

# M<sup>A</sup>ANAGEMENT REPORT

**FOR THE MONTH ENDING  
APRIL 30, 1999**

12 (6)



**SUBMITTED TO: THE BOARD OF GOVERNORS OF EXHIBITION PLACE**

**PREPARED BY:**



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# EXECUTIVE SUMMARY

## SIGNIFICANT ACTIVITIES DURING THE MONTH OF APRIL

1999 Sales:	34	Licenses issued
	21	New business
	13	Renewals
1999 Net Operating Profit:	\$2,169,794	Net operating profit to April
	\$2,151,277	Budget to April
	%101	Achieved
1999 Rental Income:	\$3,497,535	Earned to April
	\$3,517,839	Budgeted to April
Annual New Business:	\$1,453,587	Booked to date
	\$1,500,000	Budgeted in 1999
	97%	Acquired to date

## APRIL SHOW SUMMARY

Toronto Stampede Days held their first event at The National Trade Centre this month. Organizers were pleased with the ticket sales and are now considering a second rodeo event for both the Fall of 1999 and a renewal into Spring 2000.

The National Home Show ran a successful event covering over 750,000 square feet of exhibit space. For the first time in over 10 years, the show organizers created a "stick-build" dream home, which was a two-storey dwelling. The home is a pre-fabricated structure and assembled on-site. Additional media was generated for the show and The National Trade Centre as a result of this unique residential showcase.

O&Y/SMG Canada has confirmed the replacement of the Sales Manager position within the NTC Sales & Marketing Department. Mr. Neil Shorthouse will commence his employment with the NTC team on May 25, 1999. Mr. Shorthouse fills the open position of Sales Manager concentrating on trade shows and events in the Canadian market.

O&Y/SMG Canada was successful in securing a feature article and photograph in a special supplement on Toronto, published by Tradeshow Week magazine in California, US. Details and a copy of the supplement can be found in the Marketing Report section.

The Sales & Marketing Department continues to aggressively sell The National Trade Centre, and report over \$1.4 million in new business rentals as we enter the second quarter. The Event Facility Services Department is implementing an O&Y/SMG Quality Assurance Program to improve, maintain and monitor service and delivery standards to our show organizers and exhibitors. A full description is found in the Event Services section.

# MARKETING REPORT

## APRIL 1999 ACTIVITIES

O&Y/SMG Canada is projecting \$1.5 million in new business for fiscal year 1999.

April sales efforts have resulted in the year to date issuance of 34 license agreements with a breakdown of 21 new business and 13 renewals for existing clients. This month the marketing staff conducted 18 site inspections for potential clients.

## INTERNATIONAL SALES ARTICLES

The National Trade Centre's Sales & Marketing Department has been working closely with the U.S. tradeshow industry publication *Tradeshow Week* since January on the Toronto Planners Guide Supplement. As a result of our efforts, The National Trade Centre was featured prominently in the publication. This initiative is part of the ongoing sales and marketing effort to increase the level of awareness of The National Trade Centre to the U.S. tradeshow market. A copy of the publication is enclosed. As a continuance to our 1999 Advertising campaign, The National Trade Centre placed ads in supplements from the April 19<sup>th</sup> and April 26<sup>th</sup> issues of *Tradeshow Week*. The supplement contained in the April 19<sup>th</sup> issue was entitled, Toronto: A Tradeshow & Event Planners Guide and the international supplement from the April 26<sup>th</sup> issue focused on exhibitors, exhibitions and convention centers around the world.

## SECOND QUARTER SALES SUMMARY

Our Annual New Business budget stated that the NTC would achieve \$1.5 million in new business revenue for 1999. To date, the Marketing team has secured thirty events representing \$1,417,587 in new business revenue for 1999.

Of the 30 pieces of new business contracted for 1999, 11 are tradeshows, 6 are consumer shows, 3 are corporate bookings and 10 are special events/film shoots.

	NEW BUSINESS REVENUE OCCURRING IN 1999	NEW BUSINESS REVENUE OCCURRING IN 2000
ANNUAL 1999 NEW BUSINESS BUDGET	\$1,500,000	\$2,000,000
Booked in 1997	\$ 440,000	
Booked in 1998	\$ 646,172	\$ 281,755
Booked in 1999	\$ 331,415	
Deemed rental revenue/catered events	\$ 36,000	
Cumulative total	\$1,453,587	\$ 281,755

## 1999 NEW SALES ACTIVITY

The Marketing Department is currently working with 24 new clients to secure additional business for 1999. The National Trade Centre will be the site of the first Canadian airing of the highly acclaimed PBS Antiques Roadshow. The National Trade Centre negotiated a sponsorship package with PBS to pre-promote the event and facility beginning in April 1999 and leading up to the August airdate. In addition, the facility will be promoted in newspaper advertisements in the Toronto, Southwestern Ontario and New York border markets.

BOOKING STATUS	APRIL ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative	24	
Definite	7	
Contracted this month	4	
Contracted in 1999	16	Sub-Total: 31
Contracted in 1998	14	Less cancellation: 1
Contracted in 1997	1	Total: 30

NEW BUSINESS CONTRACTED IN APRIL (YEAR BOOKED)	NEW BUSINESS CONTRACTED YEAR TO DATE
Super Human Software Tour (1999)	Total Health (1999)
Antiques Roadshow (1999)	Marsville (1999)
Black & White Polo Ball (1999)	'99 Neon Drive Event (1999)
Ontario Healthcare meeting (1999)	Canadian Sporting Goods Assn. (CSGA) (1999)
	Danier Leather Photo Shoot (1999)
	Pebblehut Productions (1999)
	Navaratri (1999)
	Aromatherapy International (1999)
	Connected '99 Rave (1999)
	Jewellery World Expo (1999)
	Eternity Film Shoot (1999)
	Avon Photo Shoot (1999)

<b>1999 NEW BUSINESS</b>
<b>*CONTRACTED AS AT DECEMBER 31, 1997</b>
<b>CONTRACTED AS AT DECEMBER 31, 1998</b>
* Canadian Machine Tools show (1999) (contracted in 1997)
Mercedes (postponed to 1999)
Intermed (1999)
Revive (1999)
Toronto Health & Beauty Show (postponed to 1999)
Toronto Stampede (formerly Western Corral Stampede) (1999)
GM Goodwrench (1999)
Private Motor Truck (1999) - event cancelled
Intartex (1999)
Kubota Canada (1999)
Publish '99 (1999)
Toronto Int'l Quarter Horse (1999)
Danier Leather Photo Shoot (Jan 1999)
Neocon Canada (1999)
Starport Marina (1999)

#### 1999 RENEWALS OF EXISTING SHOWS

STATUS (1999)	AS AT APRIL/99	YEAR TO DATE
Definite	3	
Contracted	2	Total: 36

#### 2000 NEW SALES ACTIVITY

To date, the Marketing Department is currently negotiating with 10 new clients to secure additional business for 2000.

BOOKING STATUS	APRIL ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative	10	
Definite	2	
Contracted this month	0	
Contracted in 1998	1	Total: 1

## PUBLICITY

The April 19, 1999 issue of *Tradeshow Week* contains a supplement dedicated to tradeshow and event planning in Toronto. A photo and description of The National Trade Centre is included under the Exhibition Facilities section of this guide. In addition, The National Trade Centre participated in advertising in this supplement, as reported on page one of the Marketing report, by placing advertisements on the inside cover and cooperatively with our official suppliers on page 9 of the guide.

The April 1999 issue of *Communiqué*, the newsletter distributed by C.A.E.M. (Canadian Association of Exposition Managers), contained an article on page 3 entitled, "NTC exceeds 1998 sales expectations". This article was printed as a result of our March news release.

Contained on page 99 of the recently issued *Power Boating Canada* publication, volume 14, number 2, is a brief article on the 1999 Toronto International Boat Show along with two photographs of the show floor.

The National Home Show generated additional publicity for their dream home, as noted in the April 3, 1999 issue of *The Toronto Star*.

## QUEEN ELIZABETH THEATRE

To date, our sales team has secured 3 theatre bookings and during the month of April conducted 4 site inspections for potential clients. Solicitation to the corporate market continues although the distance from the downtown core and services pricing continues to be an obstacle in the selling process.

### MEETINGS/SEMINAR RENTALS

BOOKING STATUS	APRIL ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative	4	
Definite	0	
Contracted this month	0	Total: 3

### LIVE THEATRE RENTALS

BOOKING STATUS	APRIL ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative		
Definite		
Contracted this month		Total

NEW BUSINESS CONTRACTED IN APRIL (YEAR BOOKED)	CONTRACTED YEAR TO DATE FROM OCTOBER 1998
1	3

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## VENT SERVICES

### EVENT FACILITY SERVICES MANAGEMENT REPORT FOR APRIL 1999

During the month of April, Event Co-ordinators were involved in the following events:

Consumer	Corporate	Other
One of a Kind Spring Craft Show and Sale	Greater Toronto Homebuilders Meeting	Madness Rave
Toronto National Postage Stamp Show		Peace Games
National Home Show		Kamikaze Rave
Travel & Leisure Show		
Toronto Stampede Days		
The Old Clothing Show & Sale		
The Good Food Festival		
Creative Sewing, Craft & Needlework Festival		
Canadian National Marsville		

### EVALUATION OF APRIL EVENTS

Toronto Stampede Days was a first time event held in the Coliseum. This rodeo was a professionally sanctioned event that attracted approximately 8000 visitors. Show management was happy with the attendance and services provided by The National Trade Centre. They are currently considering expansion and an additional event in the Fall.

The National Home Show occupied 8 exhibit halls and had a strong show presentation that featured a two-story Dream Home located at the north end of Hall G. The attendance was reported to be slightly lower than during 1998.

The Travel & Leisure Show was well attended with an expected increase in attendance from last year.

Show management of the Good Food Festival & Market were pleased with The National Trade Centre services this year. Our staff expected and planned for many late orders and was able to accommodate all requests prior to opening. Event Services staff have been working with this client to better anticipate exhibitor needs in the early planning stages. The show management is quite concerned about the lack of exterior building signage at the Automotive Building. Staff is currently researching alternatives.



## **EVALUATION OF APRIL EVENTS**

The Creative Sewing, Craft and Needlework Festival returned to The National Trade Centre in April with their Spring show. Extensive planning for the move-in / move-out marshalling was required as the event has numerous small exhibitors.

## **DEPARTMENT REORGANIZATION**

On April 27, 1999 the Board approved reorganization of the Event Services Department was implemented. With the amalgamation of Facility Services into the department, an effective team will provide front of house presentation and facility service support has been formalized.

## **INTERNATIONAL ASSOCIATION OF AUDITORIUM MANAGEMENT CONFERENCE**

The Director of Event Facility Services attended the International Association of Assembly Managers (IAAM) Regional Conference from April 30 – May 4 in Atlanta, USA. This group of public venues (Arenas, Stadiums, Trade/ Consumer Show Facilities) throughout the eastern USA and Canada, meets regionally once a year to exchange ideas and address common issues. Eight Hundred attended representing at least 500 facilities. Many other local facilities were represented including the Metro Toronto Convention Centre, Sky Dome, and the Air Canada Centre. The National Convention of IAAM will be in Toronto at the end of July and The National Trade Centre will be hosting the President's Reception.

## **CUSTOMER SERVICE ASSURANCE PROGRAM**

O&Y SMG Canada is instituting an extensive quality assurance program at The National Trade Centre are. The program involves three distinct areas:

### **Presentation of a Quality Full Compliment of Services**

Customer service is addressed to ensure a consistent quality presentation to our clients. The program also includes the establishment of numerous new on site services.

### **Training**

Customer service, Occupational Health & Safety, First Aid, Equipment Operation and Supervisor competency training is being conducted for all Labour Staff. Management will be working with each of the unions to set training sessions.

In addition NTC management and supervisory staff will be completing numerous courses including:

- customer service
- computer training
- Workplace Hazardous Materials Information System (WHMIS)
- CPR/ First Aid
- Occupational Health & Safety Certification
- High Reach Equipment Certification

## **Monitoring Service Standards/Performance**

Both staff and our clients monitor the progress of the program through measurable means. This includes the establishment of quality performance standards for the delivery of services and written feed back from our clients through the use of Client Service Evaluation Surveys. These surveys track customer satisfaction for both show management and exhibitors receiving services from The National Trade Centre.

## **FACILITY SERVICES**

An exterior building wash down commenced the last week of April and will continue into the first two weeks of May. This includes paving stone, concrete, windows and frames.

An additional four plant boxes were purchased. Two have been placed at the entrance to Heritage Court with the other two being placed at the entrances to Halls C and D.

PCO pest control submitted a proposal to control birds entering and nesting in the buildings. The proposal included placing traps with food and water on the high steel, checking the traps weekly and then releasing the birds back to the wild.

Beach Mcleod, our interior landscape contractor, was requested to submit pricing on enhancing the Galleria with additional plants off the pillars and over the Tower entranceways.

# PERATIONS REPORT

## **OPERATIONS PHYSICAL PLANT**

Prior to the expiry date of the two-year warranty period, Marshall Macklin Monaghan has submitted an update of rectification of building deficiencies as at April 1, 1999.

The National Trade Centre Carma metering reported by Exhibition Place to be reading higher than THES metering readings has been rectified.

New covers have been provided for the Chiller room chemical feed pots. The Power factor deficiencies is still outstanding and the public concourse terrazzo floor cracks and joints are to be corrected.

The exterior Exhibit Hall identification sign (4 each) levelling nuts for underside of base plates are to be replaced after the Molson Indy.

Installation of grab bars in two handicapped washrooms west of Hall A, east entrance have been completed. Leaks in tunnel ceiling to the Automotive Building have also been completed. Leaks in the Galleria at expansion joints above Hall "B" information desk, and the roof flashing at end of the east wall have been rectified.

The auto transfer switch #3 has been repaired. The west sides of the Industry Building expansion joint covers have been refastened. Also the ladder at the top of the east beacon has been refastened.

In-house electrical services in the month of April was successfully completed for the following shows: National Postage Stamp, National Home Show, Travel & Leisure, Toronto Stampede Days, The Good Food Festival, Creative Sewing & Needlework Festival and Canadian National Marsville.

## **TELECOMMUNICATION**

Telecommunications / Systems encountered an extremely high demand for services during April. Bell Canada called on The National Trade Centre telecommunications department to provide ISDN circuits, ethernet access and phone connectivity for its "Marsville Event". Originally Bell Canada had indicated that they would be providing video streaming via their own circuits for the event, however due to the current strike, Bell management called upon the National Trade Centre Telecommunications team at the last minute for alternate provisioning. The event went off without a glitch.

The National Trade Centre has been completely immune from the problems other companies are encountering due to the Bell Canada strike and have been able to satisfy all exhibitor requests for a variety of services.

## **TELECOMMUNICATION**

The Royal Winter Fair office phones have been switched over to utilize The National Trade Centre's Telecommunication infrastructure. This will enable the RAWF to take advantage of the high-end services provided by the in house telephony system.

Cables to connect the Queen Elizabeth, General Services and Press Building are currently being pulled across the grounds. These cables will provide up to 200 connections to the QE / Press locations as well as another 100 to General Services. These cables will provide the backbone for digital, analogue and ISDN connectivity via The National Trade Centres PBX.

The year 2000 computer rollout has begun at Exhibition Place and throughout The National Trade Centre. High-speed servers with RAID (redundant arrays of inexpensive drives) have been delivered and will improve network throughput, storage capacity and system reliability as they are deployed. Much more on the year 2000 computer upgrade in next month management report.

# FINANCIAL REPORT

Net Operating income for the four months ended April 30, 1999 was \$2,169,794 compared to a budget of \$2,151,277, a favourable variance of \$18,517. An estimate of Parking revenue related to National Trade Centre events is provided for information purposes, however the total actual Parking for the entire grounds is reported in The Exhibition Place financial reports.

Ancillary income, consisting of commissions from food and beverage, electrical, telecommunications revenue and interest, was \$1,432,571 unfavourable to budget by (\$156,582). Food and beverage commission is \$803,369 an unfavourable variance of (\$92,007) resulting mainly from reduced attendance levels at The Spring Gift Show and Computefest, and the fact that few new, large catered events have been booked in the first four months. Gross revenues for Servo Canada at April 30, 1999 were \$2,287,000. The sales are net of the sub-contractors revenue, which are not inclusive of the revenue guarantee. The minimum guarantee for sales up to \$6,000,000 is \$1,050,000. For sales between \$6-7 million dollars, the guarantee is \$1,440,000, and in excess of \$7,000,000 the guarantee is \$1,820,000.

Electrical income, net of cost to deliver the service, is \$441,729, an unfavourable variance of (\$59,161). The unfavourable variance is a result of efficiencies not yet being fully realized, and the setup for Speedorama not requiring as extensive hook ups as in the prior year. However electrical income compared to the prior year at April 30th is higher by \$124,493.

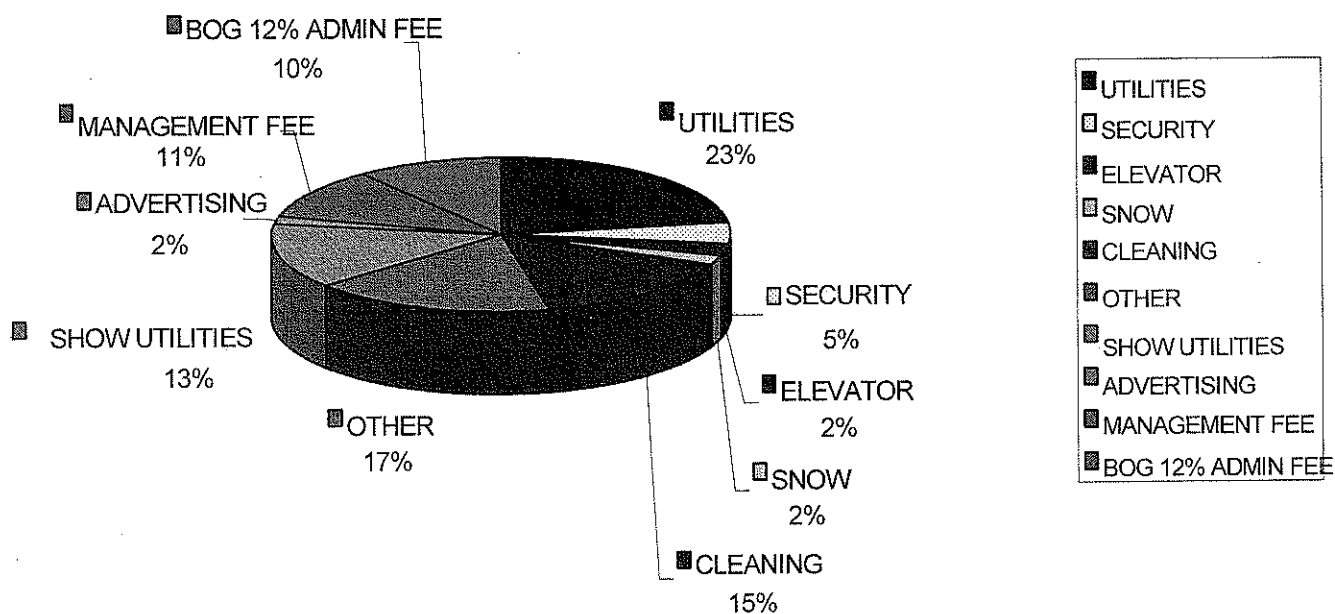
Direct and indirect expenses are favourable to budget by \$256,402. While some of the difference is due to timing of when expenditures are made compared to budget, there have been operational savings as a result of more efficient scheduling of staff.

Accounts receivable as at April 30, 1999 were \$1,268,245, consisting mainly of event services for the major April events. These are; 1) Southex for the National Home Show \$260,212; 2) Spring Craft Show \$80,453; and 3) Sportsmen's show \$60,910. Deposits outstanding for future events total \$326,343. Payments/letters of credit totalling \$38,408 were received in May. The Servo Canada balance is \$303,549, of which a payment of \$251,553 will be received May 21, 1999. A further payment of \$6,911.25 was received from the Ontario Quarter Horse Association, leaving a balance outstanding of \$26,226.57, which has been fully reserved. A review of their financial statements indicates an inability of the association to pay this debt, and the recommendation presented to the Board, is that the Board approve this write-off.

During the month of April the Finance department completed final billings and estimates for 11 shows. Review of show-by-show profitability is done with the Director's as part of our ongoing management review. Finalization of the Product price list continued under the direction of the Accounting Manager. The Finance department assisted in the financial evaluation of the submissions received from the various proponents for the RFQ for Security Services at The National Trade Centre.

The detailed financial statement package is included in Appendix "B" of the Management Report. Also included in Appendix B is a forecast of results to year end based on year to date results. Overall the Forecast is that the 1999 Budget will be achieved.

### COMPONENTS OF DIRECT EXPENSE



# SERVO CANADA

## **BUSINESS ACTIVITY**

The month started off with the One of a Kind Show. The show managers were very cooperative in allowing us a large restaurant area in Heritage Court. We also requested double the space for our new traditional Toronto Life Bistro. This was a full table service wine bar with Bistro style foods offered on china. The show managers gave us the space and this area was very successful. The Bistro also offered a selection of fine wines by the glass.

Show managers have advised us that they were very happy with the food services during the show. This is especially gratifying considering Steven Levy, President of the One of a Kind Show was the most outspoken critic of our food and beverage services in 1997 and early 1998.

The National Home Show began with excellent attendance on the opening weekend. Servo Canada tried to capitalize with as many food and beverage outlets as possible. We also increased seating areas from last year and put tables and chairs close to every food service location. As in the One of a Kind Show, the Home Show allowed us to use considerable space in Heritage Court for a restaurant set-up. This area featured a pasta bar and a carving station. Both services were very popular. Café Soleil was also opened for this event. Servo Canada put signage throughout the Galleria promoting the Café and handed fliers to all the exhibit booths.

The Exhibition Place Rave held on April 10<sup>th</sup> in the Better Living Centre was very poorly attended. A competitor held a Rave dance at the Docks on the same night. Rave set-ups are very costly for Servo Canada and this combined with staffing costs resulted in a significant financial loss for Servo. A different promoter held the Kamikazi Rave in the Better Living Centre on April 24<sup>th</sup>, and this event was a success.

Other shows held in April were the Greater Toronto Stamp Show, the Travel and Leisure Show, the Old Clothing Show and the new Toronto Stampede Show. Revenues on the first three shows were down from last year. The Stampede show proved to be more successful than expected from the perspective of food and beverage sales. Show management asked Servo Canada to do an outdoor barbecue service at the Heritage Court entrance to the show. Weather was excellent and this service gave a nice feel to the show entrance.

## **OPERATIONS**

New menu boards were introduced to the old concession stands in the Industry building and in the East and West Annex. Servo Canada is presently negotiating with both Coca-Cola and Nestles to supply graphic marketing images to enhance these boards. The addition of the menu boards and the graphic images will certainly improve the appearance and food and beverage marketing in these areas.

## OPERATIONS

Product development continued in April with several changes being introduced to present product lines. The Philly Steak Sandwich received a new product recipe that has greatly improved the flavor and product presentation. New breads and new recipes have been introduced for the Panini program. The new Panini program was very successful during the Home Show.

New signage has been introduced for our portable food court operations giving a more upgraded look to these areas.

## OTHER BUSINESS

Servo Canada is presently in negotiations with Great Moments in Catering to assume a greater portion of the catering business at this year's Molson Indy. Servo Canada hopes to do all catering inside The National Trade Centre building as well as twenty-one portable food carts on the track, a food court area and a beer garden.

The IAAM conference is being held in Toronto this July. The International Association of Assembly Managers will bring delegates from all over North America to Toronto. This conference and trade show will kick off on July 23<sup>rd</sup> with the President's Reception at The National Trade Centre. This premier event showcasing our facility will be co-sponsored by The National Trade Centre and Volume Services America.

## CATERING SALES/MARKETING

Catering sales were just below budget for the month of April. While interest in The National Trade Centre continues, it is taking some time to close a sale.

Servo Canada has developed an eye-catching collateral piece that will be mailed out to MPI, CSAE, Fundraising Executives and major corporations. This will take place in the beginning of May in hopes to attract new business.

## NEW BUSINESS

### DEFINITE

Group	Date	Function	# People	Location
Zurich Canada	June 18/99	Dinner/Dance	600	Galleria/ Café Soleil
PricewaterhouseCoopers	December 4/99	Dinner/Dance	500	Heritage Court
Castillo Wedding	December 31/99	Luncheon	80	Fountain Dining Room



# N ETWORK INTERNATIONAL

## ACTIVITY FOR THE MONTH OF APRIL

TD Bank declined the \$50,000 revised sponsorship proposal. A meeting has been scheduled for May 11 with the Royal Bank regarding the Exhibition Place/CNE/The National Trade Centre revised proposal. The value of the new sponsorship proposal is \$275,000 and is designed to address Royal Bank's Marketing objectives with respect to youth and community oriented programs.

Medieval Times has agreed to advertise on the Information Board as a result of calling on restaurants and Limousine companies this month. Total revenue from Information Board Advertisers to date is currently \$12,000 for 1999. There are 8 additional advertising panels available.

A meeting was held with Cantel AT&T and Fido concerning the \$75,000 cellular phone sponsorship proposal both seem interested. A meeting has been scheduled with Bell Mobility on May 11 and Clearnet have yet to respond.

National Post is the "official newspaper sponsor" for one year at \$20,000. Mr. Chemical is the supplier of cleaning products at Exhibition Place and The National Trade Centre for 3 years at \$18,200/year. Maple Leaf Foodservice is the "official deli meat/hot dog sponsor" for 3 years at \$7,000/year.

Ongoing discussions are being held with the following:

### Information Board Candidates:

Restaurants  
Tourist Attractions  
Limousine Services.  
Rubbermaid  
The Brick

John Deere  
Black & Decker  
Automotive Manufacturers  
Weather Network,  
Ikea, Idomo and Leons.

## YEAR TO-DATE

The Advertising sales revenue budget for 1999 is \$475,860. Confirmed advertising sales for this year are \$230,332, consisting of the Molson Breweries, Holiday Inn On King, Nestle Canada Inc., Coca-Cola Bottling Ltd., Business Depot Ltd., National Post, Mr. Chemical, Maple Leaf Foodservice agreements and Information Board Advertisers.

# CONFIRMED SALES REPORT FOR 1999

ACCOUNT	START	END	ANNUAL CONTRACT VALUE	ADVERTISING REVENUE 1999	TRADE	MISCELLANEOUS
Molson Breweries	08/09/97	08/08/99	\$100,000	\$66,664		
Coca-Cola Bottling Ltd.	11/01/97	31/10/00	\$50,000	\$51,667		Additional rebate revenue est. at \$10,000
Nestle Canada Inc.	08/10/97	07/10/00	\$15,000	\$15,000		
Holiday Inn On King	01/01/98	31/12/00	\$30,000		\$30,000	
Atlas Wine Merchants	03/02/98	03/01/99	\$5,000	\$833		
The Business Depot Ltd.	12/17/98	12/16/00	\$25,000	\$24,618		
National Post	01/04/99	31/03/00	\$20,000	\$15,000		
Mr. Chemical	01/05/99	30/04/03	\$18,200	\$12,133		
Maple Leaf Foodservice	01/02/99	31/01/03	\$7,000	\$6,417		
Information Board	05/15/99	05/14/00	\$12,000	\$8,000		
<b>TOTALS</b>				\$230,332		
<b>Network Budget</b>				\$475,860		
<b>% of Budget</b>				48%		

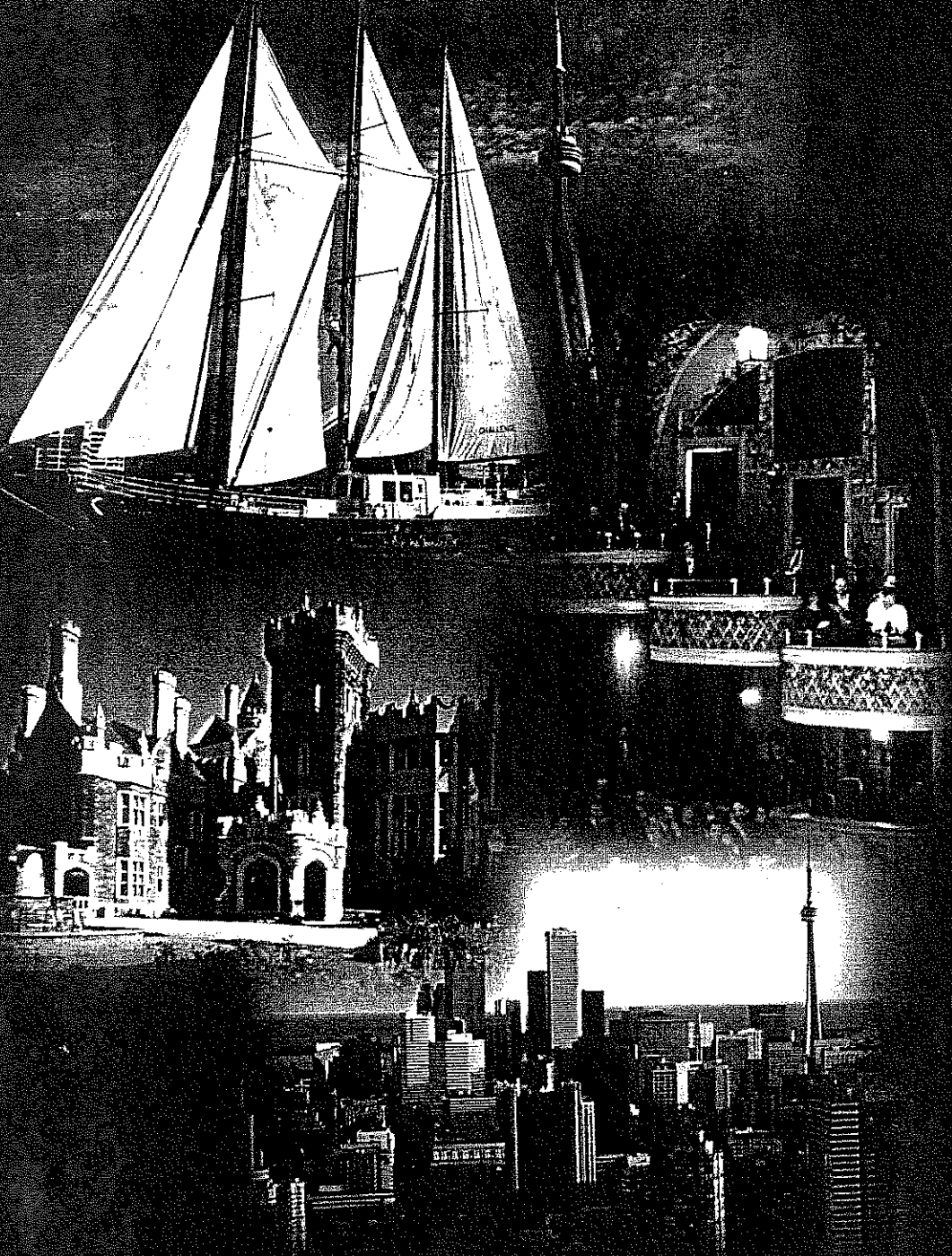
April 19, 1999

APPENDIX "A"

# Toronto

Original will be distributed at meeting

A TRADESHOW & EVENT PLANNING GUIDE



Published by  
**Tradeshow Week**

## Exhibition Facilities

# Toronto's Exhibition Facilities Consider Further Expansion to Meet Future Needs

**Facilities Offer Wide Range of Options to Show Managers**

*By Joan Mather, Senior Editor*

**C**urrently, the seven convention facilities within Toronto offer a combined total of over 2.7 MIL square feet of exhibit space. But many of them indicate that they are hitting peak occupancy. Because of the continuing growth in shows, even recently expanded centers see the need for additional space within a very short time.

Even when expansion isn't being considered, facilities are constantly upgrading and refurbishing to keep the facilities fresh in order to satisfy the needs of a growing base of clients.

The **International Centre** is located on the west side of Toronto next to Pearson International Airport. It is accessible by four major highways, has parking for more than 5,000 cars and has 10,000 hotel rooms in the immediate area. The facility offers 461,000 square feet of exhibit space in 10 interconnecting halls and 33 meeting rooms spanning 32,000 square feet of space. Permanent furniture and accessory showrooms and tenants including the Canadian Association of Exhibition Managers (CAEM) are housed in the complex.

Gail Bernstein, General Manager, says the facility is ideal for trade and consumer shows whose attendees drive in, and those seeking a facility that is easily accessible by air. Downtown Toronto is about 15 minutes away by train, which has a stop at the International Centre.

There are no expansion plans at the moment, but the facility is constantly working on refurbishing and upgrading. Current projects include interior and exterior signage, developing new decor for meeting rooms and complete renovation of permanent food service areas.

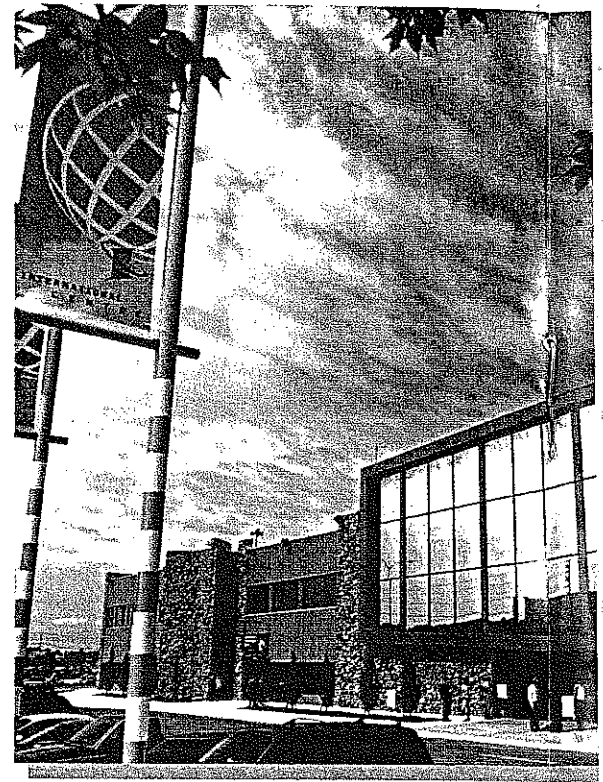
The **Metro East Trade Centre** offers 84,000 square feet of exhibit space in one hall. There are no sepa-

rate meeting rooms. "The main hall is divisible with floor-to-ceiling drapes and can be configured to meet the needs of the event," says Jim Hood, Event Manager.

Permanent weekend markets on either end of the building guarantee traffic for consumer events in the building, Hood says. The facility's main clients are consumer shows, concerts, local and regional events, and an event where consumer goods retailers sell directly to the public. The facility does not promote beyond the local area.

Right in the heart of downtown is the **Metro Toronto Convention Centre**. The facility offers two buildings with 460,000 square feet of exhibit space divisible into seven halls, 78,000 square feet of ballroom space and 70 meeting rooms spanning 104,000 square feet of space. The South Building, which is largely submerged, has a glass-fronted entrance lobby and a ceremonial entrance topped by a massive skylight. There is also an internal "Path" connecting the center, major convention hotels and six miles of shopping. "The weather is a non-issue," says John Houghton, Vice President of Marketing & Sales.

Even though the facility expanded two years ago, future expansions are



already being discussed. "I don't think there is an exhibition center in North America that doesn't start considering its next expansion as soon as the previous one is complete," Houghton says. He adds that the center is adequate for now, but some of the events are already squeezed for space.

The building uses two main methods of marketing and promotion. One is building awareness, mainly by advertising in trade and consumer publications. The intent is to get the building known and to make show managers aware of Toronto as a destination. The other is relationship-building by attending industry events. "We're trying to get closer to our customer, so we seize every opportunity to do that," Houghton says.

The **National Trade Centre at Exhibition Place** combines new construction and upgraded historical facilities in a complex offering 1,072,000 square feet of contiguous exhibit space and 24 meeting rooms spanning nearly 50,000 square feet of space. There are loading and unloading docks with a total of 40 truck bays throughout the building. The complex, which opened in 1997, has state-of-the-art telecommunication systems and utility services. The

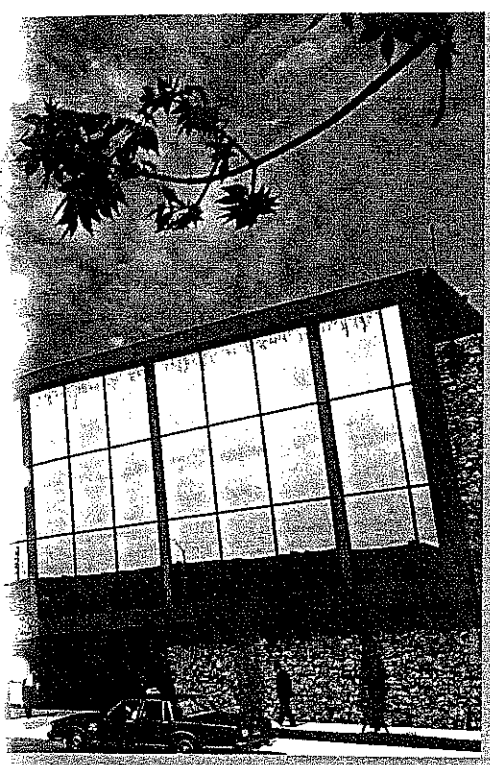


Photo courtesy of the International Centre

**International Centre.** The facility, which hosts trade and consumer shows, offers 461,000 square feet of exhibit space.

National Trade Centre is located on city-owned parklands and is managed by O&Y/SMG Canada.

Building officials just announced that sales expectations for 1998 were exceeded. Revenues showed a growth of 35%, grossing over \$15 MIL. The facility also generated over \$2.2 MIL in new rental business with a 10% growth in existing client revenues. Growth is attributed to promotional efforts, including participation in industry events, advertising in trade publications and direct mail. GES Canada and Schenker International freight forwarders were named as official suppliers.

Laura Purdy, Director of Sales and Marketing, says that although the center is just two years old, there are discussions about future expansion. "We are often filled to capacity during the year," Purdy says. "While there are no concrete plans, the reception we've had indicates that an expansion is

likely." There are both open land and 7,900 surface parking spots immediately adjacent to the site that are available for future expansion needs.

The Paradise Banquet & Convention Centre offers 30,000 square feet of exhibit space in one building, divisible into five halls. In addition, there are four meeting rooms spanning about 3,000 square feet. "Because of the portable walls, it's a very versatile hall," says Casper Ciddio, General Manager. Renovation of the facility will be underway this year.

The multifunction facility targets banquets, consumer shows and tradeshow, weddings, parties, concerts, etc., primarily through word-of-mouth advertising.

Toronto's SkyDome is perhaps best known for its retractable roof, which can turn the Dome into an open-air arena. But the stadium (*Continued on p. 12*)

## STRETCH YOUR BUYING POWER AT YOUR NEXT TRADE SHOW.



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**Exhibition Facilities,**  
*continued from p. 11*

also has a 143,000 square foot arena, a multipurpose concourse level, and dressing rooms, media boxes and other areas spanning over 9,800 square feet that can be converted to meeting rooms.

Although it is mainly known as a sports and entertainment venue, SkyDome has staged a wide variety of trade and consumer shows including auto, golf, boat and home shows. The stadium accommodates cultural and ethnic events that combine both a tradeshow element and a family entertainment component, according to Domenic Vivolo, Vice President of Marketing & Event Development. "The height of the building and configuration of the field allow for a unique setup," says Vivolo. As SkyDome's 10th Anniversary approaches, it has showcased more than 2,000 events.

The Toronto Congress Centre currently offers 500,000 square feet of contiguous exhibit space in one hall, which is divisible into seven, and 14 meeting rooms spanning about 50,000 square feet of space. Alain Sutton, Chairman and CEO, says plans are currently underway to increase the overall size of the center to nearly 1 MIL square feet, doubling the exhibit space. An existing 350,000 square foot building on land contiguous to the center will be gutted and renovated and an additional 150,000 square feet of space will be constructed.

The facility, which is less than four years old, is a full-service convention center with in-house catering facilities. It provides parking capacity for 6,000 cars, offers 22 loading docks, and a multitude of drive-in doors for large tractor-trailers. The Toronto Congress Centre is three minutes away from Pearson International Airport, providing easy access for air travelers and is at the geographical center of the Greater Toronto area, which is only 15 minutes away from the downtown core. Major hotels are adjacent to the center, with a total supply of more than 10,000 guest-rooms within walking distance.

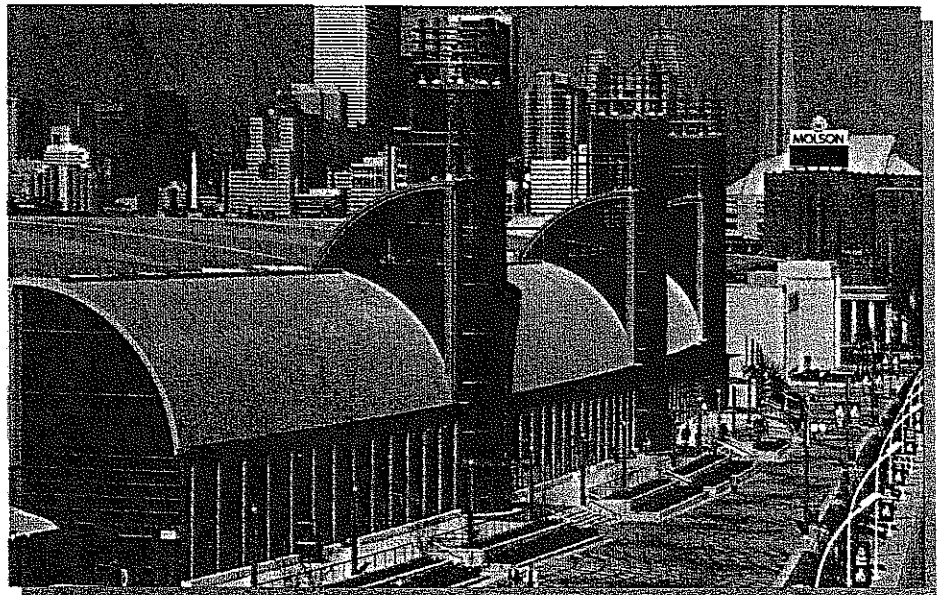


Photo courtesy of the National Trade Centre

**The National Trade Centre.** The complex offers more than 1 MIL square feet of contiguous exhibit space.

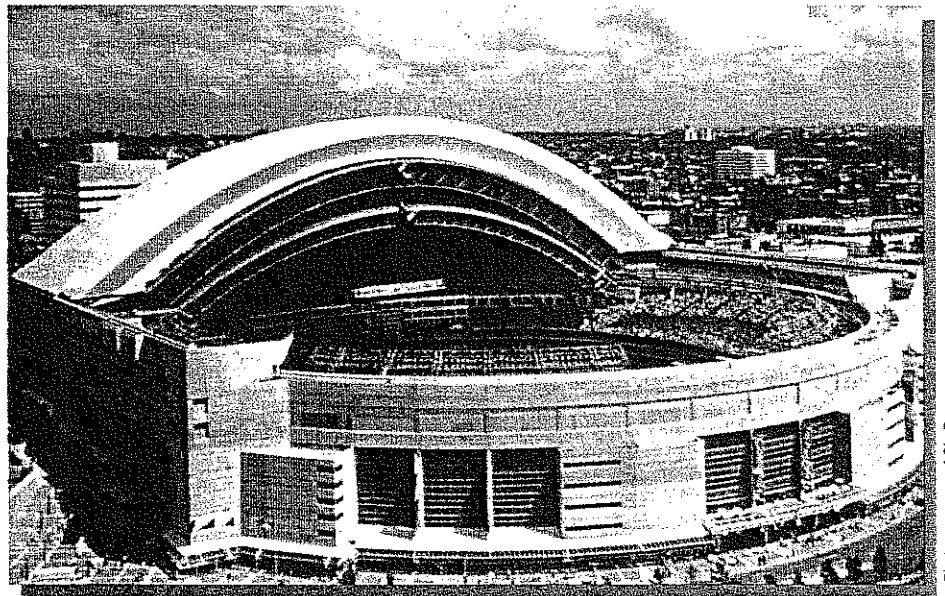


Photo courtesy of SkyDome

**SkyDome.** The facility has a retractable roof and offers 143,000 square feet of space.

Since opening, the Toronto Congress Centre has exceeded its sales projections, mainly due to the facility's customer focus and the building's many features, Sutton says. Marketing includes advertising, direct mail, event sponsorship and participation in industry groups.

Sources: Gail Bernstein, General Manager, International Centre, Toronto, ON (905/677-6131; 416/674-8425; 800/567-1199; Fax: 905/677-3089); Domenic Vivolo, VP Marketing & Event Development and Lori Todd, Director of Sales, SkyDome, Toronto, ON (416/341-3663; Fax: 416/341-3102); Casper

Ciddio, General Manager, Paradise Banquet & Convention Centre, Toronto, ON (905/669-4680; 416/661-6612; Fax: 905/669-3880); Jim Hood, Events Manager, Metro East Trade Centre, Pickering, ON (905/427-0744; Fax: 905/427-6027); Laura Purdy, Director of Sales & Marketing, National Trade Centre at Exhibition Place, Toronto, ON (416/263-3000; Fax: 416/263-3029); Alain Sutton, Chairman and CEO, Toronto Congress Centre, Toronto, ON (416/245-5000; Fax: 416/245-4923); John Houghton, VP Marketing & Sales, Metro Toronto Convention Centre, Toronto, ON (416/585-8120; Fax: 416/585-8198).



## Relieve stress through Human Marketing™

When Donald Cooper started working at the age of six sweeping floors for five cents day in the family business, Cooper Canada, little did he know that this was excellent early training for an entrepreneur—longs days and low pay! But what his real-life entrepreneurial experience as a world-class manufacturer and innovative retailer taught him was that there is a human side to marketing.

As Donald sees it, one of the greatest challenges businesses face is that there are too many other people selling what we are selling. "It's like selling sand in the desert," he quipped to attendees at the January Business Meeting. To survive you must know how to increase market share and profitability despite ever-stronger competition.

Donald approaches this chal-

lenge by practising what he calls Human Marketing™. Businesses must build relationships with customers, not just make a sale, he says, and a big part of this is reducing stress in your customers' lives. It is the stress people experience and their assumptions about what will make some of their stress go away that determines what and where they buy. If you understand what causes stress to your customers, then take steps to remove that stress, you are on your way to becoming a preferred supplier.

Donald observes that there are three types of stress in your customers' lives: stress from buying a product or service, stress about buying it from you specifically and stress about life in general. People know about 10 per cent of what they need to know to purchase a product or service. This causes stress. Your

business can help the average customer by helping them find out about the remaining 90 per cent. "Do this and you'll be a hero", says Donald. "Where there are no heroes, there is stress."

If you think you are already combating your customers' stress through a sophisticated customer service program, you may want to think again. "Service is anything that makes some of your customers' stress go away," contends Donald. To truly "own" your customers, you must first take ownership of their stress. "Customer service is an attitude, not a department. It must reside in the hearts and minds of all employees."

Figuring out how to reduce stress in your customers' lives is a matter of determining what your customer values, but doesn't have enough of—in most cases this means money, time, feeling safe and feeling special. A general rule of thumb: assume that your customers are confused, stressed and running out of time. Make it simple for them and coach them on unseen opportunities that will reduce stress in their lives. Essentially, Human Marketing™ means turning yourself from a seller into a supporter.

The power of Human Marketing™ is its simplicity and the notion that anyone can be good at it. "When you are a great human marketer, people will say, 'It's amazing. You've thought of everything'. But you haven't thought of everything," says Donald. "You've just exceeded expectations about things that cause them stress."

## NTC exceeds 1998 sales expectations

The National Trade Centre reports that it has exceeded its sales expectations for 1998. Revenues for 1998 showed growth of 35 per cent, with gross sales at more than \$15 million. Under the management of O&Y/SMG Canada, the facility has generated more than \$2.2 million in new rental business with a 10 per cent growth in existing client revenues.

In 1998, The National Trade Centre secured 76 events, renewed 36 existing clients and increased new business by booking 40 new events (up from 24 events

in 1997). In addition, 17 new events were booked in 1998 for future years.

Upcoming new business at The National Trade Centre during 1999 includes: InterMed '99, the Canadian Machine Tool Show; World Jewellery Expo, IIDEX/Neocon Canada and the Canadian Sporting Goods Association trade show. In the year 2000, The National Trade Centre will host the 2000 NHL FANTasy as part of the NHL All Star Weekend and The Canadian International Truck Show.

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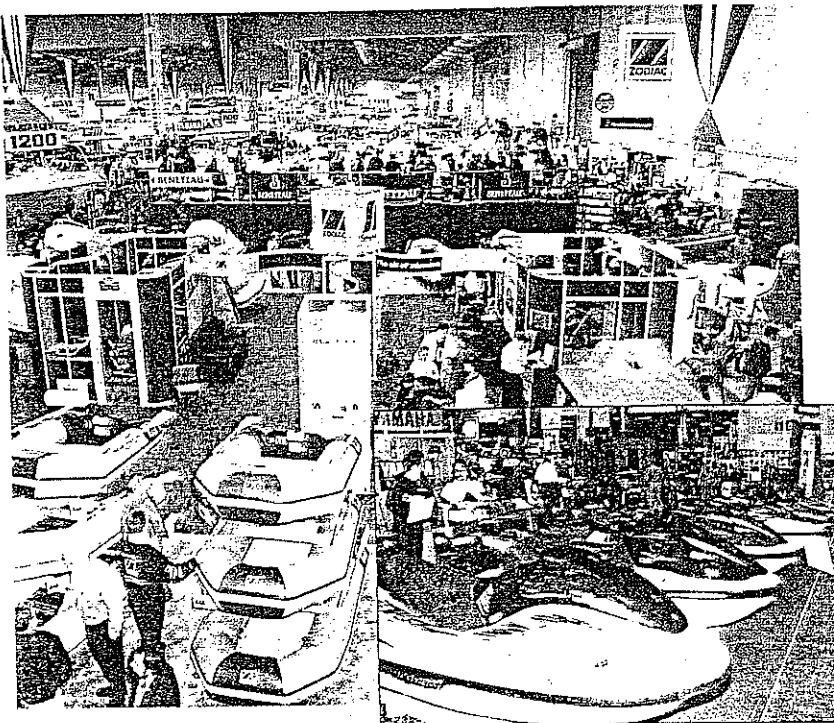
## SILVERLINE AND INVADER BACK IN PRODUCTION

The former Century Craft management team has both Silverline and Invader boats in full production at a new 13,000 square foot Winnipeg manufacturing facility of Odyssey Leisure Products. Odyssey was created by Dennis Mierke, John Matheson and Dave Wilson who were the management team at Century Craft when the company closed its doors in October of 1998.

"Our dealers have been unbelievable during this whole saga," said Dave Wilson, Odyssey's sales and marketing manager. "We have retained almost all of the dealers we had prior to October 1998 and their support with 1999 product orders has been phenomenal."

Wilson said Odyssey is looking forward to finishing off the 1999 model year with limited production and getting a jump start on the year 2000 product in May or June.

## TORONTO SHOW BIG FOR FIRST-TIME BUYERS



## SUNSEEKER GETS LICENCE TO THRILL

Sunseeker, the world's largest privately owned motoryacht manufacturer, is coming to a screen near you making its film debut in the 19th James Bond movie *The World Is Not Enough* starring Pierce Brosnan. A Sunseeker Hawk 34 will be used for high speed, high octane sequences putting both boat and Bond through their paces. The company sees the Hawk 34 as perfectly matched to the famous spy citing power, intrigue and sex appeal as qualities the vessel shares with Bond. The British

designed yacht is a combination of outrageous performance (try: 62 mph thanks to its race-bred, deep-V hull) and sophisticated styling. Sounds like a match to us.

New additions to the Sunseeker line introduced in Miami include the Predator 75, which can be customized to include a lifting platform, garage and sunlounger or an extended cockpit area and lifting platform; and the Predator 56, a model which incorporates features previously only available on larger Sunseeker motoryachts.

Despite a 13 percent drop in attendance this year at the Toronto International Boat Show, dealers and marina operators reported good sales and strong leads, according to the National Marine Manufacturer's Association.

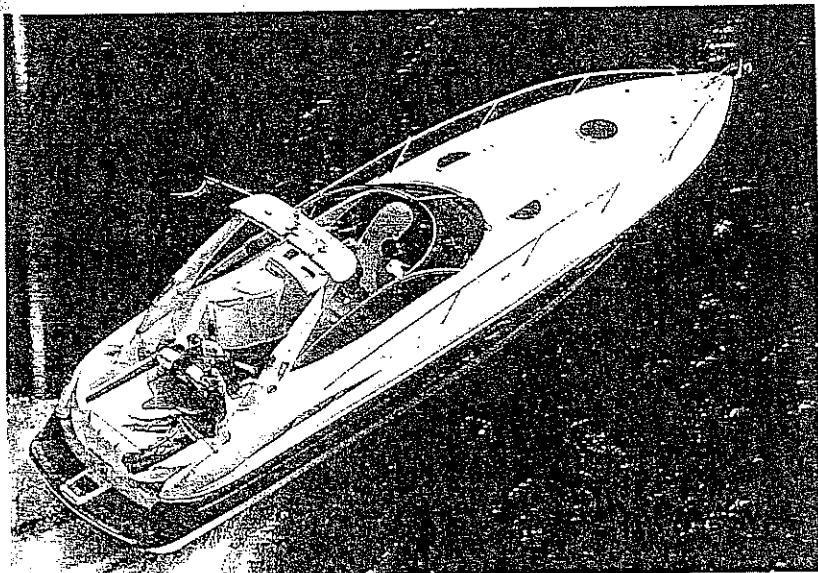
The show's two days of record high attendance were offset by low numbers from the opening days which fell on the weekend after the city's worst snowfall in years. With an overall attendance of 94,578, the show still proved profitable for dealers who reported that there were a good number of first-time buyers, positive signs for the season ahead.

## HURST MARINA ALL UNDER ONE ROOF

On the east bank of the Rideau River, just south of Manotick, Ontario, stands Hurst Marina's enlarged 17,000 square-foot facility. This latest expansion positions Hurst as one of the country's foremost recreational marine facilities.

The new building, which displays thirty boats, is said to have a boat show feel as it accommodates sport yachts of up to 46 feet in length. This gives the eastern Ontario consumer millions of dollars worth of new boats to view comfortably under one roof.

The revamping of the facility includes new office/sales areas; the parts and service department's capability has also been augmented giving Hurst Marina a year round quality.



Toronto Star - April 3, 1999

# It's a dream of a home

Traditional 'stick frame' house being erected in Coliseum as show centrepiece

By PAT BRENNAN  
NEW IN HOMES EDITOR

Last week they were merely individual wall panels scattered randomly throughout a Mississauga warehouse.

This week those panels have been stitched together as the frame of a spectacular model dream home for the National Home Show which opens this Friday in the National Trade Centre at Exhibition Place.

It's the first time in more than 10 years that a traditional "stick-frame" home has been erected in the Coliseum building as the centrepiece for the largest home show in North America.

Because of the tight time constraints involved, the show producers have for many years been using factory-manufactured modular homes for their annual dream home.

Those homes arrived with a police escort as they crept into the city in the still of night riding on the backs of two or three large flatbed trucks.

This year's home rode into town on the Monday morning rush hour and after 35 hours of hammering by framers it was already looking like a dream home.

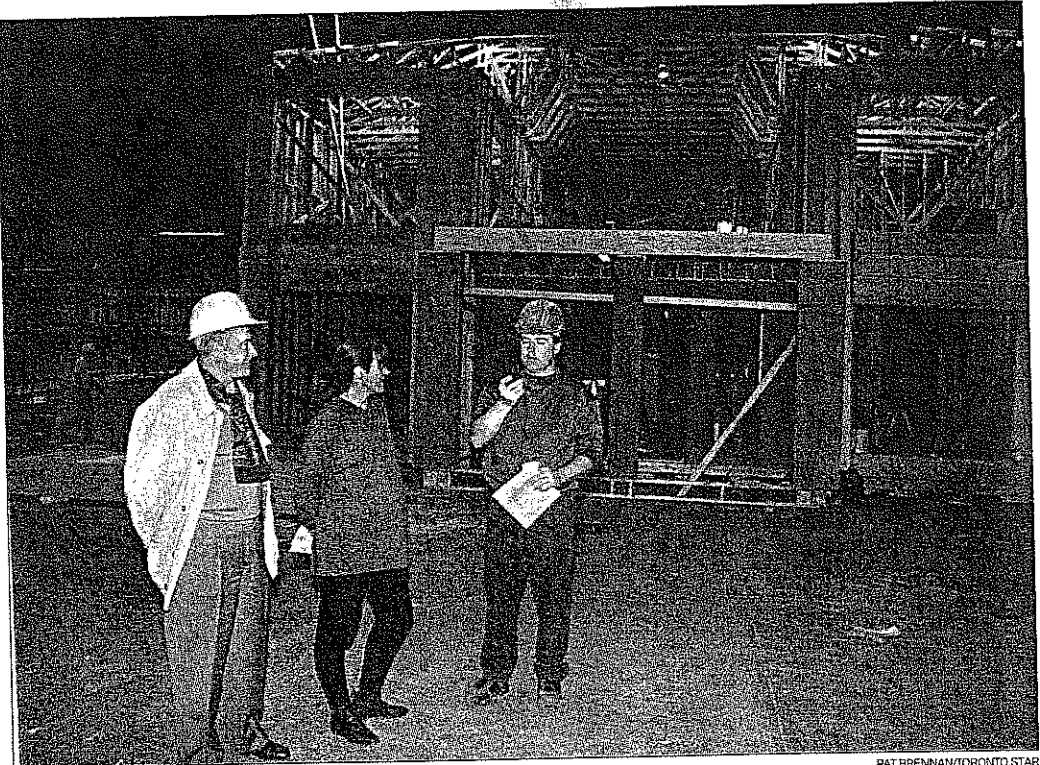
The 3,000-square-foot home is sponsored by The Toronto Star. It was designed and is being built by Vas Kuchar.

Kuchar, the principal architect at V.W. Kuchar & Associates, Architects Ltd. of Etobicoke, also owns Trilet Group, a development firm.

The home that Trilet is erecting at Exhibition Place is a duplicate of the home the firm built on the shores of Georgian Bay last fall as the model home/sales office for its Tiffin By The Bay project on the Midland waterfront.

The two-storey home is primarily 104 wall and floor panels, plus interior partitions, manufactured by Mississauga's Architechniques Pro Corp. It'll have a stucco exterior, slate roof and windows galore.

The dream home will be built, decorated and furnished in 10 days. Its four-bedroom twin is now standing at the foot of Yonge St. in Midland, but of course, it has thick insulation, a basement and several working toilets. The Midland home, standing on



PAT BRENNAN/TORONTO STAR



**UNDER WAY:** Super-  
vising the construction of the dream home at Exhibition Place are Vas Kuchar, left, Klara Redford and Michael Kuchar, all with the Trilet Group. The home is a duplicate of the Midland model, at left, that serves as a sales centre.

a water's edge lot with a 50-foot frontage, is priced at \$494,000. That home on other lots starts at \$455,000.

The dream home at the show has a Hollywood theme. Two large banks of bay windows dominate the front of the home. They flank a sun balcony that is supported by architectural columns.

It'll have an extensive landscape package designed by Alexander Bu-

devics & Associates.

Inside, the home will be loaded with works of art, a fully stocked wine cellar and the floors will be finished throughout with granite, slate and hardwood.

The dream home traditionally displays the latest features in home furnishings, home decorating, design and function and National Home Show manager Ross Horton said this

year's version by Trilet Group will do all that.

The show opens at noon on Friday, April 9 and runs for 10 days. Admission is \$11 for adults on weekends and \$10 on weekdays. Seniors and teens are \$6.50 and children under 12 are free.

■ See floor plans, M10

Arlene

A special thank  
you for the  
wonderful flower  
arrangement!

Please relay my  
thanks to Jim  
Mac Gregor and  
the show operations  
team for all their  
hard work and  
assistance in  
providing a high  
level of customer  
service to our exhibitors  
and my show team.

Regards  
Rita CENF.

# THE NATIONAL TRADE CENTRE EVENT STATISTICS

FOR THE MONTH OF APRIL 1999

	MONTH ACTUAL	YTD ACTUAL
Attendance [Note: 1]	301,050	900,850

EVENT	# OF PERFORMANCES		(IN THOUSANDS)		REFRESHMENT PER CAP'S ACTUAL [Note: 2]
	ACTUAL	BUDGET	ACTUAL	BUDGET	
Consumers Show	22	19	3,369	3,579	3.32
Trade Show	6	4	977	1,060	7.57
Concert	1	0	8	-	4.12
Photo/Film Shoot	1	0	10	-	
Meeting/Corporate	4	4	114	156	3.95
	34	27	4,478	4,795	

Note: 1

Attendance estimates provided by Show Management.

Note: 2

Refreshment per cap's based on information reported by Servo Canada

Note: 3

Net event income includes rent and services, ancillary income includes catering and electrical commissions, parking is included at net.

THE NATIONAL TRADE CENTRE  
**BALANCE SHEET**  
AS AT APRIL 30, 1999

**ASSETS****CURRENT ASSETS**

	1999	1998
CASH	224,748.76	105,283.94
ADVANCE TO EX PLACE	250,000.00	-
TERM INVESTMENTS	3,050,000.00	1,850,000.00
AMERICAN EXPRESS	8,865.89	521.27
TRADE ACCOUNTS RECEIVABLE	1,340,075.27	
ALLOWANCE FOR DOUBTFUL ACCOUNTS	<u>(71,830.21)</u>	
NET ACCOUNTS RECEIVABLE	1,268,245.06	1,267,485.27
RECEIVABLE FROM EX PLACE	93,655.31	-
OTHER RECEIVABLE	187,725.84	416,825.26
PREPAID EXPENSES	<u>88,405.84</u>	<u>57,657.39</u>
	<u><b>5,171,646.70</b></u>	<u><b>3,697,773.13</b></u>

**LIABILITIES & EQUITY****CURRENT LIABILITIES**

ACCRUED LIABILITIES	1,321,748.08		
PROVINCIAL & FEDERAL SALES TAX PAYABLE	108,746.13		
DEFERRED REVENUE	<u>1,571,358.64</u>	3,001,852.85	1,955,829.16

**EQUITY**

NET INCOME (LOSS) CURRENT		2,169,793.85	1,741,943.97
PRIOR YEAR SURPLUS	1,006,922.06	-	-
DISTRIBUTION TO EXHIBITION PLACE	<u>(1,006,922.06)</u>	-	-
		<u><b>5,171,646.70</b></u>	<u><b>3,697,773.13</b></u>

**RECEIVABLE FROM EX PLACE - DETAILS**

KAIMAN HOSPITALITY - 1997 NTC CATERING COMMISSIONS	93,655.31
	<u>93,655.31</u>

**THE NATIONAL TRADE CENTRE  
FINANCIAL STATEMENT HIGHLIGHTS  
STATEMENT OF CASH FLOW  
FOR THE PERIOD ENDED APRIL 30, 1999**

	<u>MONTH</u>	<u>YTD</u>
<b>CASH FLOW FROM OPERATIONS</b>		
NET INCOME (LOSS)	861,353.52	2,169,793.85
ADD: DEPRECIATION & AMORTIZATION	-	-
<b>SOURCES (USES) OF CASH</b>		
TERM INVESTMENTS	800,000.00	(200,000.00)
ACCOUNTS RECEIVABLE - TRADE	(245,630.53)	554,240.28
RECEIVABLE FROM EX PLACE B.O.G	(1,205.34)	(1,130.79)
ACCOUNTS RECEIVABLE - OTHER	34,746.72	28,638.81
PREPAID EXPENSES	(53,239.84)	(30,252.32)
DEPOSITS AND OTHER ASSETS	(220.41)	(3,329.71)
ACCOUNTS PAYABLE & ACCRUED EXPENSES	(119,513.12)	(104,040.65)
OTHER PAYABLES	26,668.45	2,325.95
DEFERRED INCOME	(781,887.75)	(1,430,743.15)
ADVANCE DEPOSITS - Exhibition Place B.O.G	-	-
<b>NET CASH FROM OPERATIONS</b>	<u>521,071.70</u>	<u>985,502.27</u>
<b>OTHER SOURCES (USES) OF CASH</b>	-	-
CAPITAL EXPENDITURES	-	-
PAYMENTS OF DEBT	-	-
DISTRIBUTION TO OWNERSHIP - Exhibition Place B.O.G.	<u>(1,006,922.06)</u>	<u>(1,006,922.06)</u>
<b>NET CASH FROM OTHER SOURCES</b>	<u>(1,006,922.06)</u>	<u>(1,006,922.06)</u>
<b>NET INCREASE (DECREASE) IN CASH</b>	(485,850.36)	1,992,424.33
<b>BEGINNING CASH BALANCE</b>	710,599.12	246,168.55
<b>ENDING CASH BALANCE</b>	<u>224,748.76</u>	<u>2,238,592.88</u>

## ACCOUNTS RECEIVABLE AGING

AS AT APRIL 30, 1999

CUSTOMER NAME	AMOUNT OUTSTANDING	CURRENT	30 - 60 DAYS	61 - 90 DAYS	OVER 90 DAYS	COMMENTS
<b>COMPLETED EVENTS</b>						
CANADIAN CRAFT SHOWS LTD - SPRING '99	80,453.86	80,453.86				EVENT SERVICES - EVENT SETTLEMENT FINALIZED
CANADIAN NATIONAL SPORTSMEN'S SHOWS	60,910.46	60,910.46				EVENT SERVICES - EVENT SETTLEMENT FINALIZED
ONTARIO QUARTER HORSE ASSOCIATION	26,226.57				26,226.57	RECEIVED CHEQUES TOTALLING \$6,911.25 APRIL 13 - BALANCE TO BE WRITTEN-OFF FOLLOWING REPORT TO BOARD OF GOVERNORS
EAST MEETS WEST PRODUCTIONS	25,020.99				25,020.99	ACCOUNT IN DISPUTE - FINAL LEGAL LETTER SENT APR BEFORE COMM COMMENCING LITIGATION IF NO RESPONSE RECEIVED - RESERVE FOR
PREMIER CONSUMER SHOWS	19,099.50				19,099.50	BAD DEBT SET UP 50% BUILDING RENT - COTTAGE SHOW - FEB. '99
SOUTHEX EXHIBITIONS INC.	260,212.01	260,212.01				EVENT CANCELLED - DISCUSSION IN PROGRESS
WORDEN WATSON LTD.	13,697.80	11,350.88	2,346.92			EVENT SERVICES - EVENT SETTLEMENT FINALIZED
CUSTOMER ACCOUNTS - LESS THAN \$10,000	171,169.85	138,687.75	6,133.58	20,683.95		VARIOUS SERVICES FOR NATIONAL HOME SHOW
<b>SUB-TOTAL</b>	<b>656,791.04</b>	<b>551,614.96</b>	<b>8,480.50</b>	<b>20,683.95</b>	<b>70,347.06</b>	
<b>FUTURE EVENTS</b>						
CANADIAN CRAFT SHOWS - SPR. 2000	13,408.61	-	-	-	13,408.61	BUILDING RENT- ONE OF A KIND - MAR. 2000
MPE INTERNATIONAL INC.	101,887.23	88,523.50	-	-	13,363.73	BUILDING RENT - INTERMED '99 - JUNE - \$25,000 TO COME MAY 11/99
REED EXHIBITION COMPANIES	118,153.84	118,153.84				BUILDING RENT - MACHINE TOOL SHOW - OCT. '99
REED EXHIBITION COMPANIES	17,211.38	17,211.38				BUILDING RENT - JEWELLERY WORLD EXPO - AUG. '99
SOUTHEX EXHIBITIONS INC.	76,993.71	76,993.71				BUILDING RENT - JULY GIFT SHOW - JULY '99
TORONTO AREA RUG TRADE EXPO	12,096.35	12,096.35				BUILDING RENT- RUG EXPO - NOV. '99
<b>SUB-TOTAL</b>	<b>326,342.51</b>	<b>312,978.78</b>	<b>-</b>	<b>-</b>	<b>26,772.34</b>	
<b>SPONSORSHIP</b>						
ATLAS WINE MERCHANTS	5,350.00	-	-		5,350.00	YEAR 1 OF SPONSORSHIP
INITIATIVE MEDIA o.b.o THE NATIONAL POST	21,400.00	-	21,400.00			YEAR 1 OF SPONSORSHIP - DUE IN APRIL
NESTLE CANADA INC.	16,050.00	-	-		16,050.00	YEAR 2 OF SPONSORSHIP - DUE IN APRIL
SIGNATURE RESTAURANT SYSTEMS	10,593.00	-	10,593.00			YEAR 1 OF SPONSORSHIP - DUE IN APRIL
<b>SUB-TOTAL</b>	<b>53,393.00</b>	<b>-</b>	<b>31,993.00</b>	<b>-</b>	<b>21,400.00</b>	
<b>SERVOMATION</b>						
SERVO CANADA	303,548.72	287,183.13	16,365.59	-	-	CATERING COMMISSIONS + VARIOUS SERVICES AND UTILITIES RECOVERY - CHEQUE IN THE AMOUNT OF \$251,553 TO BE RECEIVED MAY 21/99
<b>TOTAL</b>	<b>1,340,075.27</b>	<b>1,151,776.87</b>	<b>56,839.09</b>	<b>20,683.95</b>	<b>118,519.40</b>	

100%

85%

4%

2%

9%

THE NATIONAL TRADE CENTRE  
**ACCOUNTS RECEIVABLE AGING**  
 ADDITIONAL INFORMATION ON A/R GREATER THAN 60 DAYS  
 AS AT APRIL 30, 1999

CUSTOMER NAME	AMOUNT OUTSTANDING	61 - 90 DAYS	OVER 90 DAYS	COMMENTS
ATLAS WINE MERCHANTS	5,350.00		5,350.00	First and second year of advertising at the N.T.C. Glenn Wilson of Network Int'l to follow up on collection of account.
EAST MEETS WEST PRODUCTIONS	25,020.99		25,020.99	Feb 1998 event. Total billings \$ 100,020.99, payment received \$75,000. City Legal Department has written letter on our behalf to demand payment. Reserve for bad debt has been set up.
ONTARIO QUARTER HORSE ASSOCIATION	26,226.57		26,226.57	April 1998 event. Total billings was \$77,558.37, client paid \$43,396.55. Outstanding amount was agreed to by Gilles Seguin of Quarterama. Board of OQHA did not receive a request from Gilles to confirm payment. Quarterama Treasurer has requested payment on our behalf. Detailed billing package was delivered to Ken McLellan. On January 13/99, Mr. McLellan indicated formal response and partial payment is being forwarded. As good faith, cheques totalling \$6,911.25 received on April 13/99. Review of OQHA financial statement indicates an inability to pay outstanding amount - balance recommended to be written off following a formal report to the Board of Governors.
NESTLE CANADA INC.	16,050.00		16,050.00	Second year of sponsorship as the official coffee supplier for the National Trade Centre. Glenn Wilson of Network Int'l to follow up on collection of account.
PREMIER CONSUMER SHOWS	19,099.50		19,099.50	50% of building rent for the Cottage Show which was to be held in February 1999. Collection attempts are in progress.
FUTURE EVENTS	26,772.34		26,772.34	Shows are billed in compliance with contract terms. Follow up calls and letters are done. Shows do not move in before rent is paid in full
CUSTOMER ACCOUNTS - LESS THAN \$10,000	20,683.95	20,683.95	-	Services for various 1999 shows. Collection attempts are in progress.
	139,203.35	20,683.95	118,519.40	



**THE NATIONAL TRADE CENTRE  
FINANCIAL STATEMENT HIGHLIGHTS  
AS AT APRIL 30, 1999**

	MONTH ACTUAL	MONTH BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Number of Events	9	8	1	34	27	7
Direct Event Income [Note 2]	1,204,878.34	1,211,664.23	(6,785.89)	3,821,897.17	3,867,200.23	(45,303.06)
Ancillary Income	363,770.13	434,440.00	(70,669.87)	1,432,571.10	1,589,153.00	(156,581.90)
Advertising Income	20,347.07	40,375.00	(20,027.93)	76,746.25	112,747.00	(36,000.75)
CNE Recovery	-	-	-	-	-	-
<b>Total Event Income</b>	<b>1,588,995.54</b>	<b>1,686,479.23</b>	<b>(97,483.69)</b>	<b>5,331,214.52</b>	<b>5,569,100.23</b>	<b>(237,885.71)</b>
Direct Expenses	382,436.51	410,880.02	28,443.51	1,800,115.37	1,846,159.02	46,043.65
Indirect Expenses	345,205.51	370,766.08	25,560.57	1,361,305.30	1,571,664.08	210,358.78
<b>Total Event Expenses</b>	<b>727,642.02</b>	<b>781,646.10</b>	<b>54,004.08</b>	<b>3,161,420.67</b>	<b>3,417,823.10</b>	<b>256,402.43</b>
<b>NET INCOME (LOSS)</b>	<b>861,353.52</b>	<b>904,833.13</b>	<b>(43,479.61)</b>	<b>2,169,793.85</b>	<b>2,151,277.13</b>	<b>18,516.72</b>
<b>EX PLACE PARKING ESTIMATE</b>						
PARKING INCOME	634,688.19	660,462.00	(25,773.81)	1,917,186.42	2,136,176.00	(218,989.58)
PARKING EXPENSE	133,284.52	138,696.96	5,412.44	402,609.15	448,596.96	45,987.81
<b>NET PARKING</b>	<b>501,403.67</b>	<b>521,765.04</b>	<b>(20,361.37)</b>	<b>1,514,577.27</b>	<b>1,687,579.04</b>	<b>(173,001.77)</b>

NOTE: 1 Actuals include 12% markup paid to Exhibition Place on labour and materials. At April 30, 1999 the markup paid to Exhibition Place was a total of \$ 204,513.78 (\$179,093 expensed against direct event income and the balance of \$25,421 in direct expense)

NOTE: 2 Net income does not include \$36,000 of rental revenue produced and budgeted by NTC sales relating to the Neon Park and Drive event for use of parking lots. This revenue has been transferred to Exhibition Place.

THE NATIONAL TRADE CENTRE

**BUDGET AND FORECAST INFORMATION - AS AT APRIL 1999**

	[IN THOUSANDS]		
	BUDGET	FORECAST	VARIANCE
<b>DIRECT EVENT INCOME</b>			
RENTAL	6,601	6,601	-
SHOW SERVICES	847	835	(12)
	<u>7,448</u>	<u>7,436</u>	<u>(12)</u>
<b>ANCILLARY INCOME</b>			
CATERING/CONCESSIONS	1,617	1,440	(177)
ELECTRICAL SERVICES	950	900	(50)
TELECOMMUNICATIONS	275	292	17
OFFICIAL SUPPLIER & BUSINESS CENTRE	50	50	-
	<u>2,892</u>	<u>2,682</u>	<u>(210)</u>
<b>TOTAL EVENT INCOME</b>	<u>10,340</u>	<u>10,118</u>	<u>(222)</u>
<b>OTHER INCOME</b>			
ADVERTISING	288	288	0
OTHER INCOME	150	181	31
	<u>438</u>	<u>469</u>	<u>31</u>
<b>GROSS INCOME</b>	<u>10,778</u>	<u>10,588</u>	<u>(191)</u>
<b>DIRECT/INDIRECT EXPENSES</b>			
DIRECT OPERATING COSTS	3,659	3,746	(88)
OPERATIONS	1,748	1,574	174
MARKETING	808	795	12
FINANCE	669	658	11
EVENT SERVICES	604	549	56
EXECUTIVE	606	538	68
DIRECT SHOW COSTS	453	453	-
MANAGEMENT FEE	654	643	11
TELECOMMUNICATIONS	223	240	(17)
	<u>9,424</u>	<u>9,195</u>	<u>229</u>
<b>RECOVERY OF COSTS</b>			
EX PLACE - TELECOM REMITTANCE	(69)	(69)	-
CNE - ANNUAL EXHIBITION	435	435	-
SERVOMATION - UTILITIES/CLEANING	96	82	(14)
EX PLACE - EVENT/EXHIBITOR SERVICES	78	65	(13)
	<u>540</u>	<u>513</u>	<u>(27)</u>
<b>NET INCOME (LOSS)</b>	<u>1,894</u>	<u>1,905</u>	<u>11</u>

NOTE: Actual and Budget figures include 12% markup on labor and materials from Exhibition Place of \$468,000

THE NATIONAL TRADE CENTRE

**BUDGET AND FORECAST INFORMATION - AS AT APRIL 1999**

	[IN THOUSANDS]		
	BUDGET	FORECAST	VARIANCE
<b>DIRECT EVENT INCOME</b>			
RENTAL	6,601	6,600	(1)
SHOW SERVICES	847	840	(7)
	<u>7,448</u>	<u>7,440</u>	<u>(8)</u>
<b>ANCILLARY INCOME</b>			
CATERING/CONCESSIONS	1,617	1,440	(177)
ELECTRICAL SERVICES	950	900	(50)
TELECOMMUNICATIONS	275	290	15
OFFICIAL SUPPLIER & BUSINESS CENTRE	50	50	-
	<u>2,892</u>	<u>2,680</u>	<u>(212)</u>
<b>TOTAL EVENT INCOME</b>	<u>10,340</u>	<u>10,120</u>	<u>(220)</u>
<b>OTHER INCOME</b>			
ADVERTISING	288	290	2
OTHER INCOME	150	180	30
	<u>438</u>	<u>470</u>	<u>32</u>
<b>GROSS INCOME</b>	<u>10,778</u>	<u>10,590</u>	<u>(188)</u>
<b>DIRECT/INDIRECT EXPENSES</b>			
DIRECT OPERATING COSTS	3,659	3,750	(91)
OPERATIONS	1,748	1,570	178
MARKETING	808	800	8
FINANCE	669	660	9
EVENT SERVICES	604	550	54
EXECUTIVE	606	540	66
DIRECT SHOW COSTS	453	450	3
MANAGEMENT FEE	654	640	14
TELECOMMUNICATIONS	223	240	(17)
	<u>9,424</u>	<u>9,200</u>	<u>224</u>
<b>RECOVERY OF COSTS</b>			
EX PLACE - TELECOM REMITTANCE	(69)	(70)	(1)
CNE - ANNUAL EXHIBITION	435	440	5
SERVOMATION - UTILITIES/CLEANING	96	80	(16)
EX PLACE - EVENT/EXHIBITOR SERVICES	78	70	(8)
	<u>540</u>	<u>520</u>	<u>(20)</u>
<b>NET INCOME (LOSS)</b>	<u>1,894</u>	<u>1,910</u>	<u>16</u>

NOTE: Actual and Budget figures include 12% markup on labor and materials from Exhibition Place of \$468,000

