



# Management Report

January 26, 2012

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## **General Manager's Comments**

### **MOU – Term Sheet for Independence**

As stated in the December Management Report, we are moving quickly towards a new relationship with Exhibition Place. Directors are encouraged to review the report entitled "Independence of the CNEA" and the attached Term Sheet, which seeks approval to undertake the transition to the new relationship beginning in 2013. A similar report is to go before the Board of Governors at its meeting tomorrow (January 27, 2012). If approved by both boards, these reports and Term Sheets will be forwarded to Executive Committee of Toronto City Council (Feb 13/14), and City Council (March 4/5) for approval. If all goes well this year (2012) will be the final transition year and the new agreements will take effect by the second quarter of 2013.

Looking ahead to 2013 and beyond, I see two major considerations for the CNEA Board and staff:

The By-Laws of the CNEA were last revised in the summer of 2010. At the time, and somewhat ironically, many of those revisions took the form of bringing the CNEA By-Laws into conformity with the policies and procedures of the BOG/City. Although it may choose to adopt existing practices, an independent CNEA must devise its own by-laws, policies, and procedures. In my opinion, this practical exercise would be of more benefit to the CNEA if carried out in the context of the board reviewing its governance structure and composition.

As well, the strategic Plan for the CNEA was approved in principle by the Board in 2007 and then updated in 2010. The move to operational and financial independence calls for a thorough examination of strategic goals and objectives for the period 2013-2016. The board and staff will need to work together on a new strategic plan.

### **2012 CNE**

As you will see in the individual sections below, we are well on our way to planning another successful CNE in 2012. Final 2012 budget revisions will be going to the Finance Committee, Executive and Board next month. In many aspects, the 2012 CNE will closely resemble the 2011 CNE. Major program components will remain, although there will be new individual celebrities to showcase on the Bandshell, Food Stages, and Skating Show. The rebranding of our Marketing will see further roll out the need to segment our marketing campaign continues. One big new item will be the Sky Ride which will undoubtedly receive a lot of attention.

All staff are aware of the need for a good financial performance in 2012. On the one hand, we must put forward the first-rate experience our audience has come to expect. On the other hand, we must closely monitor discretionary spending and reduce our exposure to risk from bad weather, etc.

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*Contact: David Bednar  
416-263-3840*

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### **Marketing and Communications**

The Marketing and Communications Department is currently working on the Marketing strategy for the 2012 CNE. Building on the strengths of last year's campaign, while integrating current media consumption trends, and incorporating the learning from the research conducted with both CNE visitors and seasonal staff last year, we are working to have a Marketing Plan ready to present to the Marketing Committee by end of February/early March.

Keeping up with media trends and consumer behaviour in this mercurial digital age continues to be a significant challenge. In an effort to keep pace with this ever evolving environment, members of the Marketing Department attempt to take advantage of as many marketing seminars and industry information sessions as resources and time will allow. In December, Karen Lynch attended the annual IAFE (International Association of Fairs and Expositions) conference where she attended a number of sessions including those relating to how people consume media, and how different generations get information from different sources and in different ways. In addition to this, she and Joanne Benerowski attended the TNS Digital Age session on January 12th which outlined how diverse and segmented the digital world itself is, and how “targeted” brands/events must be in their messaging in order to make any impact on the individual, whether it be through online channels, social media, or via Smart Phones and/or Tablets. Other sessions which are planned for staff include a two day session on Social Media Marketing, one on Marketing Trends, and another on “event related” marketing.

On the “offline” front, staff continue to work with the Exhibition Place Purchasing Department, to secure a “printer of record”. We have received and are evaluating the nine bids that have resulted from our Request for Quotation (RFQ) for Printing, which closed in December. As mentioned in the previous Management Report, it must be stressed that printing continues to play a pivotal role in the marketing of the fair, despite the digital age in which we live. Due to the seasonal nature of the event, timelines and turnaround times are extremely tight. The “printer of record” must be able to deliver a high quality product under intense pressure at a competitive price. We expect to have a recommendation for a “printer of record” ready to present to the Board at its February meeting.

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*Contact: Karen Lynch  
416-263-3815*

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## **Sponsorship**

### **Overall Goals for 2012**

We have targeted more than 77 corporations in seven different sectors to approach on a two year cycle. This is because major sponsorships and the budget implications for corporations mean that their internal cycle for approval is a longer process

### **Financial Sector**

We are seeking to find a major sponsor in the financial sector. BMO, which has sponsored the CNE for many years (11 +) through its credit card line of business and may be interested in coming on board in a larger way as a full-fledged sponsor, promoting their entire portfolio of financial services. We have also had meetings at senior levels with representatives from other major banks and financial institutions.

### **Soft Drinks & Beverage Sector**

Discussions underway with both Coca Cola and its competitors in respect to a four-year soft drinks sponsorship.

### **SkyRide**

We are making best efforts to secure a title sponsor for the Skyride for 2012. At the asking price of \$100,000, and given the current economic environment, this could conceivably be a two year process. We will stay focused on this over the next few months and are presently working with CNEA President on a proposal to a major airline.

### ***Sponsorship Outlook for 2012:***

Dairy Farmers of Canada have just renewed with the same major space commitment as last year. With multi-year agreements in place for 2012 with six of our major sponsors, and tentative major deals in the soft drinks and financial sector, we feel confident that we will hit our target for this year.

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*Contact: Eamonn O’Loghlin  
416-263-3816*

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### ***Operations***

Concessions staff has been completing evaluations on all concessionaires and outdoor exhibitors and holding meetings with all clients in anticipation of the 2012 CNE. Based on the results of this evaluation process, staff will now be making recommendations with respect to returning concessionaires and outdoor exhibitors. Concessions staff are also preparing Requests for Proposals for two licensed restaurant locations on site and will be going to market with these very shortly.

Concessions staff will be attending the NICA (National Independent Concessions Association) conference and food show to see the latest food trends in the outdoor concessions business. While there, in addition, staff will have an opportunity to visit the Florida State Fair and the Gibb Town trade show.

Operations staff along with Exhibition Place purchasing and finance staff has just completed interviews and evaluations of proponents submitting proposals for managing the CNE gates. The results of this comprehensive review are contained in the report entitled “Event Staff Canada” submitted for approval.

Operations staff is also working on the list of site improvements to be made for this year’s fair. Items being considered are new pole banners, counterweights for tents, cable coverings, plantings and a new themed rest area to name a few. Once estimates for these projects have been compiled, a decision will be made on which will be included in the 2012 Site Improvement Plan.

Operations staff has also been working on the new Sky Ride to be featured at the 2012 CNE. Staff is currently working with Exhibition Place and the Ridetek the ride manufacturer on the installation of the ride infrastructure in preparation for the ride itself.

Staff will be issuing a letter to the Canadian Association of Fairs and Exhibitions expressing interest for the CNEA to host the CAFÉ Convention in Toronto in November 2015. The last time the CNE hosted this convention was in 2007. The convention provides an opportunity for staff to support our industry, showcase our event and the City of Toronto. Anticipating the acceptance of this request by the CAFÉ Board, staff will form a preliminary working group to start planning for the event. A preliminary budget of \$51,000 for this event is projected to cover costs associated with the convention including, host night, youth talent contest and other programming elements. The budget for the CAFÉ convention will be included in the 2015 budget submission.

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*Contact: Virginia Ludy  
416-263-3824*

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### ***Programs***

The Program Department has closed the year end books for 2011, met with a number of different agents, attended trade shows and industry conventions, received feedback from various committees of the Board, reviewed our research results and last month presented the Program Plan to the Board.

We are currently negotiating with acts we are inviting back. We have finalized agreements for the Superdogs, the Aerial Acrobatic Ice Show, and a number of chefs on our Celebrity Stage. A Program Update will accompany the Management April report.

A number of offers have been sent to artists for the Bandshell Stage, and we are waiting to hear back. We do know that Huey Lewis and The News will be touring the west coast this year, and will not coming to eastern North America, so he has turned down our offer. We are negotiating with two new exciting acts from outside of Canada for the International Stage. The Variety Stage will have a new hypnotist, Terrance B., and we are looking at new flash mobs for 2012.

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*Contact: Zis Parras  
416-263-3831*

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### **Exhibitor Sales & Services**

The focus of our team for the 2012 season is to continue to build and manage our exhibitor expectations, develop an outreach and communication plan to attract new prospective clients, create new themed sections within the existing pavilions and streamline internal procedures while driving operational efficiencies within the department.

### **Food Building**

We have recently performed an audit of all tenants currently leasing space in the Food Building and they were scored on the following criteria: Front of house design and aesthetics presentation, back-of-house cleanliness and organization, the existing structural condition of current space, equipment standards and energy efficiencies. Staff has been meeting on an individual basis with all food tenants in the Food Building reviewing their existing operations and making recommendations with respect to any changes that will be required for 2012-2015. Contracts for Food Building licensees will be issued in February once the Exhibitor Review Committee has met to discuss proposed upgrades to some existing leased spaces.

We are pleased to report that the Food Building has achieved a 100% renewal status. All food tenants have confirmed their intentions for participation at the 2012 season. New food proposals continue to stream in, we are seeking ways to build new booths in order to accommodate the growing demand. A thorough investigation is being completed to determine the feasibility of creating new booths within the building.

### **Shopping Pavilions**

We are currently evaluating all exhibitors and product category mixes across all buildings in collaboration with the Operations department, developing sales strategies and quality assurance programs to ensure that the CNEA rules & regulations and contract conditions are followed.

Jeannette Mintz continues to improve the caliber of participating retailers and exhibitors by ensuring that there is a healthy mix of participating exhibitors: from big box retailers, to small business to multi-nationals in the At Home Pavilion, to artists and designers in the Arts Crafts & Hobbies building and introducing new food concepts and tenants to the Food Building.

Andrew Sihelnik has begun outreach with existing exhibitors in the Warehouse Outlets, Shoppers Market and International Pavilion while equally developing partnerships with various consulates, trade commissions and tourism boards in order to provide them with a platform to promote their culture, merchants, foods and tourism destinations within the International Pavilion.

Managing the retail mix balance is challenging, but by taking a cue from successful consumer shows and retail shopping centres, we can aggressively promote the retail aspect of the existing mix to highlight that there is a balance of high end and middle-to-low end retailers who offer products at varied price points to serve our increasing diversified clientele.

We are well into the renewal process and will be providing an updated sales report in the next Management Report.

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*Contact: Gilbert Estephan  
416-263-3846*

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### **Corporate Secretary**

The new CNEA Corporate Secretariat is up and running! The Corporate Secretary and Government Relations Manager position has been filled by Sarah Fink who joined the CNE in December and Linda Costa who moved over to the Press Building and joined the team in January and will continue to support the CNEA Board and CNEA committees as the new Assistant to the Corporate Secretary and Government Relations Manager.

The Corporate Secretariat has worked closely with the former CNEA Corporate Secretary, Fatima Scagnol, to ensure as smooth a transition as possible and to ensure an ongoing close working relationship between the CNEA Board and the Exhibition Place Board of Governors.

The Corporate Secretariat has been meeting with various staff and working closely with David Bednar and Brian Ashton in preparation for the January and February meetings of the Executive Committee, the Board of Directors and various committees. The Corporate Secretariat will be supporting Brian as the new CNEA President to fulfill any objectives he would like to accomplish in 2012.

On the government relations front, there will be forthcoming provincial and federal budgets. In December, the federal Finance committee submitted its report after extensive public consultations and in the final report Tourism was briefly touched on. We will be staying tuned in to what opportunities there may be for funding opportunities of the CNE and the tourism industry in general. We will also be working on a comprehensive strategy in government relations for the CNEA. With the New Year and the new department, please take this opportunity to offer any feedback to the Corporate Secretariat by contacting Sarah Fink.

Members of the Board are welcome to drop by our offices on the second floor of the Press Building.

The Corporate Secretariat looks forward to supporting the CNEA throughout 2012 and beyond.

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*Contacts: Sarah Fink  
416-263-5201.*

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### **Air Show**

The CIAS membership and staff is fully operational in preparation of the 2012 air display, being held September 1 – 3rd, 2012. CIAS delegates attended industry conference 'ICAS,' (produced annually by the air show governing body, the International Council of Air Shows) in early December 2011. At the conference, representatives attended educational sessions and workshops where industry trends, new and/or updated regulations, key best practices, etc., were discussed. The CIAS liaised with representatives from national and international military and civilian teams, and solo aerobatic performers, third party suppliers and aviation regulatory bodies. The CIAS Team worked to develop and engage acts that will bring a balance of new-and-unique, and classic, well-loved performances to Toronto, while remaining cognizant of city and operational sensitivities. The CIAS team is currently finalizing and executing performer contracts and will release the slate of performers in the summer. In addition to an array of exciting acts, the 2012 show will feature a naval aviation salute in honour of the BiCentennial of the War of 1812.

It is important to note that recent developments with the United States Air Force (USAF) have affected USAF assets scheduled to appear at shows in 2012. Only one demonstration team featuring the F-22 Raptor will be appearing at a reduced number of air shows during the 2012 season. It is expected that all Raptor demonstrations will take place in the U.S. The CIAS has been in contact with its international colleagues and is working diligently in an attempt to arrange appearances by U.S. assets at the show. We are cautiously optimistic that we will be successful in this endeavour.

The CIAS continue to develop its sponsorship program in 2012 to supplement funding received by the CNEA. Supplementary funding is critical to meet the costs of all operational requirements to produce the show. The CIAS has been successful with its sponsorship efforts over the past few years, seeing a specific increase in 'in-kind' sponsorship agreements. The CIAS looks forward to continuing the development of its sponsorship program and would like to acknowledge the assistance over the past few years from the CNEA sponsorship group.

At this time, the CIAS staff and membership are fully operational; working diligently to finalize all requirements for the 2012 display.

Regional air show conference NECAS (North Eastern Council of Air Shows) will be held in late February 2012 and several CIAS representatives will be in attendance.

The CIAS looks forward to presenting another world-class aviation event at the 2012 CNE.

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*Contact: Jennifer Brown  
416-263-3650*

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### **Travel Reports:**

### **Canadian Association of Fairs and Exhibitions (CAFÉ)**

#### **Operations:**

Virginia Ludy, Mike Knott and Mike Cruz attended the CAFÉ convention in London Ontario in November. Mike Knott led a session on Food Trends in the fair industry. Mikes presentation centered some of the successful trends in the fair food industry and what new interesting fair foods are on the horizon. Mike also led a meeting with all concession managers from across the country where discussion centered around challenges and opportunities in the outdoor concessions and exhibits area. Gilbert Estephan also participated in this session. Mike Cruz along with Joanne Benerowski led a session on the CNE App. The session outlined trends in the world of Apps and walked attendees through the CNE's experience of developing an App.

Virginia Ludy assisted CAFÉ staff in recruiting a number of presenters for the conference. As a member of the CAFÉ Board she attended two board meetings while at the conference. In addition, Virginia's first term as a Director on the CAFÉ Board was expired and she was successfully elected to a second term.

#### **Marketing:**

On Thursday, November 17, 2011 at the CAFE Convention in London Ontario, Joanne Benerowski of the CNE Marketing Department led a session together with the CNE's Mike Cruz and Jim Cheshire of AVAI Mobile Solutions entitled "The A to Z of Creating a Mobile App for your fair". Karen Lynch attended this session to lend support to the event, which was well received.

## **International Association of Fairs and Expositions (IAFE)**

### **Exhibition Sales:**

International Association of Fairs and Expositions Annual Convention and Trade Show, was held in Las Vegas from November 27 to December 1st, 2011, and is the largest event serving fairs, shows, exhibitions, and expositions.

Gilbert Estephan attended the convention as a first-time delegate and it provided him with an opportunity to network, share and exchange ideas and best practices with other professionals that represent a series of fairs across the USA, Mexico and Canada during the intensive four days of workshops, special seminars, round table discussions, and social events. He attended a series of workshops that focused on Outreach and Planning, Best Practices around the use of QR codes, Using True Colors for Enhanced Effectiveness, Making New Events and Revenue Streams – these sessions provided an opportunity to look at new ways to diversify the existing business structure of the CNE.

The CNE was provided an opportunity to moderate a round table discussion during the convention, around Green Efforts of Concession & Commercial Exhibits. Virginia Ludy was originally scheduled to moderate the discussion, but was unable to attend due to personal reasons and Gilbert Estephan stepped in to moderate the discussion.

The session was a great learning opportunity. It was obvious that the CNE is truly the greenest fair in North America, in comparison to some of the large fairs across the USA. Many of the smaller county fairs do not have the infrastructure in place to be able to adopt such stringent environmental initiatives and roll out to their concessionaires and/or commercial exhibitors. It was a great exchange of information and to learn how advanced the City of Toronto is with environmental and sustainability practices.

### **Marketing:**

Karen Lynch also attended the 2011 IAFE Convention in Las Vegas. In addition to the keynote addresses and trade show, she attended seminars on the following topics: Social Media & QR Codes; Trends for 2012; Ticketing Now & in the Future; Festivals & Events: Moving Forward in a Changing World; Next Steps in Online Marketing; and Integrating Social Media into PR Campaigns

### **Upcoming Travel:**

#### **SIAL Canada (Salon International de l'Alimentation) – Montreal, QC – May 9-11, 2012**

Jeannette Mintz and/or Andrew Sihelnik will attend this trade event to network, seek new ideas, keep up with latest trends and develop new business relationships food-industry professionals. The show is one of the industry's most important meeting places for North America, hosting around 700 exhibitors and 13,000 visitors from over 60 countries over the course of 3 days each year. SIAL Canada is the world's leading network of food-industry shows— which has a presence on 4 continents (Paris, Montreal/Toronto, Shanghai, São Paulo and Abu Dhabi).

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#### **CAEM (Canadian Association of Exposition Management – Halifax, NS – June 24-26, 2012**

CAEM is the national association for professionals involved in the production, management, and planning of trade and consumer shows, and for events of a similar size and scale. Gilbert Estephan will be attending the annual convention for exposition industry professionals to network with peers, partners and suppliers, attend educational seminars, brainstorm about industry trends and learn about new changes in the industry happening across Canada.

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National Independent Concessionaires Association – Tampa, FL – February 6-8 & February 8 to 11

Virginia Ludy and Michael Knott will be attending the National Independent Concessionaires Association convention in Tampa February 6-8. They will also be attending the Gibtown Trade Show of rides and concessions, Florida State Fair and the Outdoor Amusement Business Association's meetings. Both Virginia and Mike will be taking IAFE Fair Institute courses being provided at the same location from February 7 to 11, as part of the curriculum required to complete the Fair Institute program which they are both enrolled in.

Respectfully submitted,

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David Bednar, General Manager

December 21, 2011

To: The Executive Committee & Board of Directors  
Canadian National Exhibition Association

From: Fatima Scagnol  
Corporate Secretary/Exhibition Place

**Subject: Compliments, Feedback & Complaints Policy**

Summary:

This report provides information with respect to a Compliments, Feedback and Complaints Policy for Exhibition Place, wherein such policy will be posted to all websites associated with the four program areas of Exhibition Place in January 2012.

As an agency of the City of Toronto, the Board is required to follow directions of City Council including the recommendations from the Toronto's Office of the Ombudsman approved by Council regarding the development of a Public Complaints policy/process. The intent of the Public Complaints process would be to act as the initial level of review and assessment of complaints from the public concerning services delivered by the four Exhibition Place Program Areas: Allstream Conference Centre, BMO Field, Canadian National Exhibition, and Exhibition Place/Direct Energy Centre. If the public complainant is not satisfied with the response from Exhibition Place they have a right of appeal to the Office of the Ombudsman of the City of Toronto.

Exhibition Place staff have been working with the Office of the Ombudsman to draft the attached Complaints Policy and Procedure and this policy/procedure generally follows similar ones adopted by other City departments.

Financial Implications:

There are no financial implications resulting from the adoption of this report.

Decision History:

At its meeting of December 16, 2011, the Board of Governors considered and approved subject report.

At its meeting of February 7, 2011, City Council approved a report from the Office of the Ombudsman of the City of Toronto which indicated that all City agencies, boards, commissions and departments adopt a public complaint process which would be the initial level of review and assessment of any such public complaints prior to appeal by the public complainant to the Office of the Ombudsman.

As part of the 2009 Strategic Plan, Exhibition Place has a Goal of *Sustaining a high-performing organization through alignment of people, processes and systems and through the recognition of our dedicated and excellent staff* and pursuant to that Goal will *continuously to improve governance mechanisms*.

Issue Background:

As directed by City Council, Exhibition Place, which includes all four Program areas, needs to have a Public Complaints Policy that will be accessible from the Exhibition Place websites and will clearly address the formal process for receiving and processing compliments, feedback and complaints from the customers, attendees, partners and visitors to Exhibition Place.

Comments:

Because of the nature of their business, both the BMO Field Program and the CNEA Program have developed formal complaints process specific to their businesses. The Allstream Program and Direct Energy / Exhibition Place Program has a more informal complaint process because these program areas act mainly as facility operators for shows/events and it is the show/event producer which carries out the function of addressing complaints. However, on its website Exhibition Place has always had a “comment” function and show / event customers / attendees have used this function to make a complaint which is always responded to through a formal reply process.

Exhibition Place staff have been working with the City of Toronto’s Office of the Ombudsman and senior management for each of the four program areas in developing the appropriate procedures and the necessary forms to suit the nature and the business of Exhibition Place, and once finalized, will post the policy to all websites associated with the four program areas, and on an annual basis report any complaints received and their resolution to the Board and to the City through the Office of the Ombudsman.

Contact:

Fatima Scagnol, Corporate Secretary/Exhibition Place

Tel: 416-263-3620

Fax: 416-263-3690

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Submitted by:

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Fatima Scagnol  
Corporate Secretary/Exhibition Place



## Appendix "A" Complaints Policy for Exhibition Place

### **Purpose:**

The Board of Governors of Exhibition Place is an agency of the City of Toronto and on behalf of the City manages the Exhibition Place grounds and all buildings and infrastructure on the grounds. Exhibition Place is made up of four functional programs: Direct Energy Centre / Exhibition Place; Canadian National Exhibition Association (CNEA); BMO Field (National Soccer Stadium); and Allstream Centre.

This policy provides for a mechanism to receive feedback and resolve issues relating to complaints about any of the Exhibition Place services and actions from customers, attendees, visitors, partners and Toronto residents that visit Exhibition Place.

Because of the nature of the business carried on during the CNE and at BMO Field, alternate complaint processes have been developed for each of the CNEA and BMO Field (National Soccer Stadium) in addition to the Exhibition Place complaint procedure. Maple Leaf Sports & Entertainment Ltd. on behalf of Exhibition Place manages BMO Field and also manages the alternate complaint process for BMO Field.

The policy outlined below guides the complaint process developed for Exhibition Place and for the alternate processes for the CNEA and BMO Field.

### **Policy:**

1. Exhibition Place receives, reviews, records and makes every effort to promptly resolve complaints as quickly as possible, and in accordance with defined guiding principles and an established complaints procedure(s).
2. The Exhibition Place Complaints Policy is made accessible to the public on the websites for Exhibition Place and City of Toronto, along with the websites for the program areas: Allstream Centre, BMO Field, CNEA, Direct Energy Centre and Exhibition Place websites.
3. Exhibition Place staff are made aware of and receives instruction on this Policy and will act in accordance with defined guiding principles as established in the complaints procedure.
4. Exhibition Place regularly reviews the complaints log for issues and trends as a means of continually improving processes and service.
5. If appropriate, complaints may be referred to an alternate complaints process developed and managed through the CNEA program and the BMO Field (National Soccer Stadium) program.
6. A report with respect to all Complaints will be reported to the Board of Governors of Exhibition Place and to the Office of the City of Toronto Ombudsman, on a yearly basis.

## **EXHIBITION PLACE COMPLAINTS PROCEDURE**

### **1. Introduction**

- The following procedure applies to complaints directly related to services and processes within the Exhibition Place program/service areas:
  - BMO Field – National Soccer Stadium
  - Canadian National Exhibition Association (CNEA)
  - Corporate Secretary/Exhibition Place
  - Event Management
  - Facility Management
  - Financial
  - Human Resources
  - Operations
  - Parking
  - Records & Archives
  - Sales & Marketing
  - Security
  
- Because of the nature of the business carried on during the CNE and at BMO Field, alternate complaint processes have been developed specifically for the CNEA and BMO Field (National Soccer Stadium) in addition to the Exhibition Place complaint procedure.
- Maple Leaf Sports & Entertainment Ltd. on behalf of Exhibition Place manages BMO Field and also manages the alternate complaint process for BMO Field.
- However, the principles and procedures outlined below guides the complaint processes developed for Exhibition Place, CNEA and BMO Field.

### **2. Guiding Principles** – in managing all complaints the following principles will guide Exhibition Place and its Management Team for all program areas :

- It is in the interest of all parties that complaints are dealt with promptly and resolved as quickly as possible.
- Staff will treat complaints as confidential and protect the complainant's privacy and staff's privacy as much as possible.
- Review of complaints is fair, impartial and respectful to all parties involved.
- Complainants are advised of their options to escalate their complaint if they are dissatisfied with treatment or outcome.
- Complainants are provided clear and understandable reasons for how decisions on the complaint were made.
- Updates are provided to complainants during review processes.
- Following an initial review of complaints, complainants are advised if alternate complaint procedures apply.

- In the management of complaints the Corporate Secretary/Exhibition Place and the CNEA Guest Relations Supervisor / CNEA General Managers' Office, will ensure that all original copies of written complaints and complaint forms will be filed and locked in a secure area on the Exhibition Place grounds. In the management of complaints, the Fan Service Area at BMO Field will ensure that all original copies of written complaints and complaint forms will be filed and locked in a secure area located at the Fan Services Department in Maple Leaf Sports & Entertainment's head office at 50 Bay Street, Suite 500, Toronto, Ontario.
- All electronic copies of written complaints and complaint forms will be password protected with only the Corporate Secretary/Exhibition Place, the CNEA Guest Relations Supervisor / CNEA General Manager's Office, and the Fan Service Supervisor and appropriate management at BMO Field will have access to these records.

### 3. Types of Complaints

Definition: A complaint is an expression of dissatisfaction about the service, actions, or lack of action by a service area or staff member representing Exhibition Place. Complaints may relate to the actions of an individual or to an Exhibition Place Service or Program Area policy, process or procedure.

Examples include but are not limited to:

- a perceived failure to do something agreed to do;
- a failure to observe policy or procedures;
- an error made by staff; or
- unfair or discourteous actions/statements by staff

Anyone personally affected can submit a complaint and it will be reviewed in accordance with the Exhibition Place Complaint Policy / Procedure.

### 4. Ways to Make a Complaint

#### A. Exhibition Place:

- Mail: Fatima Scagnol, Corporate Secretary/Exhibition Place, Attention: "Complaints", Queen Elizabeth Building, 200 Princes' Blvd., Exhibition Place, Toronto, ON M6K 3C3, who will record and allocate a complaint number in the data base and a copy of the written complaint will be delivered to the appropriate General Manager and Director.
- Electronic: [FScagnol@explace.on.ca](mailto:FScagnol@explace.on.ca), Attention: "Complaints" who will record and allocate a complaint number in the data base and a copy of the written complaint will be delivered to the appropriate General Manager and Director.
- Fax: 416-263-3640 – Fatima Scagnol, Corporate Secretary/Exhibition Place Attention: "Complaints" who will record and allocate a complaint number in the data base and a copy of the written complaint will be delivered to the appropriate General Manager and Director.

- Telephone: Fatima Scagnol, Corporate Secretary/Exhibition Place, 416-263-3620 (direct line) who will record and allocate a complaint number in the data base and a copy of the written complaint will be delivered to the appropriate General Manager and Director.

**B. BMO Field – National Soccer Stadium:**

During Events in BMO Field:

- There are 2 Fan Services booths at every event with the hopes that fans can be assisted in person in real-time instead of the after the event has concluded.
- The “**GuestAssist Text Message Program**” is active during all BMO Field events that fans can utilize onsite. Fans simply text the keyword “**BMO**” along with their question, issue or seat location to the GuestAssist number, “**78247**” which is received by onsite staff who can provide the information or dispatch others to fan’s location.

After Events in BMO Field:

- Fans can **email** through a link on website, which link contacts a complaint tracking form [http://www.mlse.com/contactus\\_venues.aspx](http://www.mlse.com/contactus_venues.aspx)
- Fan may call: 416-815-5982.
- Fans may fax: 416-815-6050
- Both the phone line and the email are “live” Monday through to Friday from 9 am to 5 pm, otherwise fans can leave a message that will be returned during the next business day

**C. Canadian National Exhibition Association**

During the annual Fair (mid-August to Labour Day weekend)

- Complainants are asked to visit one of onsite “Guest Relations” Kiosk who will be assisted in person in real-time instead of the after the event has concluded.
- Complainants can directly contact the Guest Relations Supervisor, Ms. Marlene Harris, at 416-263-3828 or [MHarris@TheEx.com](mailto:MHarris@TheEx.com).
- Complainants can fax the General Manager’s Office: 416-263-3850

After the annual Fair

- Complainants may contact the General Manager’s office: 416-263-3841
- Complainants can email [PChaisson@TheEx.com](mailto:PChaisson@TheEx.com)
- Complainants can fax the General Manager’s Office: 416-263-3850

**Regardless of which way a complainant uses to record a complaint whether to Exhibition Place, CNEA or BMO Field, the complaint procedures outlined below will be followed.**

**D. How a Complaint is Made**

- A complaint may be received verbally (by telephone) or in writing (received by hand delivery, mail, fax or electronic means).
- The complainant may use the Complaint Tracking Form to submit their complaint; however, this form is not always required for a complaint to be received or reviewed.
- Exhibition Place strives at all times to provide equal treatment and equitable benefit of Exhibition Place services, programs and facilities in a manner that respects the dignity and independence of people with disabilities.

- All complaints are taken seriously and dealt with in a manner that meet and/or exceeds customer expectations.
- All complaints will be recorded and allocated a complaint number and will be part of an Exhibition Place official records.
- Following the filing of a complaint, all details of the complaint will be reviewed, an investigation conducted and report produced.

#### **E. Handling of Complaints**

- Written complaints receive a written notice of decision unless otherwise requested by complainant.
- Verbal complaints receive written and/or verbal notice at the discretion of Exhibition Place or as requested by the complainant.
- If applicable, the complainant will be notified in writing of any corrective action taken or remedy proposed. Confidentiality will be maintained to protect the privacy of Exhibition Place staff or staff acting on behalf of Exhibition Place.

#### **F. Logging of the Complaint & Record**

- To ensure a central record for all complaints a complaint database is maintained for Exhibition Place Complaints, CNEA Complaints and BMO Field Complaints.
- Each entry is given a complaint number beginning with the year followed by the letters indicating the respective database and service area (i.e. 2011-EX-CS-001)
- The Corporate Secretary/Exhibition Place, CNEA General Manager, BMO Field General Manager are each responsible for maintaining and ensuring the respective complaints database are up-to-date.
- All hard copies of documentation for all complaints will be stored in secure files.
- Regular monitoring and review of complaints will be conducted to identify issues, trends, areas of concern and opportunities for improvement.
- On a quarterly basis the CNEA General Manager and the BMO Field General Manager will report complaint data to the Exhibition Place Corporate Secretary/Exhibition Place who will develop a summary report to be considered quarterly by the Exhibition Place Executive Team.

#### **G. Response Times**

- The following standards for acknowledging receipt of a complaint apply unless the complainant requests a particular mode of contact:
  - Complaints are acknowledged by telephone within one (1) working day of being received.
  - Complaints are acknowledged by email within one (1) working day of being received.
  - Complaints are acknowledged by fax within two (2) working days of being received.
  - Complaints are acknowledged by mail within three (3) working days of being received.
  - Where an expanded review is required, complainants are contacted within fourteen (14) days with either a final response or update. At that time the complainant is



advised of when the next contact will be – either for a proposed resolution or for the next progress update.

#### **H. Expanded Review Process**

The Expanded Review Process may be pursued at the request of the complainant or at the discretion of Exhibition Place Management Staff. The Expanded Review Process will include:

- If it is a verbal complaint, a request may be made to put the complainant to put his/her complaint in writing, especially if it involves a serious or complex matter. If the complainant declines, a note should be placed in the complaint file.
- Discussion(s) with the complainant to clarify the complaint, confirm common understanding, clarify outcome sought, and explain complaint procedures.
- Discussion(s) with staff involved to obtain their perspective (with union representative if applicable).
- Discussion(s) with witnesses to the complaint, if applicable.
- Review of background information such as policies and procedures, previous written communications and other documentation. (Confidential information such as Human Rights Office files are not included)
- Obtain and review other expert opinions or perspectives.
- Complainants will be contacted with a resolution or update. (See Response Times)
- Complainants are automatically contacted when their complaint is escalated.
- NOTE: From time to time, there may arise extraordinary circumstances where Exhibition Place may not be in a position to guarantee these standards can be satisfied (e.g. during labour disruption, emergency management situation, etc.)

#### **I. List of Forms:**

Complaint Tracking Form.

#### **5. Decision & Resolution – Unresolved or Dissatisfied**

If a complaint is not addressed to the complainant's satisfaction, the complainant can contact the Office of the Ombudsman as an office of last resort. Visit the Ombudsman's secure and independent web site for more information:

[www.toronto.ca/ombudstoronto/<http://www.toronto.ca/ombudstoronto/index.htm](http://www.toronto.ca/ombudstoronto/index.htm)

Telephone: 416-392-7062

E-mail: [Ombuds@toronto.ca](mailto:Ombuds@toronto.ca)

**EXHIBITION PLACE COMPLAINT FORM**

Complaint Tracking No. \_\_\_\_\_

<b>Date (dd-mm-yyyy)</b>		
<b>Name of complainant (first, last)</b>		
<b>Address</b>		
<b>City/Town</b>	<b>Province</b>	<b>Postal Code</b>
<b>Home phone</b>	<b>Business Phone</b>	<b>Mobile Phone</b>
<b>E-Mail</b>		

**Channel Reported (Check one option)**

In Person	<input type="checkbox"/>
By Telephone	<input type="checkbox"/>
Electronic	<input type="checkbox"/>
Mail	<input type="checkbox"/>
Fax	<input type="checkbox"/>

**Summary of Complaint (to be completed by Complainant)**

Please record information on what happened, who was involved, what actions occurred, dates, and times. Be as detailed as possible. If there is not enough space to describe the complaint, attach extra paper. Please attach any relevant documents such as letters or reports that are relevant to the complaint.

<b>Details and Dates</b>
<b>Service area or location of problem</b>



## Notice of Collection

The Exhibition Place Corporate Secretary's office collects personal information on this form under authority of the City of Toronto *Act*, 2006, s. 136 (c) and the City of Toronto Municipal Code, Chapter 169, Article 1, ss. 169-1, 169-2, and 169-4. The information you provide will be used to investigate the complaint and may be used for contact purposes. Questions about this collection can be directed to the Freedom of Information & Privacy Officer, General Services Building, Exhibition Place, Toronto, ON, M6K 3C3 or by telephone at 416-263-3658.

While investigating your complaint, in accordance with the Municipal Freedom of Information and Protection Privacy *Act* (MFIPPA), Exhibition Place will only disclose your personal information to staff who require the information to perform the investigation and will not be shared with the person who is the subject of your complaint (if applicable). Your personal information will not be shared with anyone else unless you provide written consent for such sharing or where Exhibition Place is compelled by law to do so.

## Details of Expanded Review Process

(to be completed by Senior Management Team Member)

Date Received:			
Complaint Owner:		Service Area:	
Email:		Phone Number:	

Note: contact information of the complaint owner should be filled out whether or not the complaint is transferred.

Was the complaint transferred to another area? If yes, check the box, explain why the transfer was made, fill out the contact details of the complaint owner, and send a copy of pages 1 and 2 to the complaint owner.

### Reason for transfer if applicable:

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Is the complaint misclassified (e.g. it is actually feedback, or a compliment, etc.) If yes, check the box and, notify the complainant.

Date of notification (dd-mm-yyyy)\_\_\_\_\_

Is the complaint a duplicate? If yes, check the box, and notify the complainant.

Date of notification (dd-mm-yyyy)\_\_\_\_\_

Is more detailed information required from the complainant? If yes, check the box and contact the complainant to request the necessary information.

Date of notification (dd-mm-yyyy)\_\_\_\_\_

### Details of Initial Internal Investigation

Notify complainant with service standards and process details.

Date of notification (dd-mm-yyyy)\_\_\_\_\_

**Investigation Notes**

Date (dd-mm-yyyy)

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**Outcome of Initial Internal Investigation, including steps for resolution**

Person & Role to Complete Outcome:		Target Date for Resolution: (dd-mm-yyyy)	

Upon completion of this form to this point, send notification of the outcome to complainant.

**Date of Notification (dd-mm-yyyy)**

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**Details of Escalated Internal Investigation**

Notify complainant with service standards and process details.

Date of notification (dd-mm-yyyy)\_\_\_\_\_

Senior Management Team Member		Service Area:	
Email		Phone Number	

**Reason for Expanded Review Process**

Please use the space below to explain why the Complainant did not accept the outcome of the initial investigation of their complaint and therefore why they are now asking Exhibition Place to expand the review.

**Investigation Notes**

Date (dd-mm-yyyy)

**Outcome of Escalated Internal Investigation, including steps for resolution**

Person & Role to Complete Outcome:		Target Date for Completion (dd-mm-yyyy)	
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Upon completion of this form, send notification of the new outcome to the complainant.

**Date of Notification (dd-mm-yyyy)**

Check this box if the complaint goes to external review, and attach any relevant documents.