizza Making Workshops**
  - **TREC Kids' World of Energy**
- Kids' World Park
  - Backyard Circus & Family Puppet Parade
  - Ken Jen Petting Zoo
  - Playground
  - **Sport Interactives**
  - YTV
  - **Costume Characters – daily in Kids' World**

OUTSIDE THE BETTER LIVING CENTRE

**Kitchen Theatre**

**The Casino Outdoor Patio** – Outside the BLC – daily  
2 p.m. to 6 p.m.

- **Frankie Benson** – August 19 - 21
- **Enrico Galante** – August 22 - 24
- **Kenny V** – August 29 - 31
- **Steven Ambrose** – August 31 to September 2

7 p.m. to 11 p.m.

- **Paul James Band** – August 19 - 21, 26 - 28 and September 2 - 5
- **Los Homeles** – August 22 - 25, August 29 - September 1

BETTER LIVING CENTRE

**The Farm**

- Kids AgVenture
- Butter sculpting
- AgriKidabra

**HorseCapades** – August 19 - September 5

QUEEN ELIZABETH THEATRE

**Ambassador of the Fairs Competition** – August 21

QUEEN ELIZABETH EXHIBIT HALL

**Arts, Crafts and Hobbies**

- Art Gallery of Ontario
- **The Bra Project**
- Canadian Theatre Museum
- **McMichael Gallery – Marilyn in Canada Exhibit**
- The Ontario Artists' Porcelain Guild are conducting workshops
- Workshops by various artists

WEST OF FOOD BUILDING

**Variety Stage**

- Rising Star Talent Competition
- Comedy Hypnotist Fernandez – 2 shows daily – 3 shows Labour Day Weekend
- Michel Lauziere (comedy variety act) – 2 shows daily – 3 shows Labour Day Weekend

**TTC Subway Musicians Auditions Stage** – August 19, 20 & 21

EAST SIDE OF BMO FIELD

**Strikers Bar & Grill** – daily

2 p.m. to 6 p.m.

- **Danny Scott** – August 19 to 24
- **The Highrollers** – August 25 to 30
- **Two for the Show** – August 31 to September 4

7 p.m. to 11 p.m.

- **Red Line Run** – August 19, 20, 21 & September 4
- **The Jade Monkeys** – August 22, 23, 24
- **Replica** – August 25 to 29
- **The Nomads** – August 30 to September 5

### HORSE PALACE

#### HorseCapades.

- Meet, Feed and Learn about Horses – August 2 – 18

Miniature Horse Show – August 28, 29

### RICOH COLISEUM

#### The Horse Show

- Light Horse Show – August 2, 3, 4
- Heavy Horse Show – August 6, 7, 8
- Jumper Show – August 9, 10, 11
- Sport Ponies – August 13

**Aerial Acrobatic and Ice Skating Show – August 19 – September 5**

- Finalizing Joanne Rochette (Olympic Bronze Medalist)
- Finalizing Yvan Pedneault (Star of Toronto productions of *We Will Rock You* & *Rock of Ages*)

### DIRECT ENERGY CENTRE, HERITAGE COURT

#### The Garden Show

- Feature Gardens
- "Rock on Rock" display
- International Sand Sculpture Competition  
**Competitors from the following countries confirmed for 2011: United States, Japan, Italy, Australia, Ireland, and Canada**
- Flower and Vegetable Competition
- Wine Garden with Jazz

### DIRECT ENERGY CENTRE, HALL A

#### At Home Pavilion - At Home Celebrity Stage

- **Bob Blumer – August 19**
- David Rocco - August 20
- **Corbin Tomaszewski – August 21**
- **David Adjei – August 26**
- Michael Smith - August 27
- Bal Arneson - August 28
- **Duff Goldman – September 2**
- **Several of the top chef contestants for Canada have confirmed that they will perform on the stage.**

### DIRECT ENERGY CENTRE, HALL B

#### The International Pavilion Main Stage

- Black Angels Acrobats from Africa – August 19 to September 5
- Villamarka band from Ecuador – August 19 to 23 – to be confirmed
- Mzansi Youth Choir from South Africa – August 22 to 27
- Jazenka Song and Dance Ensemble from the Czech Republic – August 24 to 31

### DIRECT ENERGY CENTRE, CAFÉ SOLEIL

The 40<sup>th</sup> Annual Cat Show - August 27 & 28

### DIRECT ENERGY CENTRE, HALL D

**The SuperDogs Show - Show Name: Bite it. You'll be Smitten not Bitten**, featuring the music of Michael Jackson, Jackson Five, Motown and R&B - *Daily*

DIRECT ENERGY CENTRE, SWING SPACE

Ghosts of the CNE, CNE Archives Exhibit

DIRECT ENERGY CENTRE, PRESENTATION THEATRE

Talks by Paranormal Researcher Richard Palmisano

- Tuesdays and Thursdays, August 23, 25, 29 and Sept 1, 7 pm

Virtual Haunted CNE Walking Tours

- Monday's August 22 and 29, 7 & 8 pm
- Wednesday's August 24 and 31, 6:30 & 7:30 pm

DIRECT ENERGY CENTRE, EAST END OF THE GALLERIA

Haunted CNE Walking Tours

- Monday's August 22 and 29, walks leaving at 7, 7:15 & 7:30 pm
- Wednesday's August 24 and 31, walks leaving at 6:30, 6:45 & 7 pm

PRINCES' BLVD.

On the Midway Stage – *Daily 3 to 6 p.m. and 7:30 to 11 p.m. Labour Day 3 to 7 p.m.*

*Afternoons*

- Mulligan Stew – August 19, 20, 21
- LMT Connection – August 22, 23, 24
- Carpet Frogs – August 25, 26, 27
- Virgil Scott – August 28, 29, 30
- Johnny Max and His So Called Friends – August 31, September 1, 2,
- TBD – September 3, 4
- Shania Twin – Tribute to Shania Twain – September 5

*Evenings*

- Guns N' FN' Rosez – August 21
- Elevation - U2 - August 23
- Jamaica to Toronto featuring Jay Douglas, Everton & Pablo Paul – August 24
- Marshall Dane -Country Rock – August 25
- Blaze of Glory - Bon Jovi Tribute - August 26
- Destroyer -Tribute to Kiss - August 27
- Summer of 69 – Tribute to Bryan Adams - August 28
- Robbie Lane – R & B – August 29
- The Way it Was – Tribute to Elvis – August 30
- Fleetwood Nick – Fleetwood Mack & Stevie Nicks Tribute – August 31
- Balboa – Tribute to Rocky Movies Soundtracks – September 1
- D Drive – Tribute to Classic Rock – September 2

**FlowRider SplashZone**

- FlowRider demonstration/show
- Summer/beach interactives including Beach Volleyball & Basketball
- Public rides

**Canadian Forces Display**

THROUGHOUT THE GROUNDS

**Parades**

- Warriors' Day Parade - August 20
- Labour Day Parade - September 5
- Mardi- Gras Parade - daily

## **Park Entertainers**

- John Beattie (strongman) - 4 shows daily
- Sheldon Casavant (magician) - 3 shows daily
- The Mat Velvet and Charlie Show (comedy acrobats) - 3 shows daily
- Showbot (interactive robot) - 4 shows daily
- The Tree of Life ( Walking Tree) – 4 shows daily
- **Betty Hoops – (Hula Hoops Comedy) – 3 shows daily**
- Strolling bands

## **Sports Day - August 27**

*Contacts: Zis Parras, Programs Manager (416) 263-3831  
Paula Ellis, Agriculture (416) 263-3835  
Karen Bradford, Attractions (416) 263-3806  
Danielle Bourre, Entertainment (416) 263-3842*

## 2010 Canadian National Exhibition Staff Pass Requisition Form

Staff Member Name: \_\_\_\_\_ Dept.: \_\_\_\_\_ Division: \_\_\_\_\_

### 2010 STAFF PASSES GUIDELINES

#### Employment Greater than 6 Months

Individuals who have been employed with Exhibition Place for greater than six months have three packages to choose from for 2010 CNE staff passes. **Please place a "1" next to your first choice and a "2" next to your second choice.** Every effort will be made to accommodate your first choice. The following personnel are eligible: General Managers, Managers, Excluded Clerical, Non-Union Hourly, Union Hourly, and Contract Salaried.

#### Package A: \_\_\_\_\_

- 1 - 18-Day Parking Pass
- 1 - 18 Day Admission Pass—good for one free entry per day any day
- 6 - Single Admission Passes—good for one entry one time only
- 6 - Kids Passes—good for one entry for a child (13 & under)

#### Package B: \_\_\_\_\_

- 1 - 18-Day Parking Pass
- 10 - Single Admission Passes—good for one entry one time only
- 7 - Kids Passes—good for one entry for a child (13 & under)

#### Package C: \_\_\_\_\_

- 1 - 18-Day Parking Pass
- 16 - Single Admission Passes—good for one entry one time only

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#### Employment Between 4-6 Months

#### Package D: \_\_\_\_\_

Personnel employed with Exhibition Place for a period of 4 to 6 months are entitled to 6 Single Admission Passes for the 2010 CNE.

I hereby request passes based on my selection above:

Date: \_\_\_\_\_ Staff Member Signature: \_\_\_\_\_

Dept. Mgr./Director Approval: \_\_\_\_\_ GM Approval: \_\_\_\_\_