MANAGEMENT REPORT

THE NATIONAL TRADE CENTRE

EXHIBITION PLACE

FOR THE MONTH ENDING JULY 31, 1999

SUBMITTED TO: THE BOARD OF GOVERNORS OF EXHIBITION PLACE

PREPARED BY:



SUBMITTED BY: RON TAYLOR - MANAGING DIRECTOR - O&Y/SMG CANADA

ERNEST VINCENT – GENÉRAL MANAGER – NTC

The foregoing report was reviewed by the Joint Executive Committee and Business Development Committee meeting on September 8, 199 and is referred to the Board of Governors for INFORMATION.

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ZXECUTIVE SUMMARY

SIGNIFICANT ACTIVITIES DURING THE MONTH OF JULY

1999 Sales

55 Licenses issued 35 New business 20 Renewals

1999 Net Operating Profit

\$ 1,443,863 Net operating profit to July, \$ 1,610,457 Budget for 1999 to July

90 % Achieved

The forecast to year- end is that the 1999 Budget

for net operating profit will be achieved.

1999 Rental Income

\$ 4,163,023 Earned to July \$ 6,601,008 Budgeted for 1999

Annual New Business

\$1,522,017 New business, \$1,500,000 Projected in '99 101% Achieved

JULY SHOW SUMMARY

During the month of July Exhibition Place was host to the highly successful 1999 Molson Indy. Increased supervision of services by Facility Co-ordinators from The National Trade Centre working with Exhibition Place staff improved the efficiency and delivery of services. Molson Indy staff praised The National Trade Centre telecommunications staff for their prompt response during the Bell Canada crisis on the opening Friday. A massive breakdown in Bell Canada's trunk system, which affected the City of Toronto, GTA and parts of Canada threatened the opening day. The National Trade Centre staff worked diligently to ensure that all Molson Indy staff was able to stay in contact on the grounds by utilizing The National Trade Centre PBX.

Event Co-ordinators and for the first time Facility Co-ordinators from The National Trade Centre were assigned to Exhibition Place booked events in July including the CHIN International Picnic, the Molson Indy, and Caribana.

July saw the rescheduling of the Fall Gift Show from its traditional September dates. The change in dates impacted the physical size of the show, the attendance, and accordingly the profitability of the show to The National Trade Centre. On a positive note, the show occupied dates in the July calendar which previously were not occupied and the September dates are occupied by new business including two new trade shows, IIDEX/NeoCon Canada and the Canada's Sports Retailer Show.

O&Y/SMG Canada has achieved the annual new business target for 1999 and we continue to book short-term events for 1999. The primary development of activities is concentrating on 2000 and beyond for long term tradeshow bookings.

SALES & MARKETING REPORT

JULY 1999 ACTIVITIES

July sales efforts have resulted in the year to date issuance of 55 license agreements with a breakdown of 35 new business and 20 renewals for existing clients. This month the sales & marketing staff conducted 23 site inspections for potential clients.

During the month of July, members of the Sales & Marketing Department attended the 1999 CSAE (Canadian Society of Association Executives) Annual Conference in St. John's, Newfoundland to target the Canadian Association tradeshow market. Over 200 association delegates and approximately 200 suppliers attended the conference. The National Trade Centre participated as a Bronze Level Conference Sign sponsor and promoted the facility to the Canadian association market by providing facility literature and promotional items. The Sales team is currently organizing a follow-up mailing to the Canadian association market contacts.

As part of the IAAM (International Association of Assembly Managers) Conference, The National Trade Centre hosted the President's Reception on the evening of July 23rd. Over 1200 delegates were in attendance at this function. Furthermore, on July 26, 1999, The National Trade Centre staff conducted a facility tour for members of this association. Enclosed with this report is a copy of an email received at our management office from Mr. Joe Floreano of the IAAM conference committee, he expressed his appreciation to our team during the President's Reception. As well, as part of the host committee for the conference, The National Trade Centre was mentioned in the July-August 1999 issue of *Facility Manager*, a publication distributed by the association.

Representatives of the Sales & Marketing Department will attend the ASAE (American Society of Association Executives) Annual Conference tradeshow in San Diego in August. A follow-up report will be included in next month's report.

This month The National Trade Centre received substantial editorial coverage in several key U.S. industry publications including Expo Magazine, Facility Manager and other local newspapers. See publicity section in the report. (Appendix "A")

THIRD QUARTER SALES SUMMARY

O&Y/SMG Canada's Annual New Business target for The National Trade Centre was \$1.5-million in new business revenue for 1999. To date, the Sales & Marketing Team has secured forty-three events representing \$1,522,017 in new business revenue for 1999. Of the 43 pieces of new business contracted for 1999, 11 are tradeshows, 7 are consumer shows, 7 are corporate bookings and 18 are special events/film shoots.

	NEW BUSINESS REVENUE OCCURRING IN 1999
ANNUAL 1999 NEW BUSINESS BUDGET	\$1,500,000
Booked in 1997	\$ 390,888
Booked in 1998	\$ 692,547
Booked in 1999	\$ 394,464
Deemed Sales	\$ 44,117
Cumulative total	\$1,522,01 7

1999 NEW SALES ACTIVITY

The Sales & Marketing Department is currently working with 15 new clients to secure additional business for 1999.

BOOKING STATUS	JULY ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative	15	
Definite		
Contracted this month	0	
Contracted in 1999	29	
Contracted in 1998	14 - 14	
Contracted in 1997	1	
		Sub-Total: 44
		Less cancellation: 1 Total: 43

NEW BUSINESS
CONTRACTED YEAR TO DATE
Total Health (1999)
Marsville (1999)
'99 Neon Drive Event (1999)
Canada's Sports Retailer Show
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)
Super Human Software Tour (1999)
Antiques Roadshow (1999)
Black & White Polo Ball (1999)
Ontario Healthcare meeting (1999)
Canadian Tire Business Meeting (1999)
Umbra Factory Sale (1999)

NEW BUSINESS
CONTRACTED YEAR TO DATE
PCL Meeting (May 1999)
Local Union 25 Ratification Vote (1999)
YTV Treehouse Productions Rehearsals (1999)
Unity '99 (1999)
GPC Communications (1999)
PCL Meeting [June 1999]
Elan Vital (1999)
AT & T Commercial Shoot (1999)
Blue Chip Film Shoot (1999)
Cantel Commercial Shoot (1999)
Tip Top Photo Shoot (1999)

1999 NEW BUSINESS
*CONTRACTED AS AT DECEMBER 31, 1997
CONTRACTED AS AT DECEMBER 31, 1998
*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)	JULY/99	YEAR TO DATE
3 (A) U3 (1393)	JUL 1194	
Definite		
Contracted	1	Total: 40

2000 RENEWALS OF EXISTING SHOWS

STATUS (1999)	JULY/99	YEAR TO DATE	
Definite	5		
Contracted	1	Total: 6	-

2000 NEW SALES ACTIVITY

To date, the Sales & Marketing Department is currently negotiating with 14 new clients to secure additional business for 2000.

BOOKING STATUS	JULY ACTIVITY	CONTRACTED 2000 BUSINESS
Tentative	14	
Definite		
Contracted this month	0	
Contracted in 1998	and an orași part l ocatoria din 19	Total: 1

NEW BUSINESS CONTRACTED IN JULY (YEAR BOOKED)	NEW BUSINESS CONTRACTED YEAR TO DATE
	Canadian Truck Show

PUBLICITY

The May 1999 issue of Expo magazine, the official publication of IAEM (International Association for Exposition Management) contained two interior photographs of The National Trade Centre as part of separate sections of the magazine. A photograph of Café Soleil appears on page 52 as part of an article entitled, "The House That Jack Built". The photo is contained under a sub-heading of the article that discusses new amenities available at our facility including the concierge desk service and Café Soleil. The second photo is of the restored facade in Heritage Court marking the entrance to the Coliseum and is contained on page 81 under the "Onsite" section.

As a result of our fax blitz in June, an article entitled "Toronto arena deal worked out to lure IHL team from Phoenix" was published in the Globe & Mail on June 26, 1999.

The summer issue of Network, a quarterly publication distributed by the Toronto Chapter of IFMA (International Facility Management Association) included an article on the upcoming IIDEX/NeoCon Canada trade show scheduled to occur at our facility for the first time this September.

The July 16, 1999 issue of the *Toronto Star* included an article announcing the Antiques Roadshow event that will be held at our facility on August 7, 1999.

The July 19, 1999 issue of <u>Amusement Business</u> contained an article entitled, "Canada Gaining Popularity as Locale for Conventions". The article that discusses the increase in U.S. convention travel to Canada also includes quotes from Laura Purdy our Director of Sales & Marketing.

An exterior photograph of The National Trade Centre was included in a promotional magazine for IIDEX/NeoCon Canada distributed by the show organizer. A copy of the page is included with this report.

The <u>Facility Manager</u>, IAAM conference issue, noted that The National Trade Centre was hosting the IAAM's Presidents Reception on July 23, 1999.

QUEEN ELIZABETH THEATRE

To date, our Sales & Marketing team has secured 5 theatre bookings for the Queen Elizabeth Theatre. During the month of July, our sales staff conducted 6 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. The lack of new live theatre production in Toronto, resulting from the fall of LiveEnt has a snowball effect on all theatres in the city. Established and centrally located venues such as, the Elgin and Winter Garden Theatre continues to remain mostly dark over the past 18 months. The Queen Elizabeth Theatre is a class "C" theatre and will continue to lag behind the centrally located theatres in terms of occupancy until live theatre makes resurgence in Toronto.

MEETINGS/SEMINAR RENTALS

BOOKING STATUS	JULY ACTIVITY	CONTRACTED 1999 BUSINESS
Tentative	6	
Definite	3	
Contracted this month	0	Total: 5

LIVE THEATRE RENTALS

NEW BUSINESS CONTRACTED IN	CONTRACTED YEAR TO DATE
JULY (YEAR BOOKED)	FROM OCTOBER 1998
0	5

C VENT FACILITY SERVICES

EVENT FACILITY SERVICES MANAGEMENT REPORT FOR JULY 1999

During the month of July, Event & Facility Co-ordinators were involved in the following events:

Consumer	Trade Other		
	Fall Gift Show	Chin International Picnic	
		O'Donnell Charity	
	4.1	Run	
		Molson Indy	
		Caribana	

EVALUATION OF JULY EVENTS

Event Co-ordinators and for the first time Facility Co-ordinators from The National Trade Centre were assigned to Exhibition Place booked events in July including the CHIN International Picnic, the Molson Indy, and Caribana.

The annual CHIN International Picnic was held July 1-4, 1999. Festivities were affected on July 3^{rd} in the afternoon when a severe thunderstorm necessitated the closure of the stages for 40 minutes. Overall the event went well despite high temperatures and humidity with approx. 150,000 attending.

The Molson Indy had a 7% increase in attendance with a 3-day total of 168,314. Increased supervision of services by Facility Co-ordinators from The National Trade Centre working with Exhibition Place staff improved the efficiency of delivery. Event Management was very pleased with co-ordination of the event. There was and incidence that occurred on Sunday, July 18 – a 12", the water main broke at the Southeast corner of the Queen Elizabeth Exhibit Hall which caused mud and water to contaminate the track. Co-ordinators and Exhibition Place staff worked together to correct the problem and clear the track before the races commenced.

The Toronto Fall Gift Show was held for the first time on July 25-27. Extensive planning was required to ensure Molson Indy bleachers and barriers were cleared in time to accommodate this event. By July 25 (opening day) the front of The National Trade Centre and a substantial portion of parking lots C, D & F were cleared and parking was easily accessed. The show had a drop in attendance but organisers (Southex) are expecting to continue with July dates in 2000. Surveys conducted at the show are being analysed and initial reports indicate a mixed response as expected from the first shows new dates. Overall, the client was happy with the condition of the facility and services provided.

The Caribana assembly, judging and paid seating area was positioned in and around the former stadium site. Some fencing from the Molson Indy was used to cordon off the judging and viewing area. Numerous barriers were used to control the marshalling area. The parade started late and was cut off at 6 p.m. as planned by police. The event was somewhat dampened by heavy rain for most of the day.

The IAAM (International Association of Assembly Managers) President's Reception was held at The National Trade Centre Galleria on July 23rd. Working with Marketing, Event Facility staff ensured the area was prepared for the first event held five days after the Molson Indy.

CUSTOMER SERVICE ASSURANCE PROGRAM UPDATE

As part of our ongoing commitment to staff, the Director of Event Facility Services, Director of Operations and Manager of Facility Services attended the IAAM annual convention in Toronto. This was an ideal opportunity for some of O&Y/SMG Canada staff to network with other facility management. Through the IAAM trade show, staff was exposed to the latest products and services available to facilities. The trade show featured many products that will be required for the Coliseum when the IHL proposal is finalised.

FACILITY SERVICES

Both Facility and Event Co-ordinators spent extensive time planning and co-ordinating Chin Picnic, Molson Indy and Caribana. Planning for Antiques Road Show, World Jewellery Exposition and the 1999 CNE in August was also conducted. Expectations for August include extensive work with September clients for numerous major events that occur immediately following the CNE.

SECOND ANNUAL NTC GOLF TOURNEMENT

On July 6, 1999 the Second Annual National Trade Centre Golf Tournament was held at the Richmond Hill Golf Club. The occasion was very well received by clients, suppliers and guests that included members of the Exhibition Place board. This event provided a significant team building opportunity for all those doing business at The National Trade Centre. Sponsorship by suppliers and entrance fees by participants supported the cost.

PERATIONS REPORT

OPERATIONS PHYSICAL PLANT

The National Trade Centre Security Monitors, formerly located in General Services Communication's office, are now operational in The National Trade Centre Fire Control Room. The National Trade Centre Security Personnel is monitoring the surveillance cameras on a 24-hour basis.

One of our major projects that has been completed is transferring the PBX room's regular power to emergency power, which should eliminate interruption of Exhibition Place telephone services should a power failure occur.

UTILITY SERVICES

The following shows were successfully serviced by in-house electrical:

CHIN Picnic	Bandshell/BLC	July 1 – 4/99
Molson Indy	Exhibition Place	July 16 – 18/99
The Toronto Fall Gift	Halls, A, B, C, G	July 25 – 28/99
Canadian National Exhibition	Media Launch	Aug. 20 – Sept. 6/99

The Utility Services Department is progressing with the electrical requirements for the following up-coming shows and events:

- Canadian National Exhibition
- Canadian Tire Product Parade
- Swing Magic with Oscar Peterson
- Aromatherapy International Conference
- IIDX/Neocon Canada
- Canada's Sports Retailer Show
- Canadian Manufacturing Technology Show

The Utility Services Department in conjunction with Kerry Technical are progressing with the preliminary plans to service the Reed Exhibition Canadian Manufacturing Technology Show.

FACILITY SERVICES

The scheduled and unscheduled building and equipment maintenance continued throughout July. The following is a list of projects that were initiated and/or completed:

- Work commenced on the exterior painting of gates and some dock plates in the West Loading area. This project will continue throughout August and will also include the East Loading area.
- Extensive paint repairs to the Automotive Building ceiling was initiated. These repairs continued into August and are now complete. This project was instituted because of the CNE Flight Centre's anticipation of patrons who will be viewing exhibits hanging from the ceiling. Painting of the ceiling was proposed in the 5-Year Capital Budget Plan.
- Warranty repairs to the sky light leaks throughout the Galleria are still pending by Fergus Glass. This project will be completed during August and will be monitored by staff.
- Damaged weather stripping on the East and West loading dock doors are being replaced. This project will continue into August and possibly September, as the repairs are not a priority.
- Overhead planters were placed on each side of the four tower entrances throughout the Galleria. These plants will enhance the entrances and provide additional character to the Galleria.
- A preventative maintenance inspection was completed and all deficiencies corrected to the Genie lifts, forklifts and Tennant cleaning equipment.
- A 15' x 20' caged storage room was constructed on the third floor mechanical room, adjacent to Elevator No. 2. The new storage room will be utilized to store inventory for the Marketing and Administrative offices.
- The Electrical storage area in the North Extension will be completed once the shelving is received from Triple A Manufacturing.
- A large portion of the sod was replaced along the South side of the National Trade Centre. The grass was damaged due to the bleacher set up for the Molson Indy. A wash down of the paver stones behind the grass area was required. An extensive cleaning of the paver stones will commence after the Canadian National Exhibition.
- The purchase of a skid meter for the terrazzo floor in the Galleria is in progress. Staff will monitor the floor conditions on a weekly basis to ensure public and worker safety, and also minimize potential legal liabilities.
- The roof drains were cleared throughout The National Trade Centre and the Automotive Building as part of the Preventative Maintenance Program (P.M.P.).
- The Galleria and washrooms required extensive cleaning after the Caribana Parade.
- Mechanical rooms on the third floor were vacuumed, dusted and washed as part of the P.M.P.
- The ceiling vents throughout Halls A, B, C, &D were cleaned as part of the P.M.P.
- Mr. Chemical completed installation of the toilet and tower dispensers throughout The National Trade Centre and the Automotive Building.

I INANCIAL REPORT

Net Operating income for the seven months ended July 31, 1999 was \$1,443,863 compared to a budget of \$1,610,457, a variance of (\$166,594). Overall the Forecast is that the 1999 Budget will be achieved. An estimate of Parking revenue related to The National Trade Centre events are provided for information purposes, however the total actual Parking for the entire grounds is reported in The Exhibition Place financial reports.

Direct event income, consisting of rent and show services is unfavourable to budget by (\$432,999). However rental income by year-end is projected to achieve budget, as the timing on new business corrects. This year Southex moved the Gift Show, which was traditionally held in September to new dates in July, in advance of the competitive CGTA show, held at the International Centre in August. The result of this move was that Southex occupied less space, purchased less services, and their attendance was lower, which impacted food and beverage and parking. The net income from this show was (\$132,182) less than in 1998. The 1999 budget was based on 1998. To offset this loss, however is the fact that the September traditional dates have been sold to new shows, and in fact the total year round occupancy has improved. Ancillary income, consisting of commissions from food and beverage, electrical, telecommunications revenue and interest, was \$1,778,381 unfavourable to budget by (\$207,259). Food and beverage commission is \$908,019 an unfavourable variance of (\$168,382) resulting mainly from the fact that few new, large catered events have been booked in the first seven months, so new business targets have not been achieved. As well, reduced attendance levels at both the July and Spring Gift Show, and Computerfest impacted attendance results. Gross revenues for Servo Canada at July 31, 1999 were \$3,047,950. 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 \$564,630, an unfavourable variance of (\$84,561). 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 July 31st is higher by \$95,193.

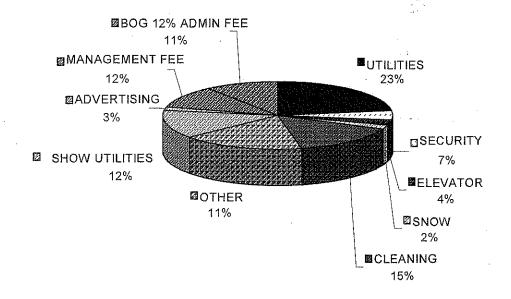
Advertising income, net of cost is \$101,769 compared to a budget of \$138,843. This is mainly due to the fact that bank sponsor and year round car sponsor have not yet been secured.

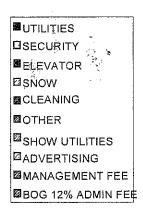
Direct and indirect expenses are favourable to budget by \$544,951. Cost constraint measures have been put in place until timing differences on revenue correct. All required maintenance programs continue. Details of ongoing maintenance are highlighted in the Operations report. In addition there have been operational savings as a result of more efficient scheduling of staff.

Accounts receivable as at July 31, 1999 were \$1,054,325, consisting mainly of deposits outstanding for future events totalling \$508,241. Payments totalling \$118,154 were received in August. The Servo Canada balance is \$109,307, of which a payment of \$57,496 will be received August 23, 1999. City Legal continues to assist in collection efforts with East Meets West, \$25,023.

During the month of July the Finance department completed final billings and estimates for 4 shows.

COMPONENTS OF DIRECT EXPENSE





EXHIBITOR SERVICES

The Exhibitor Services Department is in the process of expediting orders received for the 1999 Canadian National Exhibition. For the convenience of exhibitors and concessionaires, the West Order Desk located in The National Trade Centre will provide administrative support with extended business hours.

The Exhibitors Services Department in conjunction with the Utility Services Department developed a new exhibitor electrical order form. The new exhibitor electrical order from allows the opportunity for additional requests that are not currently included on the electrical order form.

TELECOMMUNICATIONS

This years Molson Indy presented some challenges to the telecommunications department when one of Bell Canada's Central Offices (COs) suffered a critical failure due to an electrical accident. Telephone trunks feeding the entire grounds of Exhibition Place were disrupted causing service loss to all telecommunication instruments including pay phone and cell phones.

The Molson Indy is a significant user of The National Trade Centres telecommunication infrastructure and requires a number of services for critical communication with fire, police ambulance and operations control. Due to the continued operation of The National Trade Centres PBX being independent of the public telephone network, Molson Indy staff were able to continue communications with the on grounds fire, police and ambulance crews as well as the scoring and control towers.

Some of the areas on the grounds including the padock and a south control point were serviced this year by Bell Canada and suffered complete failure, which potentially jeopardized and scheduled racing on the grounds. The National Trade Centre telecommunications staff moved to coordinate the powering of certain "Bell serviced" lines via our internal PBX in order to provide service to these critical areas.

Servo canada

JULY 1999 FOOD AND BEVERAGE REPORT

BUSINESS ACTIVITY

The month of July started off with the Mikhail/Guegueirre wedding reception and dinner in the Fountain Dining Room on July 10th. The newlyweds were very pleased with the food and beverage service. After dinner, the guests were entertained by a belly dancer and the sky was lit up with the Benson and Hedges Symphony of Fire. Although at Ontario Place, the fireworks could be viewed from the Queen Elizabeth Building.

The popularity of the Molson Indy continues to increase and this year was no exception with the Molson Indy setting a new attendance record. Servo Canada once again contracted with the Indy master concessionaire, Great Moments in Catering, to provide all the retail food and beverage services inside The National Trade Centre. This year we experimented by providing a buffet menu in Café Soleil rather than the usual a la carte menu. This proved to be quite successful and set new sales records for Café Soleil. The staff worked very hard and efficiently to provide quick and friendly service, which resulted in our revenues exceeding our forecast by fifty percent. Servo Canada operated the same number of locations both this year and last, and is looking forward to the possibility of expanding our services next year.

The International Association of Assembly Managers held their 1999 conference at the Metro Toronto Trade and Convention Centre. Kicking off their convention in style, they held their President's Reception in the Galleria on July 23rd. The National Trade Centre, World Championship Wrestling and Volume Services America (Servo Canada's parent company) co-sponsored the event. Executive Chef Derek Lawday and his team created and prepared culinary delights, highlighting Canadian cuisine from coast to coast. Clients and guests praised the quality of food and service. In fact, several clients stated that the party was one of the best that they had experienced in years. Retrospectively, this reception was the "bench mark" party that everyone would use to rate all other IAAM functions to throughout the week.

The Fall Gift Show changed its usual September dates to July this year with a new approach and philosophy. With the change, the level of revenue was down 30% compared to last year's revenue. However, the show management was very pleased and happy with Servo Canada's performance.

The month of July closed off with the annual Caribana Parade. The torrential rains that fell on this year's parade did not dampen the enthusiasm and spirit of those that attended the event. People lined up in the rain to taste the specialty Caribbean food we offered along with barbecued North American fare. Despite the rain and a smaller crowd, we were able to increase our food sales by almost sixty percent over the previous year.

OTHER BUSINESS

The Canadian National Exhibition will see Servo Canada participating in an expanded role this August with a location at the Aviation Display in the Automotive Building. This year, there is no feature country at the CNE, therefore, we will be operating our permanent locations within The National Trade Centre to service the anticipated large visitation to this annual fair.

CATERING SALES/MARKETING

The Board of Governors, The National Trade Centre, Servo Canada and O&Y/SMG Canada once again hosted the rooftop terrace at The National Trade Centre during the Molson Indy. The excellent sight lines of this location enhanced the enjoyment of the exciting races for all invited guests.

Dennette Schott, Director of Catering, attended the MPI World Congress Conference (Meeting Planners International) in Philadelphia. Along with informative business and networking sessions, The National Trade Centre participated in the tradeshow portion along with Tourism Toronto. Our facility was well showcased and received positive feedback. Follow-up is currently taking place in hopes of securing future business.

Debbie Arato, Catering Sales Manager, along with Barb Outschoourn and Neil Shorthouse, attended the CSAE Convention (Canadian Society of Association Executives) in St. John's, Newfoundland. The National Trade Centre had a display and was able to assist Tourism Toronto in the handout of their aprons with several brochures in it, including that of The National Trade Centre.

NEW BUSINESS

DEFINITE

Group	Date	Function	# People	Location
PCL Constructor's	October 28/99	Meeting/	160	Fountain
		Reception		Dining Room
NHL All Star Gala	February 5/00	Reception	4000	Heritage
	, ,			Court

TENTATIVE

Group	Date	Function	# People	Location
Manulife Financial	November 27/99	Dinner/Danc	500	Heritage
	'	e		Court
LaCure	December 2/99	Dinner/Danc	400	Heritage
Communications		e		Court
GIFT Dinner	February 12/00	Dinner/Danc	3500	Heritage
		е		Court /Hall A

WORK INTERNATIONAL

ACTIVITY FOR THE MONTH OF JULY

Network met with Bell Canada and AT&T in July regarding a Telecommunications RFP (Request for Proposal) that will be issued mid August. The meetings were initiated for information purposes in an effort to make both corporations aware of the upcoming tender. The objective in issuing the RFP is to establish a single source Telecommunications provider relationship and to derive Marketing revenue for Exhibition Place and The National Trade Centre. The total value of the sponsorship proposal is \$300,000/year, for a 5-year term, consisting of Cash and Trade.

Daewoo Auto Canada, Hyundai Auto Canada Inc. and Kia Motors Canada Inc. were approached regarding a \$125,000 official automotive manufacturer sponsorship proposal that included signage, vehicle display and the right to host an event. Hyundai declined, Daewoo is presently evaluating the proposal and Kia has asked for a follow up in August.

Visa Canada Association and Amex Bank of Canada both declined the official credit card financial institution sponsorship proposal. MBNA Canada sponsored the, Molson Indy and was contacted for sponsorship at The National Trade Centre on a year round basis.

ACTIVITY FOR NEXT MONTH:

Re-contact Automotive Manufacturers with revised sponsorship proposal for signage and vehicle display only, excluding the event component. The revised proposal will be initiated in efforts to sign an automotive sponsorship by year-end and will be solicited simultaneously with the proposals previously submitted to Korean Automotive manufacturers. Contact gasoline stations, drive-thru retailers and hurry lube stations for parking ticket receipt coupon advertising at Exhibition Place and The National Trade Centre, valued at \$26,000/year. Contact Bank of Montreal, Scotia Bank and CIBC, previously contacted 18 months ago, for a 2-year Bank sponsorship proposal at \$50,000/year.

YEAR TO-DATE

The Advertising sales revenue budget for 1999 is \$475,860. Confirmed advertising sales for this year are \$297,185, 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, Chrysler Canada Ltd. agreements and Information Board Advertisers.

CONFIRMED SALES REPORT FOR 1999

ACCOUNT	START	END	ANNUAL CONTRACT VALUE	SPONSORSHIP REVENUE 1999	ADVERTISING REVENUE 1999	TRADE	MISCELLANEOUS
Molson Breweries	09/08/97	08/08/99	\$100,000	\$66,664	. 1		
Molson Breweries (renewal)	09/09/99	08/09/01	\$100,000	\$36,667		:	
	<u> </u>		I		, ,		Additional rebate revenue est at
Coca-Cola Bottling Ltd.	01/11/97	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	02/03/98	01/03/99	\$5,000	\$833			•
The Business Depot Ltd.	17/12/98	16/12/00	\$25,000	,	\$24,618		
National Post	01/04/99	31/03/00	\$20,000	\$15,000			
Mr. Chemical	01/04/99	31/03/02	\$18,200	\$13,650			
Maple Leaf Foodservice	01/02/99	31/01/02	\$7,000	\$6,417	4 1 No. 10 10 10 10 10 10 10 10 10 10 10 10 10		
Information Board	21/06/99	20/06/00	\$22,605		\$13,186		-
Chrysler Canada Ltd.	01/05/99	30/09/01	\$25,000		\$25,000		Molson Indy Advertising only
TOTALS				\$298,702			
Network Budget				\$475,860			
% of Budget				63%			

Eileen Davies

From:

Ronald Kostick

Sent:

Tuesday, August 03, 1999 9:06 AM

To:

Ronald Mills

Cc:

Jeff Gay; John Harlow; Laura Purdy; Eileen Davies; Dennette Schott

Subject:

FW: IAAM PARTY

for your information,

-----Öriginal Message-

From:

Jaf4747@aol.com [SMTP:Jaf4747@aol.com]

Sent:

Wednesday, July 28, 1999 1:36 PM

To: Cc:

rkostick@ntc.on.ca

dlischick@worldarena.com

Subject:

IAAM PARTY

RON THANK YOU TO YOU & ALL OF YOUR PEOPLE WHO HELPED ON THE FRI. RECEPTION. YOU HAVE A GREAT FACILITY AND A GREAT GROUP OF PEOPLE TO WORK WITH, PLEASE CONVEY MY APPRECATION TO EVERYONE. IF THERE IS ANYTHING I CAN DO FOR YOU JUST ASK!!!!!. WITH BEST REGARDS JOE

Conference

FACULTY July-A

July-August 1999



Understanding the World of Private Management

Staff Motivation Meeting Planners and Y2K New Products & Services on Display at Toronto 99



IAAM's 74th Annual Conference & Trade Show

Metro Toronto Convention Centre July 23-27, 1999

he stage has been set for the most comprehensive meeting of industry leaders in public assembly facility management. IAAM's 74th Annual Conference & Trade Show, July 23 - 27 in Toronto, will play host to more than 3,000 attendees and 260 exhibitors showcasing their products and services in close to 560 booths. With this being the last conference before the turn of the century, IAAM is pulling out all the stops in order to make this the best industry-wide professional development, networking forum of its kind.

Educational & Facility Specific Sessions

This year's Annual Conference will deliver the strongest line-up of educational and facility-specific sessions for facility managers taught by the industry's leading experts. Topics that will be covered will include:

Surviving Y2K and entering the millennium with technology.

The convergence of sports venues and themed entertainment.

An update on important legislation and legal issues affecting facilities. An ADA forum addressing pending changes in accessibility guidelines. How university venues can maximize revenues from sponsorship and advertising dollars.

New revenue generating ideas to communicate with facility patrons through signage.

Waste prevention & recycling trends in public assembly facilities Recruiting the best staff.

International forum discussing future initiatives for the WCVM.

Trade Show

The IAAM Trade Show will be the hottest ticket available when it comes to networking with potential companies who are on the cutting edge of providing products and services to public assembly facilities. The Trade Show will display the latest products and services ranging from stages, scoreboards and seating to architects, financial management services and food and beverage companies. This year's show boasts more than 30 brand new exhibitors. The Trade Show opening reception, sponsored by WWF, will be 6 - 8 p.m. on Saturday, July 24. Show hours

will begin Sunday, July 25, 11 a.m. - 4 p.m. and Monday, July 26, 11.a.m. - 2:30 p.m.

Historical Highlights

Historical highlights for Toronto 99 will include the beginning of a year long cel-

L son

ebration for IAAM's 75th anniversary. The celebration will begin at the President's Reception, Friday, July 23 at the National Trade Center, and will culminate July 2000, in Nashville. Other highlights of this year's conference include the inauguration of the first African-



Carol Wallace

Carol Wallace, COO of the San Diego Convention Center Corporation, will be inaugurated as president at IAAM's 74th Annual Conference & Trade Show. Wallace is responsible for the overall management of the San Diego Convention Center, San Diego Concourse, and Civic Theatre. Carol has been a member of

IAAM since 1985. Her active involvement includes being co-chair of the Support Staff Seminar from 1985-1987; 1988 co-chair of the Crowd Management Seminar; 1987-1988 chair of the Convention Centers/Exhibit Halls Committee; 1989-1991 vice president of District VI; 1991-92 chair of the local host committee, 67th Annual Conference & Trade Show; 1992-93 Chair of the Diversification Committee; 1992-95 representative to the Center for exhibition Industry Research; and 1996-97 Chair of the Foundation Board of Trustees.



Conference Speakers

The keynote speaker for the Opening Session, Saturday, July 24, will be Pulitzer Prize-winning biographer and historian, David McCullough. McCullough is the author of six widely acclaimed

books, most recently Truman, for which he won a Pultizer in 1993. At the Inaugural Luncheon &

McCullough Closing Session, Tuesday, July 27, the speaker will be the world's greatest trendspotter, John Naisbitt. He has been accurately describing the future since his first book Megatrends in 1982. As we enter the next millennium, Naisbitt will focus on such trends as managing the "global paradox," emerging areas of economic growth and managing organizational complexity.



American woman president, Carol Wallace, president and COO of the San Diego Convention Center Corporation and an update on the association's new world headquarters project.

Shilt & Shilt

Enhancements to this year's Sports Day will make the Foundation's Kinks & Links Day an event to remember. To kick off the Conference & Trade Show, the IAAM Foundation will have its annual fundraiser starting on Friday, July 23. Attendees will have the opportunity to participate in the "Links" golf tournament at the Lionhead Country Club. For non-golfers, "Kinks" offers a relaxing alternative, a day at either St. Anne's Country Inn and Spa or the Spa at Elmwood.

Silent Auction

The Foundation's popular Silent Auction will again be held on the Trade Show floor. For the first time, auction items will be available online through eBay, an auction Internet site, at the booth. Due to the contributions of many IAAM members, there will be some tremendous deals up for bidding this year, which are as follows:

- An autographed jersey from Dallas Stars Brett Hull, Stanley Cup champ, courtesy of the Arena Group/Reunion Arena.
- Callaway Golf bag and Big Bertha Irons, courtesy of the Las Vegas Con-

- vention & Visitors Authority.
- Titelist Golf bag courtesy of Ellerbee
- Two round trip tickets anywhere in the Continental USA, courtesy of the Nashville Convention Center & Arena.
- Two round trip tickets to Boston, accommodations, two tickets to the Bruce Springsteen Concert and two tickets to the Boston Red Socks game courtesy of the Boston Fleet Center.

Attendees also will have an opportunity to bid on sports memorabilia, a Maine coast vacation, a Great Lakes fishing extravaganza, along with clothing and signature prints. The auction will be held on Sunday, July 25. On Monday, July 26, a "virtual auction" will follow via the

> Internet. In addition, the foundation raffle tickets will be available for \$1 per ticket or 6 tickets for \$5. and the winner will receive half the amount collected from the ticket sales.

For more information on IAAM's 74th Annual Confer-

ence & Trade Show visit www.iaam.org or call 972/255-8020.



How to Reduce Fatigue at Trade Shows

Salespeople staffing an exhibit face a personal energy crisis at trade shows. Researchers have found peak performances and energy is between 10 am to noon, and surprisingly salespeople report their lowest energy level is 8 am to 10 am, not in the late after-

What does this mean for the company paying for the exhibit space and booth? Management may need to pump up the energy at low times and give more frequent breaks if they want their staff to stay fresh.

Five things exhibit staffers do to stay fresh at shows:

- 1. 39% say they take a break after every 3 hours of duty.
- 2. 25% say they consume more water to avoid dehydration.
- 3. 14% say the team sell helps reduce stress when handling groups.
- 4. 12% eat a lighter meal and more carbohydrates.
- 5. 10% get more rest the night before.

Source: Dr. Allen Konopacki, INNCOMM for Trade Show Research

7 Steps to **Exhibiting Success**

By Susan Friedman

- 1. Start with a positive image
- 2. Uncover the visitor's identity.
- 3. Create a conversation
- 4. Capture the visitor's concerns
- 5. Empathize
- 6. Search for solutions
- 7. Solidify a commitment

May 1999

(i)

www.expoweb.com

The Official Publication of the International Association for Exposition Management

Jack Zimmer's fantasy convention center

The Asia/Pacific exhibition industry

Contractors behind the scenes

Brad Jersey Managing Director American Show Management Inc.

The Ones Holder

Producers of today's fastest-growing shows

many semis at the same time as possible. He'd construct plenty of hidden storage space around the hall, creating a bone yard for crates and packaging, as well as additional space for locking up valuables.

The Midwest Express Center in Milwaukee is a facility that had to give a lot of thought to its back-of-thehouse design. To maximize space when the center expanded across a major street, the exhibit hall was located on the third floor. But hauling freight up to the third floor could have been a real headache. So the center built a helix-shaped ramp, wide enough for two semis to pass each other going in opposite directions. The center is in the process of building a second ramp at the opposite end of the building, so that one can be used for traffic going up, and the other for traffic going down. The exhibit hall floor can hold up to 350 pounds per square foot, allowing semis to drive directly onto the show floor.

CUSTOMER AMENITIES

A little frill never hurt anyone, and Zimmer points out that amenities can also be moneymakers for a facility. "It's the extra things you do that make a building unique or special," Zimmer says. "Especially those things that are important to attendees on the spot, the things that make their visit pleasant."

And the Jack Zimmer Convention Center would respond to these needs by adding shopping, sit-down restaurants and perhaps a nightclub.

The National Trade Center in Toronto is one facility that has recently added several new amenities during

its expansion in 1997. The facility now offers concierge service from kiosks that are movable to accommodate your events traffic flow patterns.

In addition, the center recently opened Cafe Soleil, a sit-down, bistrostyle restaurant flanked with floor-to-ceiling windows that let sunlight stream in. The restaurant can host receptions or just provide a place for exhibitors and attendees to sit down, away from crowds and competitors, and strike a deal.

Attendees and exhibitors can also find everything they might need at the new business center — from e-mail and fax to photocopying and secretarial services. "When people are at a show they are making deals, and they need to be in touch with their home office," says Laura Perney, Director of Marketing for the National Trade Center.

CUSTOMER

Finally, the ultimate convention center would be nothing without the right people to keep it humming. The Jack Zimmer Convention Center would hire people tuned into customer service and would feature programs to truly serve show management.

It's a concept that has become the trademark of the Sharonville Convention Center in Ohio. Sharonville isn't a McCormick Place, it offers only 16,554 square feet of exhibit space, but this suburban facility hosts 700 organizations a year and has some events on the books 10 years in advance. Last year, it had to turn away 350 groups. Its secret? "We're in the service business, and we never forget that," says William Greiner, the facility's Executive Director.



The National Trade Center recently opened Cafe Soleil, a bistro-style restaurant flanked by floor-to-ceiling windows. The restaurant can host receptions or just provide a place for exhibitors and attendees to sit down, away from crowds.

art Visitors & Convention Burgay/State DBEDT

As show managers arrive, they are greeted by a staff member who provides a guided tour. House phones are located in every room of the building and, after hours, the manager on duty is automatically paged when someone calls from a house phone. Everyone from the janitors to Greiner carries a two-way radio at all times, making it easier to check on details for show management. Even the loading docks have house phones for exhibitors who might arrive late at night and need to unload.

Formerly a meeting planner himself, Greiner says, "there were times I arrived at a facility and was made to feel like they were doing me a favor by letting me use their building. But here everyone pitches in to make sure that doesn't happen."

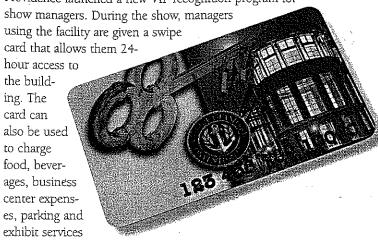
Zimmer laughs at what his center would cost, but then somberly adds, "You could go crazy with a lot of this stuff, but a box with a dock just won't cut it anymore. You've got to meet the needs of customers who are more sophisticated than they used to be."

Heather Kirkwood is Senior Editor of EXPO.

EXPO INSIDER

Best Thing We've Seen This Month

At the first of the year, the Rhode Island Convention Center in Providence launched a new VIP recognition program for



within the facility. The center then acknowledges the money a show manager spends at the center through a gift program. Nick Langella, the facility's General Manager, says the program started as a way to allow managers to check on the show floor at night without going

through security, but in the last few months, it has grown into an incentive program.



S. C.



Dear Helen

"I'm so aggrevated. One of my exhibitors told me during the last show that he was happy with the turnout and intended to renew his space. Now, a month after the show, he's telling me that the show didn't produce enough leads and that his results were 'dismal.' How do I deal with him?"

SF

Dear S.F.: Start by asking him to tell you a bit more about the situation. Check out your exhibitor's process for dealing with leads. Were they answered promptly? It may be that there's a gap in his company's follow-up system. Tread carefully, however, or he might think you are trying to escape responsibility. Make sure he knows you're on his side and there to help. Volunteer to do a little investigation for him. Faced with a similar problem, I once suggested to a salesperson that he call a dozen of his exhibitor's booth attendees. We soon found out that several of these prospects had not been contacted by the company, and of those who had, some were already in discussions to make purchases. The exhibitor, in this case, had no idea that good things were happening in the field with his leads! But one month may be too soon to evaluate show success. Find out what the company's typical sales cycle is for the products it exhibited. Are they taking specific steps in the selling process, such as making telephone contact, setting appointments, sending proposals? Perhaps you can investigate this exhibitor's product category and compare the sales success of those exhibitors as a group.

Helen Berman, President of The Helen Berman Corp., specializes in booth space and advertising sales training. Send your "Dear Helen" questions to Helen Berman at bermancorp@aol.com or 12021 Wilshire Blvd., #177, Los Angeles, CA 90025.

Saving a piece of history

Completed in May 1997, the area connecting Toronto's National Trade Center to the facility's Coliseum combines the new and the old. The original restored yellow brick facade, built in the 1920's, was retained, preserving the Greek columns topped by Doric capitals associated with the Beaux Arts style of architecture. The enclosed connecting area is now called Heritage Court.

610be + Mail - Ince 26/199

Toronto arena deal worked out to lure IHL team from Phoenix

SHAWNA RICHER Sports Reporter, Toronto

T oronto is one step closer to acquiring an International Hockey

League franchise.

The Exhibition Place board of governors approved a 49-year lease deal yesterday with a group seeking to bring the Phoenix Roadrunners to Toronto. The team would play at the old Coliseum arena, home of the Royal Agricultural Winter Fair.

Mississauga lawyers Frank Racioppo, Ernie Coetzee, Eric Deionn and Jim Smith are negotiating with the club's majority owner, Edmonton businessman Lyle Abraham.

Under the agreement, the arena would undergo a \$32-million facelift to transform it from an outdated, 6,200-seat venue into a sports and entertainment complex seating 11,000.

Renovations, including two new ice pads, would be scheduled for completion in time for the team to make its debut in Toronto in October of 2001, but Racioppo said play could begin a full season earlier if financing were secured and existing tenants accommodated.

The Roadrunners have not played since the Winnipeg Jets moved to Phoenix and became the Coyotes for the 1996-97 National Hockey League season. The IHL plays an 82-game schedule that runs concurrently to the NHL season.

Toronto City Council will examine the proposal in July.

A QUARTERLY PUBLICATION OF THE TORONTO CHAPTER OF THE INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION

SUMMER 1999

Y Not 2K...

Reprinted from the DRIE Digest February 1999 by permission of the author/editor, Des O'Callaghan, Symcor Services Inc.

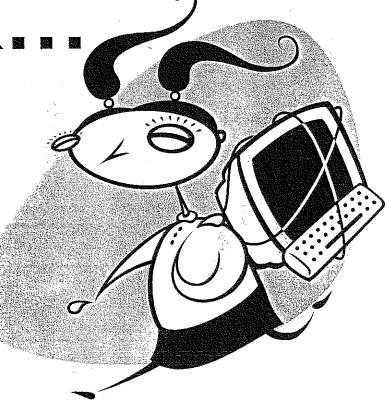
s the millennium madness mounts there are several basic types of reactions emerging. There is the Dread Doomsayer attitude, the Nothing's Going to Happen attitude, the Panic Because We're Running Out of Time attitude, the smug It's All Fixed and We're Fine attitude, and so on. The personality types associated with each of these reactions are evident everywhere we look.

What we should be nurturing most is the Prudent Planner attitude. Consider two scenarios. In the first, there is a huge planning effort and nothing happens. In the second, there is no planning effort and then there is a disaster. There are of course shades of gray in between these two extremes, but which is the preferred scenario – over plan or under plan?

We have seen in recent years a couple of precedents that should have taught us something. The "Days of Protest" in Toronto on October 25, 1996 was an example of a scheduled business interruption. In the event, nothing significant happened, but the mitigation effort ahead of time was enormous. Was the value of the planning effort found in the hundreds of hotel rooms that were not actually needed, or was the value in the lessons learned about how to organize the deployment of those rooms? Most companies improved their continuity planning as a result.

The Manitoba floods in 1997 came with some warning. Again, a major disaster did not occur, however, the steps taken to avert catastrophe and position for personal and business continuity were valuable and lasting. The Ice Storm of 1998, which was unexpected and took several days to unfold its full impact, taught us more lessons, particularly in the area of crisis management.

If there is one lesson we need to take away from these experiences and apply to Y2K contingency planning, it is that all contingency planning is of value, not just for one incident but for all incidents. Organizations which treat Y2K as an opportunity to put processes and procedures in place for any widespread problem, or multiple



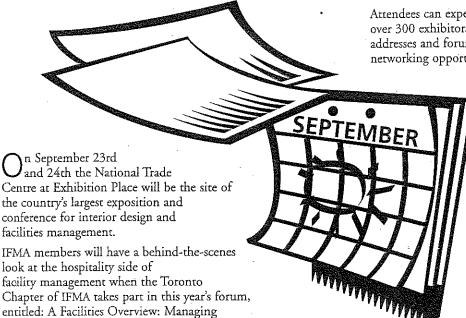
failure, will have invested in their preparedness for any situation in the future. The lasting benefits are ripe for the taking. All we have to do is adopt the right attitude, recognize the opportunity and use it to advantage.

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Mark Your Calendars:

By Robb Dods, CFM

NEW DATES AND VENUE FOR IIDEX/NEOCON CANADA



Attendees can expect to see the latest products and services from over 300 exhibitors, choose from more than 40 seminars, keynote addresses and forums, and enjoy the many social events and networking opportunities.

TechnoCon, a new show-within-a-show, will help attendees get technically upto-speed with a specifically tailored education program. Seminar topics include Wired But Not Hot:The Legal Aspects of Going Digital by Nella Cotrupi and Facility Tools on the Internet by Dan Spaulding, while exhibitors will be showing software solutions for design and facilities management. TechnoCon is complemented by IIDEX/NeoCon Canada's strong representation of the latest introductions in office furniture systems and computer support furniture.

To extend the IIDEX/NeoCon Canada experience, the organizers have developed Toronto Design Week. Other industry events and venues will shape an event-packed five days

providing an opportunity to explore the city's permanent design resources, including Virtu, the Design Exchange, Designers Walk, Canada's Furniture Mart and ArtsWeek 99.

Complete program information will be available at the beginning of July.

Look for the full brochure, visit "www.iidexneoconcanada.com" or call (800) 668-6728 for more information.

World, and the Rain Forest Café, as presented by Steve Moorhead and John Plimpton from Forrec Inc., illustrate the challenges in creating entertainment facilities that must be functional at all times. This year's program features one-hour seminars organized by

Entertainment Properties. Canada's Wonderland, Disney

"tracks". The Facilities Management track includes pragmatic topics such as Space in the Knowledge Age by David Lathrop, Cabling Infrastructure and Emerging Technologies by Ernie Schirmer, and Beyond Technology: Crisis Management and the Facility Manager by Gail Irvine and Jayne Howe.

The Office Design track will address recruiting and retaining employees in a presentation by Neil Frankel and Gary Wheeler, and a seminar by Frank Duffy on measuring the efficiency and effectiveness of office design for corporations in the process of change.

Opened in 1997, the National Trade Centre has allowed for the expansion of IIDEX/NeoCon Canada in downtown Toronto in the largest trade show facility in Canada and the third largest in North America. About a mile west of the CN Tower, the Centre features an abundance of parking spaces, with loading dock facilities, registration, seminar rooms and the exhibit floor all on one level. Designed by Zeidler Roberts Partnership/Architects and Dunlop Farrow Inc. Architects in joint venture, the complex is managed by O&Y/SMG Canada.

The new management team since 1998, Merchandise Mart Properties, Inc. of Chicago is committed to maintaining the Canadian flavour as HDEX/NeoCon Canada approaches its 16th. year. Of their more than 300 trade shows, market eyents and conferences each year, MMP Inc. organizes the NeoCon World Trade's Fair in Chicago, NeoCon West in Los Angeles and NeoCon South in Miami Beach. The show is owned by the Association of Registered Interior Designers of Ontario (ARIDO), while maximizing NeoCon's marketing reach and strong industry relationships in promoting the event across Canada and the bordering states.

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Antiques Roadshow in town next month

Time to go through the garage or sift through the cellar. There could be gold in that there attic.

That's because the American version of Britain's The Antiques Roadshow, the top-rated program on PBS-TV's primetime, is coming to Toronto Aug. 7, stopping at the National Trade Centre at Exhibition Place where expert appraisers will evaluate great aunt Betsy's brooch of grandma's grandfather clock for free.

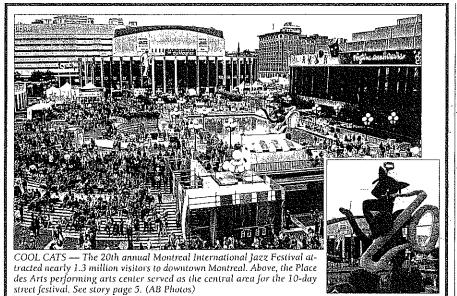
Admission for appraisal of up to two items is also free, but all participants must have tickets for entry. They will be distributed to a maximum of 6,500 participants on a first come, first serve basis beginning at 7:30 a.m. Tickets will be timed for one of three shifts during the day: 8 a.m., 11 a.m. or 2 p.m. Ticket holders have the option of leaving the premises and returning at the time designated on their tickets.

JULY 19, 1999 - \$4.00

THE INTERNATIONAL LIVE ENTERTAINMENT & AMUSEMENT INDUSTRY NEWSWEEKLY



- SFX Sports Group and SFX Family Entertainment will produce the World Soccer Victory **Tour** for arenas in at least 12 cities. It features the '99 Women's World Cup Championship team and begins Oct. 22 at Pittsburgh Civic Ārena.
- Tickets for Ricky Martin's fall tour are blowing out in minutes in markets such as Los Angeles, Miami. Dallas and New York.
- Attendance at the Salem (Va.) Fair, July 1-11, was 335,000, down from the '98 record of 350,000.
- · Ripley Entertainment opened the Ĥaunted Adventure, its first haunted attraction, in Gadinburg, Tenn., July 2.
- · A crane accident July 14, which killed three construction workers, caused extensive damage to Miller Park, Milwaukee, Work was 60% complete on the \$400 mil project.
- · The city of Detroit sent out RFPs to convert 87-year-old Tiger Stadium into an entertainment complex.
- Mike Cassidy resigned as director of Black River Coliseum. Poplar Bluff, Mo.
- David Crosby, Richie Havens, Arlo Guthrie, Melanie, Johnny Winter, and other veterans of the 1969 Woodstock concert will perform at an Aug. 15 30th anniversary show at the original concert site in Bethel, N.Y. Tickets are \$19.69.



Woodstock Gross Could Top \$37 Mil

TALENT & TOURS

By Ray Waddell

Two weeks out ticket sales for Woodstock '99 were running 13% ahead of the 1994 event, and attendance projections run as high as 250,000.

If that happens, the gross for Woodstock '99, set for July 23-25 at Griffiss Park, Rome, N.Y., could top \$37 million.

That would be nice, but producers John Scher, Metropolitan Entertainment Group, and Ossie Kilkenny and Michael Lang aren't depending on ticket sales to put the festival in the black. The total budget for Woodstock '99 is \$36 million.

"The truth is, we don't think we Continued on Page 7

FIFA Women's World Cup Shatters Records

AUDS & ARENAS

> By Don Muret and Jacqueline Fox

The 1999 FIFA Women's World Cup attracted unofficial attendance of 658,167 at eight U.S. stadiums, far surpassing officials' preliminary goal of 500,000 tickets sold (AB, May 17). Attendance records were shat-

tered as the U.S. squad made its way through the tournament, said World Cup PR director Richard Finn.

. This event was spectacular and ground-breaking. We put women's sports on the sporting landscape, not only here in the U.S., but around the world. This showed women can play and draw the numbers."

The overall event was a moneymaker for FIFA and the Women's World Cup committee. "We will have a [financial] surplus. That is Continued on Page 12

Fastpass Debut Set For WDW's **Animal Kingdom**

PARKS & ATTRACTIONS

By Tim O'Brien

The results of the initial testing of the "virtual queue" at Walt Disney World, Lake Buena Vista, Fla., has encouraged officials of the park to start rolling out the ride reservation system at several of its more popular attractions.

Disney's Fastpass will go on line later this month at the three main attractions at Disney's Animal Kingdom: Countdown to Extinction, The Kali River Rapids, and the Kilimanjaro Salaris.

By the end of July, it will be in operation at the new Rock and Roller Coaster at Disney's MGM Studios, and shortly after will be added to Space Mountain and Splash Mountain in the Magic Kingdom.

The system allows guests to swipe their admission ticket in a turnstile at the ride and get a ticket for a specific ride time. In the tests earlier this year, the wait for the reservation time was approximately equivalent to how long a person would have to wait in line.

"What it does is to basically save your place in line while you go off and do something else," said WDW spokesman Dan Higgins. "We look at it as a guest service that will give each person who wants to ride the key attractions some flexibility in their schedule."

One thing the new system will not do is allow a guest to make a reservation for more than one ride

Continued on Page 28



Happy Valley OCT • Shenzhen, China lwerks 240-Seat 3D/4D Attraction

Minolta Planetarium • Shenyang, China lwerks 260-Seat 8/70 Dome Theatre

Fujian Chang Tai Amusement Co., Ltd. • Fuzhou, Fujian China fwerks 100-Seat TurboRide**Theatre

The American Village • Okinawa Japan Iwerks 24-SeatTurboRide 3D!® Theatre

Blue Ocean Co., Ltd. • Beijing, China Iwerks 88-SeatTurboRide 3D!® Theatre Featuring Our New 8-Seat Electric Motion Base





CANADA

Canada Gaining Popularity As Locale For Conventions

By Cindy Stooksbury Guier New trade show and convention center construction and expansion projects, affordability and easy access are helping to lure more and more business travelers to Canada. As Canada becomes an increasingly popular host for conventions and trade shows, facilities are focusing more on international bookings.

U.S. business has increased substantially. According to the Canadian Tourism Commission, U.S. convention travel to Canada increased 13.6% between 1997 and 1998, and overall spending for conventions increased 25.8% dur-

ing the same period. Susan Iris, managing director of the organization's U.S. offices, said 1999's numbers are expected to show similar gains.

Canadian-based businesses most likely account for the largest segment of bookings, but the U.S. leads the list of international bookings, said Iris. For meeting planners who want to add some excitement or variety to their meetings or educational programs, Canada is a logical choice, she said. It's easily accessible and close to home.

"More and more organizations are becoming international or

global, and the first step to going across the border is usually Canada," said Iris. "People feel comfortable. It's kind of like Europe without jet lag. They get all of the advantages of going to another country, but with all the familiarity of having facilities and services that are similar to their own."

The favorable exchange rate is also a factor. With the Canadian dollar valued at about 40% to 45% less than the U.S. dollar, travel in Canada is affordable. "What we're finding is that convention and meeting organizers are being able to upgrade their meetings, so that if they could formerly afford a three-star hotel, now they could afford a four- or five-star hotel. They can upgrade their meals. They can provide a more upscale meeting, they can provide more facilities of a higher level than they can with some of the meetings that they hold in the U.S.," said Iris.

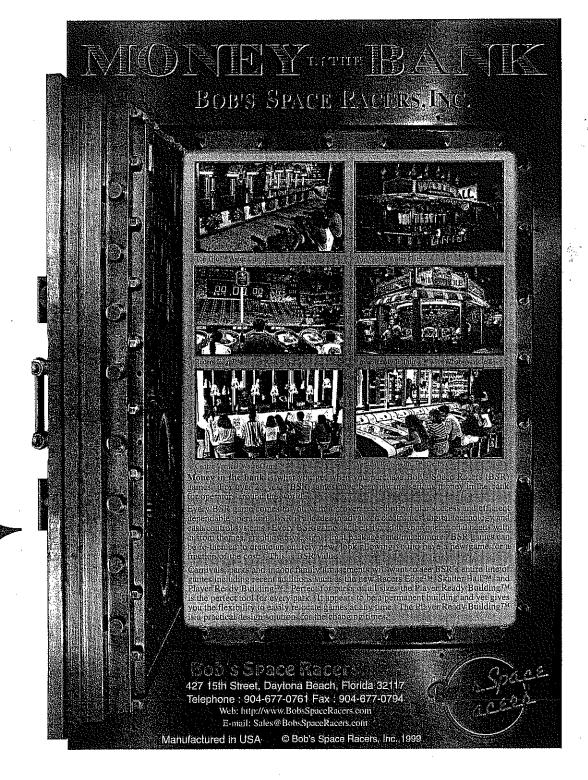
The open skies agreement between the U.S. and Canada opened up the air travel routes between the two countries a few years ago, and now there are more nonstop flights between U.S. and Canadian cities." People who originally would select Toronto or Ottawa or Vancouver, now feel comfortable in selecting some of our other cities, such as Quebec City or Calgary or Halifax, because now they have the nonstop access that they didn't before."

Convention facilities are actively marketing themselves worldwide. The Montreal Convention Centre, for example, gets mostly international bookings. Upcoming exhibition dates at the facility, which has 102,000 square feet of exhibit space, include The American Phytopathological Society, August; the fourth global conference of the International Federation on Aging, in September; and the 31st annual meeting of the International Society of Pediatric Oncology, in September.

While most business at the National Trade Center at Exhibition Place comes from Canadian clients, the Toronto facility is seeking more international business. "We have set our sights on the U.S. market and the European market," said Laura Purdy, director of sales and marketing for the facility.

Continued On Page 21

CANADA



CANADA

conada gaining...

Continued From Page 20

National Trade Center is Canada's largest trade show facility, with just over one million square feet of contiguous exhibit space. "We've been introducing international events," said Purdy. In late June the facility hosted Intermed, an international medical trade show. In September, National Trade Center will host the NEO-CON trade show of the Chicagobased Merchandise Mart. The October show of the Canadian Machine Tool Assn. will have an international draw, she said.

The Metro Toronto Convention Centre also targets international business, said John Houghton, vice president of sales and marketing.

"The United States and other countries are the primary focus for our building," he said.

NEW OR IMPROVED

Metro Toronto Convention Center is one of several Canadian facilities that have completed, or are in the process of completing, expansion projects. Two years ago the building opened its expansion, which took the facility from 200,000 square feet to 460,000 square feet.

"As a result of the expansion our convention business has taken off," said Houghton. "We're already booking much larger events than we've ever had. For example, in the past year we had four conventions that had attendances in excess of 20,000 people each, and prior to our expansion we never could have been able to handle that. Next year we'll have the Seventh Day Adventists, and they're going to be 60,000 strong. So all of this business is a direct result of our expansion."

Houghton said the facility's location in the heart of Toronto's entertainment district, in between two major sports venues, is a strong selling point.

Other expansion projects are under way at the Vancouver Convention & Exhibition Centre; TELUS Convention Centre, Calgary, Alta.; and Montreal Convention Centre.

The Vancouver facility project is targeted for completion in 2003. The expanded site will include 250,000 square feet of exhibition space, 82,000 square feet of meeting rooms, a 1,500-seat tiered theater and a 50,000-square-foot ballroom.

The TELUS Convention Centre is undergoing a \$64 million expansion that is expected to be completed in June 2000. The facility will have a 20,000-square-foot ballroom, 82,800 square feet of exhibit space, three pre-function areas and 24 break-out rooms. The total combined square footage of usable meeting space will be approximately 120,000 square feet.

Calgary's trade show facility, Stampede Park, is being expanded as well. The facility recently broke ground on the first phase of a \$60 million expansion and redevelopment. The project includes a \$29.2 million expansion of the Roundup Centre, set for completion in June 2000. The project will add 50,000 gross square feet of exhibit space to the facility.

The Montreal Convention Centre project is set for completion in June 2002. The project will double the facility's exhibition space and meeting space. When the expansion is complete, the building

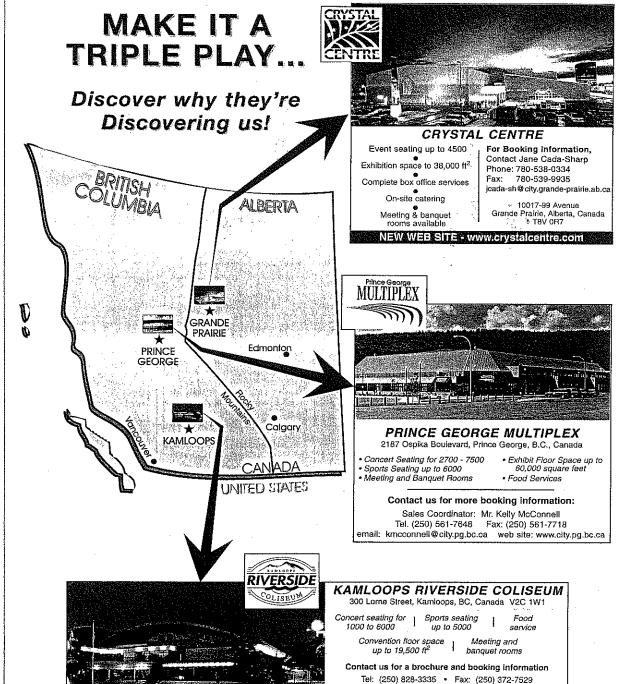
will have 200,000 square feet of exhibition space; 50 meeting rooms, with 60,000 square feet of space; and other expanded spaces. The facility's overall size will increase to 1,148,150 square feet, from 755,500 square feet.

One of Canada's newest convention facilities is the Quebec City Convention Center, which opened in September 1996 and has 100,000 square feet of exhibit space. Philippe Dupont, spokesperson, said the state-of-

the-art facility definitely filled a need in the market.

"It's pretty much the only convention center in the region," he said. "Quebec needed an international-class convention center. It was long waited for to accommodate events that [needed] more exhibit space than the major hotels could offer."

Dupont said the facility books a lot of local events but is also increasing its international bookings. Some of the major upcoming events at the facility are the International Conference on Plasma Physics and Division of Plasma Physics Joint Conference, in October 2000; 2001 Annual Meeting of the North American Assn. for the Study of Obesity, October 2001; American Dairy Science Assn./ American Society of Animal Science Joint Meeting, July 2002; and the Microscopy Society of America/Microscopy Society of Canada Joint Conference, August 2002.



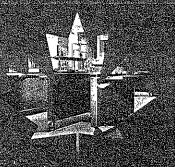
mail: sschaffrick@city.kamloops.bc.ca web site: www.city.kamloops.bc.ca



$\prod DDN X^{@}$ Thursday, Sept. 23 and Friday, Sept. 24, 1999 NCOCOR(Canada)

Canada's Largest Exposition and Conference for Interior Design and Facilities Management

The National Trade Centre at Exhibition Place • Toronto, Ontario, Canada

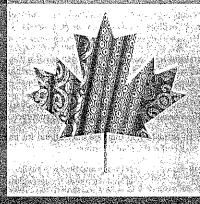








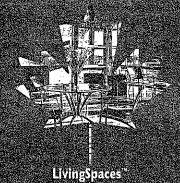






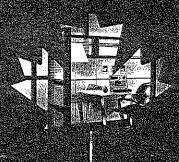












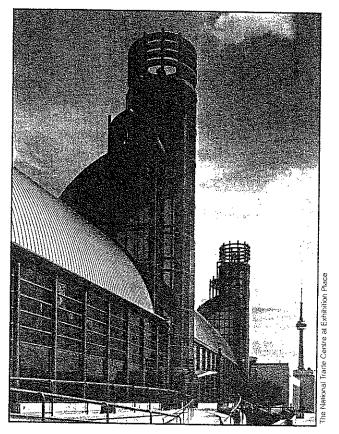




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Special Events



New Dates. New Venue.

The National Trade Centre at Exhibition Place in downtown Toronto is the new home of IIDEX*/NeoCon* Canada. This state-of-the-art facility opened in 1997 and is the third largest in North America. Located in historic Exhibition Place at 100 Princes' Blvd., The National Trade Centre features abundant parking, easy highway access and direct links to public transit and commuter railway service.

THE NATIONAL TRADE CENTRE FINANCIAL STATEMENT HIGHLIGHTS AS AT JULY 31, 1999

	MONTH ACTUAL	MONTH BUDGET	VARIANCE	YTD ACTUAL	YTD BUDGET	VARIANCE
Number of Events	1	2	(1)	50	33	17
Direct Event Income [Note 2]	315,780.17	384,014.46	(68,234.29)	4,491,630.13	4,924,629.46	(432,999.33)
Ancillary Income	116,255,77	162,085.00	(45,829.23)	1,778,381.05	1,985,640.00	(207,258.95)
•	42,674.00	,			• •	
Advertising Income	, , , , , , , , , , , , , , , , , , ,	44,959.00	(2,285.00)	101,768.65	138,843.00	(37,074.35)
CNE Recovery	787.38	35,000.00	(34,212.62)	787.38	35,000.00	(34,212.62)
Total Event Income	475,497.32	626,058.46	(150,561.14)	6,372,567.21	7,084,112.46	(711,545.25)
Direct Expenses	300,043.46	353,265.02	53,221.56	2,553,010.15	2,760,238.02	207,227.87
Indirect Expenses	359,674.75	394,724.14	35,049.39	2,375,693.63	2,713,417.14	337,723.51
Total Event Expenses	659,718.21					
Total Event Expenses	039,7 (8.21	747,989.16	88,270.95	4,928,703.78	5,473,655.16	544,951.38
NET INCOME (LOSS)	(184,220.89)	(121,930.70)	(62,290.19)	1,443,863.43	1,610,457.30	(166,593,87)
EX PLACE PARKING ESTIMATE						
PARKING INCOME	54,469.24	94,782.00	(40,312.76)	1,924,942.21	2,260,130.00	(335,187.79)
PARKING EXPENSE	11,438.54	4,524.20	12,481.53	404,237.86	474,627.30	70,389.44
NET PARKING	43,030.70	17,019.80	(46,954.52)	1,520,704.35	1,785,502.70	(264,798.35)
NOTE: 1				t June 30, 1999 the markup paid palance of \$46,319.55 in direct e		al of
NOTE: 2		clude \$36,000 of rental rever transferred to Exhibition Plac		by NTC sales relating to the Ne	on Park and Drive event for u	se of parking lots.
NOTE: 3	For proper comparison took place in July 1999		clude the Toronto Fall Gift Si	how originally budgeted in Septe	ember 1999, because the actu	ual event

THE NATIONAL TRADE CENTRE EVENT STATISTICS

FOR THE MONTH OF JULY 1999

	MONTH ACTUAL	YTD ACTUAL
Attendance [Note: 1]	9,000	932,927

EVENT	# OF PERFO	ORMANCES BUDGET	- _{1,1} ,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,1,	(IN THOU NET EVENT INC ACTUAL	= -	REFRESHMENT PER CAP'S ACTUAL [Note: 2]
Consumers Show	24	22		3,370	3,968	3.33
Trade Show	10	.7		1,621	1,924	7.93
Concert	2	0		8		2.75
Photo/Film Shoot	3	0		25	•	16.82
Meeting/Corporate	11	44		256	176	11.42
	50	33		5,280	6,067	

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 JULY 31, 1999

ASSETS		1999	1998
CURRENT ASSETS	•		
CASH		319,844.24	265,802.31
ADVANCE TO EX PLACE		250,000.00	250,000.00
TERM INVESTMENTS		2,950,000.00	2,150,000.00
AMERICAN EXPRESS		6,570.78	***
TRADE ACCOUNTS RECEIVABLE	1,054,325.37		
ALLOWANCE FOR DOUBTFUL ACCOUNTS	(47,319.40)		
NET ACCOUNTS RECEIVABLE		1,007,005.97	872,154.84
RECEIVABLE FROM EX PLACE		37,688.20	193,253.63
OTHER RECEIVABLE	e e	190,913.08	158,433.05
PREPAID EXPENSES	*	184,421.68	56,433.25
	•	4,946,443.95	3,946,077.08
•	N. Carlotte		•
	•		•
LIABILITIES & EQUITY	•	j.	
CURRENT LIABILITIES	-		
ACCRUED LIABILITIES	1,197,219.19		
PROVINCIAL & FEDERAL SALES TAX PAYABLE	52,354.36		
DEFERRED REVENUE	2,253,006.97	3,502,580.52	3,210,275.05
EQUITY		·	
		1,443,863.43	725 902 02
NET INCOME (LOSS) CURRENT	4 006 022 06	1,443,003.43	735,802.03
PRIOR YEAR SURPLUS	1,006,922.06	-	<u>-</u>
DISTRIBUTION TO EXHIBITION PLACE	(1,006,922.06)	-	
		4,946,443.95	3,946,077.08

THE NATIONAL TRADE CENTRE FINANCIAL STATEMENT HIGHLIGHTS STATEMENT OF CASH FLOW FOR THE PERIOD ENDED JULY 31, 1999

_	MONTH	YTD
CASH FLOW FROM OPERATIONS	,	
NET INCOME (LOSS)	(184,220.89)	1,443,863.43
ADD: DEPRECIATION & AMORTIZATION	· · ·	
SOURCES (USES) OF CASH		
TERM INVESTMENTS	=	(100,000.00)
ACCOUNTS RECEIVABLE - TRADE	(55,925.45)	815,479.37
RECEIVABLE FROM EX PLACE B.O.G	(33,655.52)	54,836.32
ACCOUNTS RECEIVABLE - OTHER	78,499.07	25,451.57
PREPAID EXPENSES	(139,541.88)	(126,268.16)
DEPOSITS AND OTHER ASSETS	(3,998.79)	(1,034.60)
ACCOUNTS PAYABLE & ACCRUED EXPENSES	20,854.65	(228,569.54)
OTHER PAYABLES	(8,939.87)	(54,065.82)
DEFERRED INCOME	82,329.55	(749,094.82)
ADVANCE DEPOSITS - Exhibition Place B.O.G	<u> </u>	-
NET CASH FROM OPERATIONS	(244,599.13)	1,080,597.75
	٠.	·
OTHER SOURCES (USES) OF CASH		
CAPITAL EXPENDITURES	-	***
PAYMENTS OF DEBT		-
DISTRIBUTION TO OWNERSHIP - Exhibition Place B.O.G.		(1,006,922.06)
NET CASH FROM OTHER SOURCES	_	(1,006,922.06)
NET INCREASE (DECREASE) IN CASH	(244,599.13)	2,087,519.81
BEGINNING CASH BALANCE	564,443.37	2,238,592.88
ENDING CASH BALANCE	319,844.24	4,326,112.69

THE NATIONAL TRADE CENTRE ACCOUNTS RECEIVABLE AGING

AS AT JULY 31, 1999

	AMOUNT	1	30 - 60	61 - 90	OVER 90	
CUSTOMER NAME	OUTSTANDING	CURRENT	DAYS	DAYS	DAYS	COMMENTS
COMPLETED EVENTS						
BOARD OF GOVERNORS	49,383.73	49,383.73				EVENT FACILITY SERVICES, MOLSON INDY SPONSORSHIP RIGHTS,
						TELECOM & EXHIBITOR SERVICES
GES CANADA EXPOSITIONS	37,453.64	29,731.98	7,721.66			SERVICES FOR VARIOUS SHOWS - APRIL / JULY '99
EAST MEETS WEST PRODUCTIONS	25,020.99				25,020.99	ACCOUNT IN DISPUTE - FINAL LEGAL LETTER SENT APRIL BEFORE
						COMMENCING LITIGATION IF NO RESPONSE RECEIVED - RESERVE FOR
CITY OF TORONTO - ECONOMIC DEVELOPMENT	24,601.33	24,601.33				BAD DEBT SET UP SECONDMENT OF J. KOPERWAS FOR Y2K PROJECT-MARCH/JULY '99
MACLAREN MOMENTUM GROUP	11,322.79	24,001.00	11,322.79			175% OF BUILDING RENTAL FEE FOR CADILLAC GALA ON MAY 6/99 - EVENT
W TOD WELL HOME TO ONE OTHER	(1,0220		, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			WAS CANCELLED, ORGANIZER TO RESCHEDULE IN 1999
ROYAL AGRICULTURAL WINTER FAIR	10,802.07	5,659.32	5,142.75			TELECOM & UTILITIES CHARGES FOR JANUARY-JULY '99
CUSTOMER ACCOUNTS - LESS THAN \$10,000	240,741.69	176,090.48	50,603.26	14,047.95		
	200 000 04	207 400 04	74 700 40	44 047 05	05 000 00	
SUB-TOTAL	399,326.24	285,466.84	74,790.46	14,047.95	25,020.99	
FUTURE EVENTS						
CANADIAN CRAFT SHOWS - FALL 1999	141,039.43	70,519.71	70,519.72			BUILDING RENT - ONE OF A KIND - CHRISTMAS 1999 - LETTER OF CREDIT HELD
REED EXHIBITION COMPANIES	118,153.84	118,153.84				BUILDING RENT - MACHINE TOOL SHOW - PAID IN FULL AUGUST 9/99
CANADIAN RETAIL HARDWARE ASSN.	73,164.51	73,164.51	1			BUILDING RENT - CANADIAN HARDWARE SHOW - FEB. 2000
CANADIAN SPORTING GOODS ASSOCIATION	66,510.46		66,510.46	`		BUILDING RENT - CDN SPORTING GOODS - SEPT. 99 - PAID IN FULL AUG 12/99
CANADIAN TIRE CORPORATION	34,025.75	34,025.75				BUILDING RENT - CANADIAN TIRE PRODUCT PARADE - SEPT.'99
MERCHANDISE MART PROPERTIES	30,450.94	30,450.94 17,940.48		-		BUILDING RENT - NEOCON CANADA - SEPT.'99
KELLY ALEXANDER COMMUNICATIONS INTERNATIONAL SHOWCASE ASSOCIATES	17,940.48 16,817.84	16,817.84	4	·*	٠.	BUILDING RENT - SPEEDORAMA- JAN. 2000 BUILDING RENT - CREATIVE SEWING SHOW - OCT. '99
REGIONAL SHOWS INC.	10,138.26	10,138.26				BUILDING RENT - CANADIAN PET EXPO - OCT. '99
SUB-TOTAL	508,241.51	371,211.33	137,030.18	-	-	STEELING TELLING STATE OF THE S
		·				
SPONSORSHIP	04.400.00		04 400 00			
INITIATIVE MEDIA o.b.o THE NATIONAL POST	21,400.00 16.050,00		21,400.00		16.050.00	YEAR 1 OF SPONSORSHIP - DUE IN JUNE - TO FOLLOW UP YEAR 2 OF SPONSORSHIP - DUE IN APRIL - TO FOLLOW UP
NESTLE CANADA INC.	37,450.00	-	21,400.00	_	16,050.00	
	31,480.00	-	21,400.00		10,000.00	
SERVOMATION		Page 1944				
SERVO CANADA	109,307.62	93,454.37	15,853.25	_	•	CATERING COMMISSIONS + VARIOUS SERVICES
•						AND UTILITIES RECOVERY - PAYMENT OF \$57,496 TO COME AUG 23
				N		
	1,054,325.37	750,132.54	249,073.89	14,047.95	41,070.99	+
	.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			. ,,,		.

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THE NATIONAL TRADE CENTRE

ACCOUNTS RECEIVABLE AGING

ADDITIONAL INFORMATION ON A/R GREATER THAN 60 DAYS AS AT JULY 31, 1999

CUSTOMER NAME	AMOUNT outstanding	61 - 90 DAYS	OVER 90 DAYS	COMMENTS
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.
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.
CUSTOMER ACCOUNTS - LESS THAN \$10,000	14,047.95	14,047.95	_	Services for various 1999 shows. Collection attempts are in progress.
	55,118.94	14,047.95	41,070.99	





August 31, 1999

Attention: Exhibition Place Board of Governors

Exhibition Place, Toronto, Ontario

Dear Ladies & Gentlemen:

On behalf of Tom Bertrand and the SportsMall management team, we submit to you, a summary of our presentation, to be presented to the Business Development Committee on Wednesday, September 8th.

The Presentation Package includes:

- * The SportsMall Experience
- * SportsMall Slide Presentation
- * SportsMall Architectural Drawings
- * Proposed SportsMall Site Plan at Exhibition Place
- * ISMG Proposed Term Sheet Exhibition Place
- * SportsMall Financial Projections

We are truly looking forward to establishing a SportsMall at one of Canada's premier sites, Exhibition Place. With your assistance, we envision SportsMall as a landmark which will enable residents of Toronto, visitors to the city and athletes wishing to train in a world class facility, experience sport, at its best!

On behalf of the SportsMall Board,

Jeffrey I. Levine

Director





THE SPORTSMALL EXPERIENCE

SPORTSMALL / THE CONCEPT

Imagine if you can a modern two storey shopping mall where the major department stores are replaced by large sports pavilions and where athletes perform under soaring, sky lit, circus-like roofs in climatically controlled comfort while visible from both street passers-by and from casual observers in the interior mall, and you have a rough idea of the SportsMall experience.

But SportsMall is much more than a unique visual treat - it is conceived as a one-stop, all season, family recreation and entertainment centre Providing a venue for physical activities for kids and adults of all ages in a multipurpose complex with a carefully selected mix of active and passive facilities and something for every member of the family.

MAIN ACTIVITY CENTRES

There are five distinct sports pavilions complemented by a TWO STOREY, THEATRE, CORPORATE EVENT CENTRE & CINEMAS & ENTERTAINMENT FACILITY featured in the **SportsMail** complex.

THE ROCK CLIMBERS' TOWER is a hundred foot high glass and steel structure containing an artificial mountain—where climbers can be observed dangling overhead & cinema goers queue along the ramps surrounding the tower.

THE BASKETBALL PAVILION combines two regulation sized NBA courts—for instruction and league play, with sixteen half courts for casual pickup games.

THE BASEBALL PAVILION combines a major league infield, indoor soccer field and a peripheral running track under one roof.

THE GYMNASTICS PAVILION is fully equipped for the full range of gymnastic training and will be home to both the children's' non-profit progressive GYMQUEST program and the professional ACROSTAR stunt school. THE CENTRAL HUB is open on two levels to the mall and is the programmable activity centre which provides Amphitheatre seating for about one thousand people in the heart of the complex. With clear story lighting from above and a dramatic arched pedestrian bridge at the upper level this facility is observable from many angles and will feature regular programmed activities such as figure skating, mini-concerts, and sports demonstrations as well as regular public access for pleasure skating and roller blading. Additionally televised events are planned complete with broadcast capabilities.

THE MALL & SUPPORT ACTIVITIES

The generous two level mall is open to the activities of THE CENTRAL HUB as well as providing glassed overview of the MAIN SPORTS PAVILIONS. In addition the mall provides access to a variety of complementary support activities including a DANCE STUDIO, MARTIAL ARTS SCHOOL, SUPERVIZED KIDS' PLAY AREA and FAMILY HEALTH FITNESS CENTRE For more passive pursuits the mall also contains a lively KIOSK AREA and RETAIL STORES as well as a large FOOD COURT overlooking the city scene and a FAMILY RESTAURANT with outdoor TERRACE DINING.

international
SPORTS MALL
GROUP



SPORTSMALL

SPORTSMALLS' VISUAL IMPACT / A CITY LANDMARK

Sportsmall was designed to project a flamboyant and distinct festival like atmosphere reflective of the active spaces it houses within. Each sports pavilion is capped with colourful, patterned suspended roofs which glow from interior lighting and are decorated with cable lights and colourful pennants waving in the offshore lake breezes. The hundred foot glass and steel rock climbing tower will be spot lit and crowned with a six sided computerized graphic signage that will continually pulse with messages and images that highlight the activities within and serve as a lodestone visible from the Gardiner Expressway / Allen Expressway and Lakeshore movement corridors.

PEDESTRIAN ACCESSIBILITY / ELEVATIONS

Despite its' size (ground floor area of 345,400 square feet) **SportsMall** is designed to be pedestrian friendly from the exterior with controlled glazed areas framing controlled views of activities within the SPORTS PAVILIONS and public entrances on all three sides of the complex, The main elevation houses accessible glazed retail storefronts and is overlooked by diners on the restaurant terrace. Pedestrians enter under a huge space frame canopy and enter the complex under a soaring barrel vaulted glass gallery to begin their **SportsMall** adventure ... a unique experience for all of the family.

The Toronto Sports Mall plans to locate at Exhibition Place through longterm lease. When completed, the Toronto Sports Mall (see artist's rendering). Total use able space at the Toronto Sports Mall will exceed 500,000 square feet. A modern design will be employed to enhance the overall presentation of the facility.

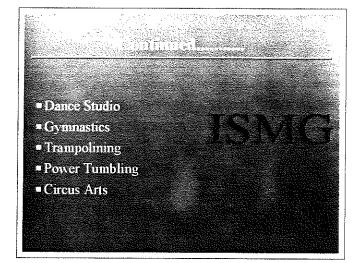
International
SPORTS MALL
GROU

The future of sport and family recreation

Our Management Team | Process of Personal Control of Personal Con

Our Professional Advisors

- O&Y Enterprise Stuart Lazier President
- IMG Michael Merrill President / Canada
- Dome Productions Bob Beasly
- Allan Kennard Oeming & Kennard
- Robert Leonard Omni
- Jack Rouse Associates Jack Rouse



Alliance with Parks & Recreation School Boards College & Universities YMCA, YWCA, YMHA, YWHA Daily Corporate Bookings

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Chiropractors	& Orthone	dics	16 6	
	- 9.1.,0,,0		September 1	
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SportsMall

The Players

tom moved on from 1, of 1 in late 1988 and figure a constant symplectic international line a root on share organization and also design as a lateral system approach of sport administration and arbitrate training in 1 contemporary to 1 granization of 1 promising to 1 constant and conditioning to benefited of children yearly 1.7 is a 3.5.

Realizing that his efforts would be better served one coupling both and sport and recreation facility? Tent has four children the sport served on working on the SportsMall miseauch of both the coupling to the Treath SportsMall?

The Starting Line - Up

Tom Bertrand - former Olympic Coach, and President and owner of Acrostar Productions Inc.

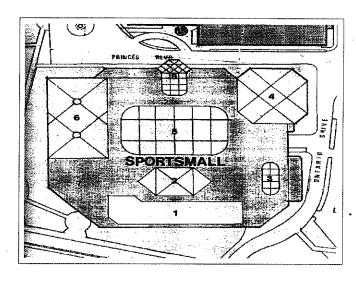
Robert E. Millward - former Commissioner of Planning & Development - City of Toronto

Jeffrey I. Levine - former investment adviser in New York and Toronto, raised capital for Relax Hotels & Cambridge Suites



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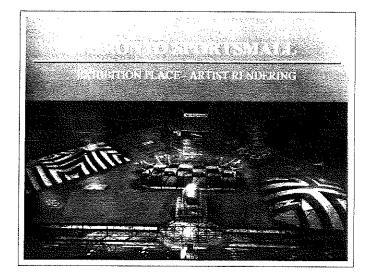




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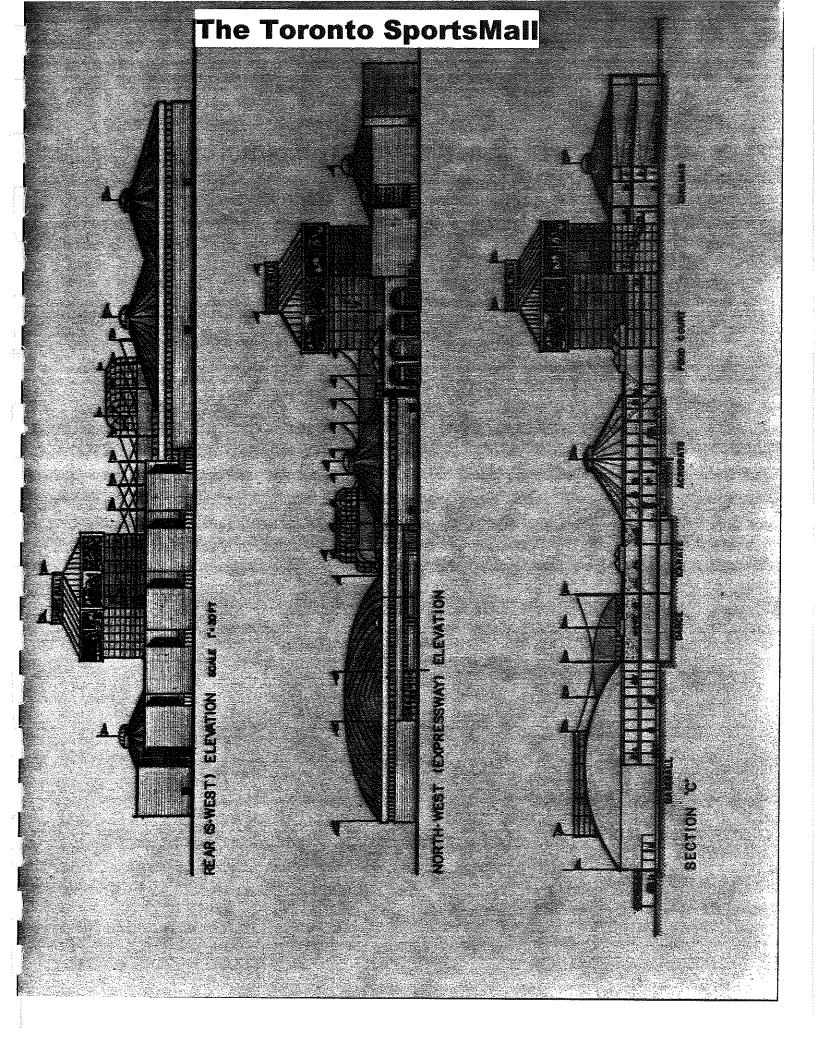
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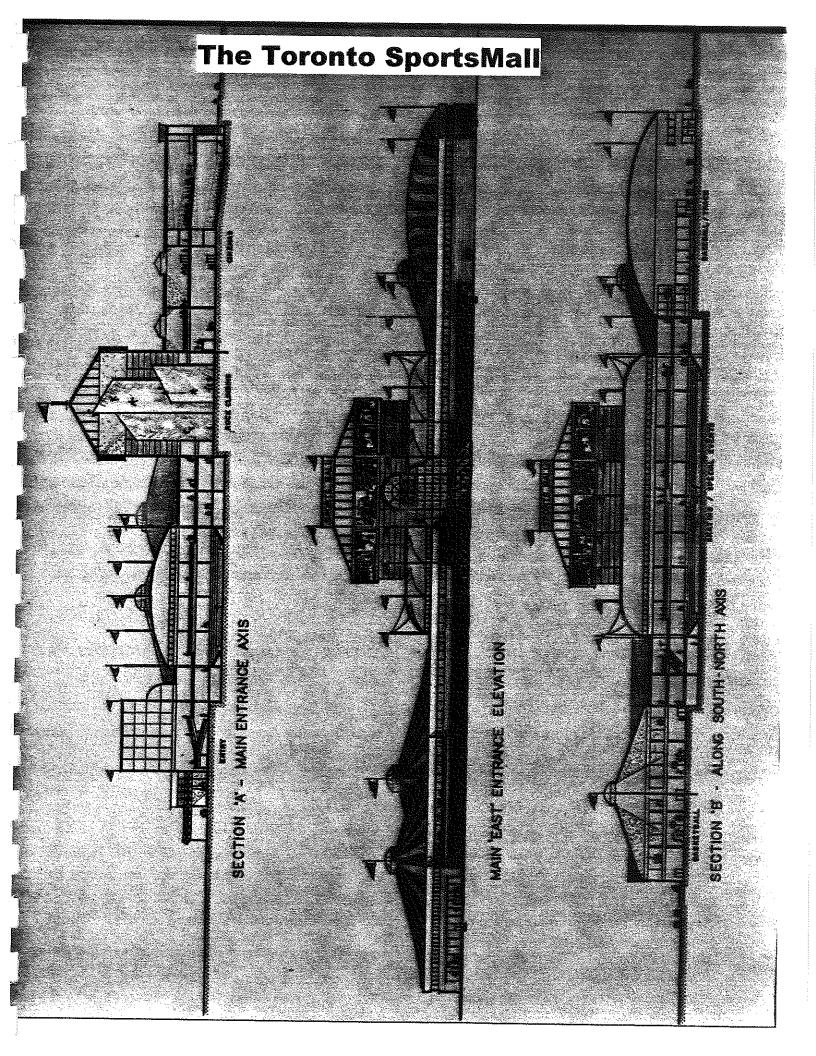
# LegoLand - Windsor England ■ Paramount Canada's Wonderland LegoLand - California - Carlsbad Australia's Wonderland - Sydney ■ TSN ( Produced World Cup of Water Skiing ) = O& Y Emergrise - Shari Lazier = IMG - Canada - Mike Merril ■ Dome Productions - Bob Beasley, Frank Bertolas Michael Landsberg - TSN's Off The Record Jack Rouse Agreement with Exhibition Place to develop Cooperation & Support Timely response and assistance Cheerleaders & Advocates Partners in Development (true sense of the word " partners"



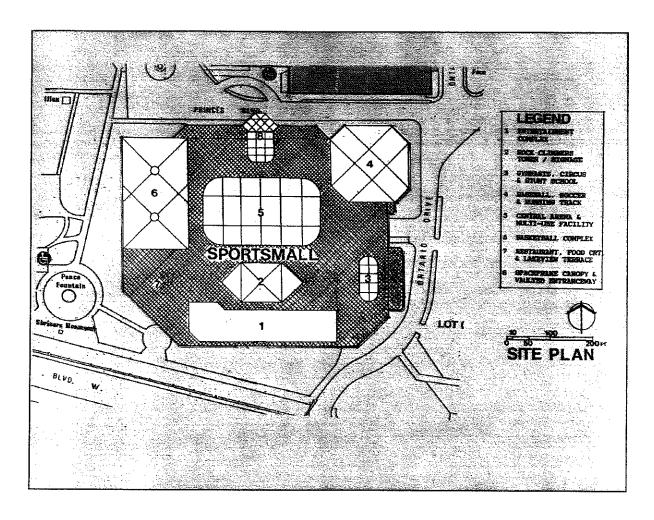
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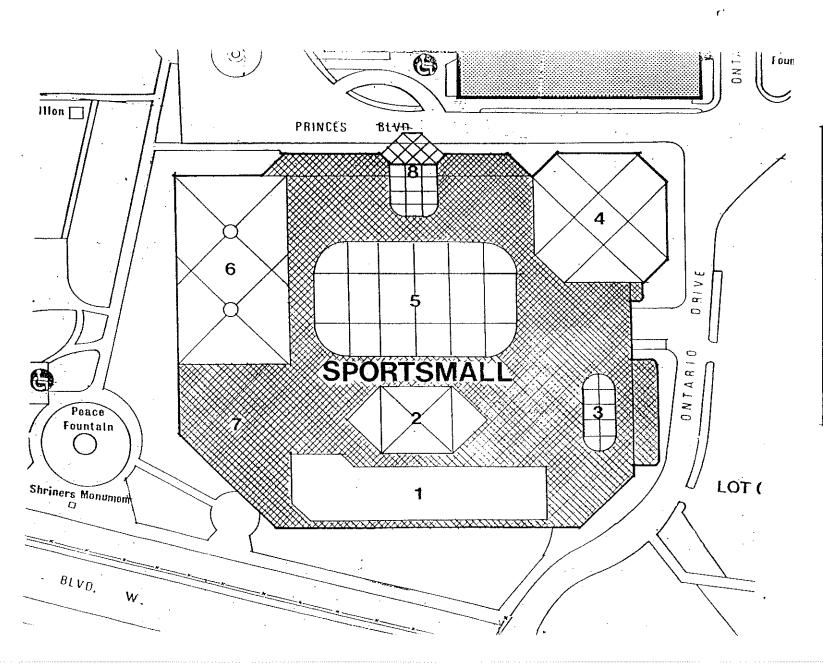
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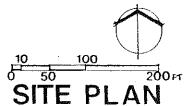
The Toronto SportsMall





LEGEND

- 1 ENTERTAINMENT COMPLEX
- 2 ROCK CLIMBERS TOWER / SIGNAGE
- 3 GYMNASTS, CIRCUS & STUNT SCHOOL
- 4 BASEBALL, SOCCER & RUNNING TRACK
- CENTRAL ARENA & MULTI-USE FACILITY
- 6 BASKETBALL COMPLEX
- 7 RESTAURANT, FOOD CRT & LAKEVIÉW TERRACE
- 8 SPACEFRAME CANOPY & VAULTED ENTRANCEWAY





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The International SportsMall Group - August 30, 1999

PROPOSED TERM SHEET — EXHIBITION PLACE

BETTER LIVING CENTRE REDEVELOPMENT

THE TORONTO SPORTS MALL INC.

OUTLINE OF TERMS

This term sheet identified the principal terms to be contained in a master agreement and land lease between the Board of Governors of Exhibition Place or its successor and the City of Toronto or its successor (The Board) and The Toronto Sports Mall Inc. (TSMI) for the development and operation of a new complex housing a sports and family leisure facility and other permitted uses to be known as the Toronto Sports Mall (TSM) or other mutually agreed upon title. The terms are as follows:

A. <u>INITIAL PHASE</u>

1. <u>Due Diligence</u>

- (a) the parties shall have a two hundred and seventy-day (270 day) "due diligence" period following authorization by The Board of this or any other agreed-upon term sheet (the "Initial Phase") to accomplish amongst other matters the following.
- (i)a. EP shall provide TSMI with full disclosure as to all information, documentation and agreements in its possession pertaining to:





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- b. the proposed site of the current Better Living Centre for the TSM to be redeveloped and operated by TSMI (description to be attached)
- c. all agreements, including as to sponsorship, the Molson Indy, the CNEA, the R.A.W.F. and all operating, development, maintenance and other agreements which might affect the commercial use of the TSM site;
- (ii)a. TSMI shall be satisfied as to its ability to finance, construct and operate the TSM, taking into account the following, amongst other matters:
- b. soil conditions and environmental implications
- c. the impact of existing and pending legislation
- d. its ability to undertake construction and operation of the TSM under the existing land use and other regulatory controls
- e. the potential impact of other regulatory matters
- f. existing agreements affecting the site
- g. existing services and servicing requirements
- h. demolition and excavation implications respecting existing structures at Exhibition Place
- i. the lack of impediments from pending, threatening or existing litigation to the completion and operation of the project and/or its financing
- j. the project schedule for TSMI
- k. the capital cost for TSMI





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- 1. the feasibility of connecting to adequate infrastructure
- the availability and timing of any governmental assistance for transportation improvements m. for Exhibition Place
- title conditions to satisfy fanciers and equity financiers n.
- the absence of unacceptable restrictions on TSMI'S right to sell naming, sponsors, and 0. other promotional and marketing rights
- agreement with The Board on initial site plan and concept design for TSM p.
- impact of proposals to rebuild the Gardiner Expressway or Front Street Extension or q. other arterial roads in the vicinity; to be further investigated
- (iii) The Board shall be satisfied as to:
- relationship to the City of Toronto/Exhibition Place Program and Development Concept a. of May, 1998
- b. the overall Exhibition Place site implications of the TSM
- the operating implications for seasonal events such as CNE, Molson Indy, Symphony of c. Fire, the Air Show, the R.A.W.F., etc.

2. Matters To Be Determined

During the Initial Phase:

(a) the parties shall finalize the site plan and concept design for the TSMI (which will confirm the final design of the facility and the other components) utilizing the area known as the Better Living Centre "BLC" building;





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- (b) the parties shall finalize a draft master agreement as dictated by TSMI's financial backers in respect of the TSM reflecting the terms set out below;
- (c) the parties shall co-operate in consulting with and providing reasonable information regarding the project to, the Parkdale Residents Association and other Public Officials having an interest in Exhibition Place.

3. <u>Termination</u>

(a) if TSMI, acting in good faith, cannot satisfy itself on its ability to construct, operate or finance the TSM, taking into account any of the above matters described in Section A.1 or A.2 or cannot finalize the formal documentation above referred to in Paragraph A.2 by the end of the Initial Phase, such party could elect not to continue, in which event the arrangements would come to an end.

4. Deposits

- (a) Within 10 days following written authorization by The Board of this or some otherwise agreed upon Term Sheet, TSMI shall deposit with its Solicitor to be held in trust a cheque or bank draft in the amount of \$25,000 made payable to EP.
- (b) If TSMI elects, pursuant to Section A.3(a) herein, then said cheque or bank draft shall be returned to TSMI with interest and without penalty.
- (c) If TSMI does not elect, pursuant to Section A.3(a) herein, then said cheque or bank draft shall no longer be held in trust, and shall be provided without interest to The Board's Solicitor, along with a further non-refundable \$25,000 cheque or bank draft also provided to The Board's Solicitor, the sum of both totalling \$50,000, to be applied in advance toward a portion of the negotiated land rent.

B. <u>PRE-CONSTRUCTION PHASE</u>





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1. Formal Documentation

- (a) provided that the arrangements have not been terminated as above, the parties shall forthwith enter into, after the Initial Phase, a Master Agreement in the form and content of said draft Master Agreement and draft Land Lease which would provide:
 - (i) the terms governing the pre-construction phase (the "Pre-Construction Phase") including the Pre-Construction Objectives (see below);
 - (ii) the terms governing Development Obligations.
- (b) the Pre-Construction Phase would cover a period of up to nine months, subject to extension for force majeure or by mutual agreement, within which the parties would proceed diligently and in good faith to achieve the pre-construction objectives and satisfy the pre-conditions to the Agreement.

2. Pre-Construction Objectives

- (a) TSMI and The Board would agree to the overall planning framework;
- (b) TSMI would finalize the overall concept design for the TSM, taking into account The Board's comments;
- (c) TSMI would finalize the schematic design (including sponsorship plan), the plans and specifications and the development schedule for TSM, taking into account The Board's comments;
- (d) TSMI would retain and oversee the project architect and other consultants;





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- (e) TSMI or its construction manager would oversee preparation of the tender packages, the bidding process and the selection of the successful contractors;
- (f) TSMI would arrange for bonding and construction period insurance to the level required to satisfy the construction lenders;
- (g) TSMI and The Board would proceed on a "fast track" basis to obtain all approvals pertaining to development and operation, including any necessary site plan approvals, building permits and other pre-development approvals;
- (h) TSMI and The Board would finalize a co-ordinated schedule, construction sequence and methodology, construction shutdown periods and co-ordinated interface with Exhibition Place events;
- (i) TSMI and The Board representatives would be entitled to participate in all proceedings, meetings, etc., with governmental authorities and other administrative agencies and to be kept fully up to date;
- (j) TSMI and The Board would continue to consult with and provide reasonable information regarding the project to, the Parkdale Residents Association and other Public Officials having an interest in Exhibition Place;
- (k) The Board would have the rights to comment on the site plan of the TSM and any material changes thereto up to final design;
- (l) in exercising its commenting rights, The Board would have regard to:
 - (i) the impact on parking, traffic, potential transit routes and other activities and uses;
 - (ii) existing agreements impacting the site;





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- (m) The Board intends to use the May Concept Plan as adopted by the Board as a template for development and will consult with and work with TSMI at the time to ensure that TSMI is satisfied as to the compatibility of design and use of the other developments to be located near the TSM;
- (n) TSMI, and The Board would provide each other with regular periodic updates and reviews during the Pre-Construction Phase with reasonable access to the relevant plans, drawings, development documentation and other relevant material.

3. Pre-Development Costs

- (a) The Board would continue to be responsible for all ongoing operating costs, leases and other agreements pertaining to the present improvements and operations therein currently located on the proposed TSM site, up to the end of the Pre-Construction Phase;
- (b) each party would be responsible for its own costs during the Pre-Construction Phase related to the TSM,
- (c) each party would indemnify and hold the other harmless in respect of its obligations hereunder and in respect of its dealings with its own respective third party arrangements with the indemnifier having full carriage of any actions.

C. PRE-CONDITIONS TO LAND LEASE

- 1. By no later than the end of the Pre-Construction Phase:
 - (a) TSMI shall have obtained:
 - a. all necessary permits for construction of the TSM in accordance with the approved project plans





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- b. all necessary development agreements, site plan agreements and other governmental agreements, permits, licenses, franchises and approvals
- c. any permissions required re: infrastructure
- d. satisfactory project financing;
- (b) The Board shall have available the necessary sum for contribution to be made by it to, environmental clean-up, site preparation and infrastructure in adaptive reuse of the "BLC" building;
- (c) The Board shall have received from TSMI and commented upon the plans and specifications and development schedule for the TSM;
- (d) TSMI shall have demonstrated to The Board's satisfaction the availability and sufficiency of construction financing, performance bonding, construction insurance, etc.;
- (e) TSMI shall have provided satisfactory support and security respecting construction and other lease obligations (indemnities, security, security interests, etc.);
- (f) The Board shall have terminated all agreements and leases not related to the TSM that relate to the use, operation, maintenance, leasing or otherwise of space, or buildings, or structure (s) on or at the said "BLC" site and The Board shall deliver vacant possession thereof to TSMI;
- (g) The Board shall provide to TSMI The Board's indemnity in relation to any liability and loss(es) TSMI and/or its officers, directors and representatives may incur as a result of The Board's actions under paragraph C.1(f) above;
- 2. If, by the end of the Pre-Construction Phase, the parties, having proceeded in good faith and with continued due diligence, have achieved the Pre-Construction Objectives and have satisfied the foregoing pre-conditions (or have waived such objectives or pre-conditions as were not achieved or satisfied) the parties shall sign the Land Lease and TSMI will then





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have vacant possession of the "BLC" site for the purpose of commencing construction development. If such objectives and pre-conditions have not been achieved or satisfied, as the case may be, and not waived, the Master Agreement and commencement date of the Land Lease may be extended on mutual written consent; the arrangements otherwise will come to an end. Neither party shall have any claim against the other, other than in respect of a breach of any obligations of a party.

D. LAND LEASE & MASTER AGREEMENT

1. Commencement and Term

- (a) the Land Lease & Master Agreement shall commence at the end of the Pre-Construction Phase;
- (b) the term of the Land Lease & Master Agreement shall be for a period of 50 years with TSMI'S option to renew for two further 25 year periods thereafter and subject to the terms and conditions, security requirements of TSMI's financial backers.

2. Rent

- (a) construction period \$nil.;
- (b) end of construction period to and including year 7 \$150,000. per annum;
- (c) years 7 to 14 \$300,000. per annum;
- (d) years 15 to 38 \$500,000. per annum;
- (e) years 39 to 50 \$700,000. per annum;
- (f) years 51 to 75: for the first 24-year period of the renewal term an annual amount that is the greater





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- of: (i) \$700,000 @ 3 per cent. cumulative from year 39 to 51; and (ii) 30-year Government of Canada bond yield plus 1 per cent times fair market value of the land at year 50 for the uses permitted at the lease commencement;
- (g) years 76 to 99:
 for the second 24-year period of the renewal term an annual amount that is the greater of:(i)\$700,000 @ 3 per cent. cumulative from year 51 to 76; and (ii) 30-year Government of Canada bond yield plus 1 per cent times fair market value of the land at year 75 for the uses permitted at the lease commencement;
- (h) the rent above to be reduced upon substantial disturbance to TSM business caused by construction or re-construction of the Gardiner Expressway, Front Street Extension or other arterial road, said rent reduction to be determined by an independent third party.

3. Net Lease

(a) the Land Lease & Master Agreement shall be limited to applicable taxes and landlease rent, i.e. TSMI, as tenant, shall be responsible for all expenses and obligations of every nature and kind with respect to the TSM, save as otherwise described herein.

4. Construction Terms

- (a) the "BLC" site shall be delivered "as is" except that The Board shall contribute all of the site preparation costs (including environmental clean-up costs and any infrastructure costs) such as The Board's staff, general clean up crew, security and other personnel as mutually agreed upon;
- (b) TSMI shall promptly proceed, upon receipt of such site preparation costs from The Board, with improvements and thereafter diligently commence and proceed at its costs with construction of the TSM to achieve completion in accordance with





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- approved plans and specifications, development schedule, etc. (subject to force majeure, Act of God, war, etc).
- (c) The Board shall have the right to monitor construction (including limited demolition), and other items commented on during the Pre-Construction Phase and to receive periodic updates;
- (d) TSMI shall use best efforts to organize and co-ordinate construction activities so as to minimize disruption to the balance of Exhibition Place;
- (e) TSMI shall work with The Board to co-ordinate the timing and method of construction of the TSM so as to ensure a minimum of interference to Exhibition Place activities, including in particular the CNE, the Molson Indy, NTC events, the R.A.W.F., the
 CHIN picnic, etc., all in keeping with the co-ordination measures agreed to during the Pre-Construction Phase;
- (f) The Board shall work with TSMI so as to ensure convenient access to the TSM and to minimize disruption to construction;
- (g) The Board shall arrange for a convenient staging ground for TSM at a nearby location which does not materially interfere with the operation of the balance of The Board's site.
- (h) The Board shall aid in minimizing disruption in the event that the Gardiner Expressway or Front Street Extension is re-built or built during its tenancy.

5. Use

- (a) the TSM shall be used for all events as are customarily held in a sports facility and entertainment complex, except those as are prohibited or restricted as hereinafter referred to;
- (b) prohibited uses for the TSM, unless otherwise agreed to by The Board, shall be





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- (f) The Board shall have the right to possibly close the grounds for certain events such as the Molson Indy, but shall ensure that, except for the three days of the Molson Indy, in such circumstances TSM patrons shall have access to the TSM and nearby parking;
- (g) recognizing that certain events, such as the Molson Indy, cause most of the grounds to be closed for a period of time, TSMI shall work with the holders of such events to try to stage complementary activities during the period in question, if needed on a reasonable commercial basis.

6. Restrictions on Transfer

(a) except for permitted leasehold mortgage financing, there shall be no direct or indirect disposition of TSMI interest under the Land Lease (including by way of change of control) without the approval of The Board although TSMI may enter into various contractual, sublease and licencing arrangements with developers, licensees, space lease occupants or others.

7. <u>Leasehold Mortgage</u>

- (a) TSMI shall be permitted to provide leasehold mortgage financing for construction and take-out lenders;
- (b) TSMI shall not be permitted to provide leasehold mortgage security for any other type of obligations without approval of The Board, such approval to not be unreasonably withheld;
- (c) mortgage lenders shall receive certain protections, including notice of default, reasonable opportunity to cure (being a period beyond the tenant's grace period) and right to an assignment or replacement of the lease on same continuing terms if default not curable but the land owner shall not be required to subordinate its interest;
- (d) The Board shall be entitled to receive notice of any default under leasehold mortgage financing with a right to cure and shall have its own security interest





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during the construction phase in order to ensure project completion;

(e) The Board shall agree that unless the mortgage lender has ownership of the leasehold estate or enters into possession of the premises, the mortgage lender shall not be liable for any of TSMI obligations nor be entitled to any of TSMI rights, except by way of security.

8. Name

- (a) TSMI shall determine the name of the TSM which may relate to commercial sponsorship, provided that The Board approval shall be required as to:
 - (i) any use of EP's name or any derivative thereof or use of other names which tie into a governmental association;
 - (ii) any name which does not comply with applicable laws;
 - (iii) any violation of existing contractual arrangements The Board has with third parties, only in the case of non-competition.

9. SPONSORS Sport Screens (SSS)

- (a) TSMI shall have full control over all sponsor signage, located inside the TSM, provided it is in compliance with applicable laws;
- (b) TSMI shall be permitted to locate building marquees and up to six sponsors sports screens on the exterior of the TSM and its grounds, provided The Board's approval would be required as to:
 - (i) any use of EP's name or any derivative thereof or any other names which tie into governmental association;
 - (ii) any use which might not comply with applicable law;
- (c) The Board shall be given for its sole use, free of charge, up to six minutes per hour





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of time on said sports screens and electric signs, when physically possible or in lieu of such shared useage 6% of net sponsors profit;

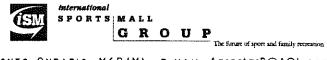
(d) TSMI's right to, and ability to, provide sponsors exposure and its right to determine and use the name of the TSMI shall not be affected by, or impeded by The Board's tenants and others with whom it has entered into agreement(s). The Board indemnifies TSMI fully thereon.

10. Parking

- (a) The Board or its lessees, licensees, etc., shall own, construct, establish, operate and maintain parking facilities for sufficient motor vehicles and acting reasonably for TSMI users/visitors/staff at location (s) within reasonable walking distance of the TSMI, with users of the TSMI be charged through the land lease based on usage, discounted relative to volume and agreed to during the due diligence period. There shall be no further entry or other charges; except as may be customarily charged during, and only during, the CNE;
- (b) The Board shall be entitled to establish all parking charges for non-TSMI users/visitors/staff, and retain all revenues from the EP parking facilities.
- (c) The Board shall provide a TSMI user drop-off/pick-up area, without any charges to users, and work with TSMI to establish agreeable short-term parking rates and day rates.
- (d) In the event TSMI determines it feasible and finance able to construct parking underground, all revenue from such underground parking would remain with TSMI.

11. Master Plan

Exhibition Place will attempt to develop an overall master plan (Concept Plan of May 98) for the redevelopment of Exhibition Place. To the extent that it is being developed during the term of the Lease, The Board will consult with and work with TSMI from time to time and ensure that TSMI is satisfied as to the compatibility of design and use of the





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other developments to be located nearby the TSM.

Other Provisions 12.

- (a) events of default and landlord's remedies, including termination rights;
- (b) insurance;
- (c) workers' rights;
- applicable existing obligations; (d)
- (e) damage and destruction;
- cross-indemnities; (f)
- redevelopment. (g)

TTSMI PROJECTED CASH FLOW NOVEMBER 1998 - OCTOBER 1999

(UNAUDITED)

	NOV	DEC	JAN	FÉB	MAR	APRIL	MAY	JUNE	JULY	AUG [SEPT	OCT	TOTAL
	<u> </u>												
RECEIPTS / REVENUE LEASES			\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$1,433,000
SEED CAPITAL	\$2,000,000		• •	, ,		********			•		. ,	•	2,000,000
EQUITY CAPITAL NAMING RIGHTS - 10 YEAR AGREEMENT			41,700	41,700	41,700	41,700	1,333,300 41,700	1,333,300	1,333,300	1,333,300	1,333,300	1,333,300	7,999,800
AMATEUR SPORTS GROUPS			29,700	29,700	29,700	29,700	29,700	41,700 29.700	41,700 29,700	41,700 29,700	41,700 29,700	41,700 29,700	417,000 297,000
TV RIGHTS			8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	8,300	83,000
HEXAD SPORT INTEREST ON CASH BALANCE		4,600	4,300	4,100	3,800	3,600	600	•	0	•	•	٥	0
TOTAL	2,000,000	4,600	227,300	227,100	226,800	226,600	1,556,900	1,556,300	1,556,300	1,556,300	1,556,300	1,556,300	21,000 12,250,800
									·				
DISBURSEMENTS													
LEGAL	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
ACCOUNTING / AUDIT	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
ARCHITECTURE PERMITS		33,300	33,300	33,300	33,300	33,300	33,300	33,300	33,300	33,300	33,300	33,300	366,300 0
MODEL.													ŏ
MISC CONSTRUCTION COSTS							3,532,900	3 533 000	2 522 000	2 522 000	2 522 000	2 522 000	0
DEVELOPMENT FEES			26,700	26,700	26,700	26,700	26,700	3,532,900 26,700	3,532,900 26,700	3,532,900 26,700	3,532,900 26,700	3,532,900 26,700	21,197,400 267,000
LEASING			53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	53,300	533,000
LAND LEASE E.P. DUE DILIGENCE			31,250	31,250	31,250	31,250	10,350	10,350	10,350	10,350	10,350	10,350	62,100 125,000
INCORPORATION	2,500			·	·	51,250							2,500
PUBLIC / INVESTOR RELATIONS ADVERTISING			2,000 31,000	2,000 1,000	2,000 1,000	2,000 31,000	2,000 1,000	2,000 1,000	2,000	2,000 1,000	2,000	2,000	20,000
EXECUTIVE WAGES	19,000	19,000	34,000	34,000	34,000	34,000	34,000	34,000	31,000 34,000	34,000	1,000 34,000	31,000 34,000	130,000 378,000
RENT	5,000	5,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	30,000
OFFICE FURNITURE	3.000	3,000	1,500	1,500	1,500	1,500	1,500	1,500	1.500	1,500	1,500	1,500	0 21,000
COURIER/POSTAGE	100	100	100	300	100	100	300	100	100	300	100	100	1,800
STATIONERY	500	120	120	120	120	120	120	120	120	120	120	120	1,820
COMPUTERS FAX	15,000 250	250	250	250	250	250	250	250	250	250	250	250	15,000 3,000
PHOTOCOPIER	250	250	250	250	250	250	250	250	250	250	250	250	3,000
SUPPLIES TELEPHONES/CELLS	1,000 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	200 1,000	3,200 12,000
OFFICE SALARIES	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
INSURANCE	100	100	100	100	100	100	100	100	100	100	100	100	1,200
PRINTING PROPERTY MANAGEMENT	100	100	100 0	100 0	100	100 0	100 0	100 0	100 0	100 0	100 0	100 0	1,200 0
TRAVEL				-	_	-	_	•		•	-	-	0
ACCOMMODATIONS AIR FARE	1,500 1,200		1,500 1,200		1,500 1,200		1,500 1,200		1,500 1,200		1,500 1,200	•	9,000 7,200
MEALS	300		300		300		300		300		300		1,800
ENTERTAINMENT	300		300		300		300		300		300		1,800
TRANSPORTATION MISC	200 200		200 200		200 200		200 200		200 200		200 200		1,200 1,200
CONSULTING		30,000	30,000	30,000	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	225,000
MEDIA ADVERTISING BROCHURES	2,500		2,500		2,500		2,500		2,500		2,500		15,000 0
MISC		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
AUTOMOTIVE											•	,	0
ALLOWANCE BANK CHARGES	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	1,000 50	12,000 600
ERRORS & OMMISSIONS		*-	400	400	400	400	400	400	400	400	400	400	4,000
INTEREST ON BANK DEBT FINANCE FEE			0 53,300	53,300	0 53,300	0 53,300	53,300	15,000 53,300	32,100 53,300	49,400 53,300	66,700 53,300	84,200 53,300	247,400 533,000
											·		0
TOTAL	85,050	133,470	348,120	312,120	318,120	326,920	3,815,320	3,823,920	3,877,220	3,858,520	3,881,820	3,923,120	24,703,720
NET CASH	1,914,950	(128,870)	(120,820)	(85,020)	(91,320)	(100,320)	(2,258,420)	(2,267,620)	(2,320,920)	(2,302,220)	(2,325,520)	(2,366,820)	(12,452,920)
CASH (REQUIREMENT) BEGINNING	0	1,914,950	1,786,000	1,665,000	1,580,000	1,489,000	1,389,000	(869,000)	(3,137,000)	(5,458,000)	(7,760,000)	(10,086,000)	
CASH (REQUIREMENT) ENDING	\$1,914,950	\$1,786,000	\$1,665,000	\$1,580,000	\$1,489,000	\$1,389,000	(\$869,000)	(\$3,137,000)	(\$5,458,000)	(\$7,760,000)	(\$10,086,000)	(\$12,453,000)	(\$12,452,920)

10/13/98

TTSMI PROJECTED CASH FLOW NOVEMBER 1999 - APRIL 2000

(UNAUDITED)

		VON	DEC	JAN	FEB	MARCH	APRIL	TOTAL
				•			·	
RECEIPTS / REVENUE								
	ASES	\$143,3	00 \$143,300	\$143,300	\$143,300	\$143,300	\$143,300	\$859,800
	DUITY CAPITAL	\$1,333,3		\$1,333,300	\$1,333,300	\$1,333,300	\$1,333,300	7,999,800
	MING RIGHTS - 10 YEAR AGREEMENT	41,7	00 41,700	41,700	41,700	41,700	41,700	250,200
AM	MATEUR SPORTS GROUPS	29,7	00 29,700	29,700	29,700	29,700	29,700	178,200
HE	EXAGON VIEWING		262,500	262,500	262,500	262,500	262,500	1,312,500
TV	RIGHTS	7,0			7,000	7,000	7,000	42,000
			',	1,000	.,000	,,,,,,	,,000	42,000
TOTAL		1,555,0	00 1,817,500	1,817,500	1,817,500	1,817,500	1,817,500	10,642,500
								10,012,000
DISBURSEMENTS	3							
1 E	GAL	10,0	00 10,000	10,000	10,000	10,000	10,000	60,000
	COUNTING / AUDIT		12,000	10,000	10,000	20,000	20,000	40,000
	CHITECTURE	31,7	00 31,700	31,700	31,700	25,000	25,000	176,800
731	PERMITS	51,1	51,700	31,100	31,700	23,000	25,000	174,800
	MODEL							
	MISC							0
	ONSTRUCTION COSTS	3,532,9	00 3,532,900	3.532,900	2 522 000	0.000.000	2 522 666	0
	EVELOPMENT FEES				3,532,900	3,532,900	3,532,900	21,197,400
		26,7			26,700	26,700	26,700	160,200
	ASING	26,7		26,700	26,700	26,700	26,700	160,200
	ND LEASE	10,3	50 10,350	10,350	10,350	10,350	10,350	62,100
	CORPORATION							0
	BLIC / INVESTOR RELATIONS	2,0			2,000	2,000	2,000	12,000
	IVERTISING	1,0			1,000	1,000	1,000	36,000
	ECUTIVE WAGES	34,0			34,000	34,000	34,000	204,000
	ENT	4,0	00 4,000	4,000	4,000	4,000	4,000	24,000
OF	FICE							0
	FURNITURE	2,0	00 2,000	2,000	2,000	2,000	2,000	12,000
	COURIER/POSTAGE	3	00 100	100	300	100	100	1,000
	STATIONERY	5	00 120	120	120	120	120	1,100
	COMPUTERS							0
	FAX	2	50 250	250	250	250	250	1,500
	PHOTOCOPIER	2	50 250	250	250	250	250	1,500
	SUPPLIES	2	50 250	250	250	250	250	1,500
	TELEPHONES/CELLS	2.0		2,000	2,000	2,000	2,000	12,000
	OFFICE SALARIES	10,0		10,000	10,000	10,000	10,000	60,000
	INSURANCE		75 75	75	75	75	75	450
	PRINTING		00 100	100	100	100	100	600
aa	OPERTY MANAGEMENT		0 0	0	0	100	0	0
	TRAVEL		0 0	v	v	U	v	0
110	ACCOMMODATIONS	3,0	00	3,000		3,000	3,000	
	AIR FARE	2.4		2,400			2,400	12,000
	MEALS		00	600		2,400		9,600
						600	600	2,400
	ENTERTAINMENT		00	600		600	600	2,400
	TRANSPORTATION		00	400		400	400	1,600
	MISC		00	400		400	400	1,600
	ONSULTING	20,0		20,000	20,000	20,000	20,000	120,000
ME	EDIA ADVERTISING	2,5	00	2,500		2,500	2,500	10,000
	BROCHURES							0
MIS		10,0	00 10,000	10,000	10,000	10,000	10,000	60,000
AU	TOMOTIVE							0
	ALLOWANCE	1,5	00 1,500	1,500	1,500	1,500	1,500	9,000
BA	NK CHARGES		25 25	25	25	25	25	150
€R	RORS & OMMISSIONS	4	00 400	400	400	400	400	2,400
INT	TEREST ON BANK DEBT	93,4	00 110,900	126,400	142,400	158,200	174,200	805,500
	FINANCE FEE	53,3	00 53,300	53,300	53,300	53,300	53,300	319,800
				, .		,	/	- 11,010
TOTAL		3,883,6	00 3,890,620	3,946,020	3,922,320	3,961,120	3,977,120	23,580,800
				-,,				
NET CASH		(2,328,6	00) (2,073,120	(2.128,520)	(2,104,820)	(2,143,620)	(2,159,620)	(12,938,300)
.42 > OHOH		12,320,0	, (2,010,120	, (4,180,020)	(2,107,020)	(2,173,020)	(2,100,020)	(12,930,300)
CASH (REQUIREMENT) BEGINNING		(12,453,0	00) (14,782,000	(16,855,000)	(18,984,000)	(21,089,000)	(23,233,000)	(12,453,000)
As ton i di service di permitera i li permitat attana		112,400,0	20) (14)102,000	(10,000,000)	(10,307,000)	(21,003,000)	(23,233,000)	(12,433,000)
CASH (REQUIREM	AENT) ENDING	(12,453,000) (\$14,782,0	00) (\$16.855.000	(\$18.984.000)	(\$71 089 000)	(\$73.733.00M)	(\$25.393.000)	(\$25,391,300)
_, ((12, 100,000) (41-1,102,0	, (#.0,000,000	14 10,504,500)	1451,003,000)	(423,233,000)	(925,355,000)	(\$25,581,500)

10/13/9

(UNAUDITED)

	(CIVICE II ED)													
		MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MARCH	APRIL	T TOTAL
REVENUE / RECEIPTS										, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	I MARCH	APRIL	TOTAL
LEASES		\$716,300	\$716,300	\$716,300	\$716.30	0 \$716,300	\$716,30	9 \$716,30	D 6740.00		_			
NAMING RIGHTS - 10 YEA		41,700		41,700	41,70									\$8,595,600
AMATEUR SPORTS GRO HEXAD SPORT	UPS	29,700					29,70							500,400
TV RIGHTS		262,500 41,700							0 262,50					356,400 3,150,000
PARKING		36,500									0 41,700	41,700		500,400
SPECIAL EVENTS		102,000												438,000
TOTAL							102,000	102,00	0 102,00	0 102,00	0 102,000	102,000	102,000	1,224,000
13172		1,230,400	1,230,400	1,230,400	1,230,400	1,230,400	1,230,400	1,230,40	0 1,230,40	0 1,230,400	1,230,400	1,230,400	1,230,400	14,764,800
EXPENSES / DISBURSEMENTS														
LEGAL		25,000	25,000	25,000	25,000	25,000			_					
ACCOUNTING / AUDIT		13,300												300,000
ARCHITECTURE		3,000	3,000											159,600
PERMITS MODEL							-,	0,00	0,00	3,000	3,000	3,000	3,000	36,000
MISC														0
CONSTRUCTION COSTS														Ö
DEVELOPMENT FEES	_													O
PROPERTY MANAGEMEN LAND LEASE	т	22,600					22,600	22,600	22,600	22,600	22,600	22,600	22.500	0
INCORPORATION		44,400 1,700						44,400	44,400					271,200 532,800
PUBLIC / INVESTOR RELA	TIONS	2,500				.,					1,700			20,400
ADVERTISING		12,500												30,000
PROMOTION		15,000	15,000											150,000
EXECUTIVE WAGES OFFICE		45,000	45,000	45,000	45,000									180,000
FURNITUR	F	4,000	4 000	4 000					·	,,,,,,	40,000	45,000	43,000	540,000
COURIER		4,000 600										4,000	4,000	48,000
STATIONE	RY	600	600										600	7,200
COMPUTE	RS	2,000	2,000											7,200
FAX		250	250	250										24,900
PHOTOCO	PIER	450	450	450	450									3,000
SUPPLIES TELEPHON	COPELLO	250	250	250			250							5,400
OFFICE SA		2,000 10,000	2,000 10,000	2,000			2,000		2,000				2,000	3,000 24,000
PRINTING	O 111120	2,000	2,000	10,000 2,000							10,000	10,000	10,000	120,000
TRAVEL		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
ACCOMMO	DATIONS	3,000	3,000	3,000	3,900	3,000	3,000	3,000	3,000	2 000				O
AIR FARE		3,600	3,600	3,600	3,600		3,600				3,000 3,600		3,000	36,000
MEALS Entertair	INSENIT	800	800	800	800	800	800						3,600 800	43,200
TRANSPOR		1,200	1,200	1,200	1,200		1,200	1,200					1,200	9,600 14,400
MISC	· · · · · · · · · · · · · · · · · · ·	600 600	600 600	600 600	600		600			600			600	7,200
CONSULTING		5,000	5,000	5,000	600 5,000		600				600		600	7,200
MEDIA ADVERTISING		16,700	16,700	16,700	16,700	16,700	5,000 16,700				5,000		5,000	60,000
BROCHURI	S	3,000	3,000	3,000	3,000	3,000	3,000				16,700 3,000		16,700	200,400
MISC AUTOMOTIVE		2,500	2,500	2,500	2,500	2,500	2,500				2,500		3,000 2,500	36,000
ALLOWANG	e.	3,000	7 000					•	,	2,505	2,300	2,300	2,500	30,000 0
BANK CHARGES	, L	3,000	3,000 300	3,000 300	3,000	3,000	3,000	3,000			3,000		3,000	36,000
INTEREST ON BANK DEBT		186,900	181,100	172,100	300 175,600	300	300	300			300	300	300	3,600
IPO / BANK LOAN		,	,,,,,	172,100	173,000	169,800	160,700	164,200	158,200	149,100	152,500	146,400	137,200	1,953,800
REGULATO		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2 000	2 200			0
	OMMISSIONS	1,000	1,000	1,000	1,000	1,000	1,000	1,000			2,000 1,000	2,000 1,000	2,000	24,000
MALL INSURANCE TOTAL		21,500 458,850	21,500	21,500	21,500	21,500	21,500	21,500	21,500		21,500	21,500	1,000 21,500	12,000 258,000
		400,800	453,050	444,050	447,550	441,750	432,650	436,150	430,150	421,050	424,450	418,350	409,150	5,217,200
NET EARNINGS / CASH BEFORE THE UND	ERNOTED	771,550	777,350	786,350	782,850	788,650	797,750	794,250	800,250	809,350	005.050			
MANAGEMENT BONUS							, ,	104,200	000,200	008,330	805,950	812,050	821,250	9,547,600
INVESTORS' SHARE OF EA	PNINCE			(279,000)			(279,000)			(279,000)	ı		(279,000)	(1,116,000)
MACCIONS SHARE OF EARNINGS		·		(562,500)			(562,500)			(562,500)	I		(562,500)	(2,250,000)
NET EARNINGS / CASH BEFORE INCOME TAXES		771,550	777,350	(55,150)	782,850	788,650	(42.750)	704.040	***					(2,200,000)
INCOME TAXES		,		(00,.00)	, 12,000	700,000	(43,750)	794,250	800,250	(32,150)	805,950	812,050	(20,250)	6,181,600
NET EARNINGS/ CASH		771,550	777,350	(55,150)	782,850	700 000	/45 7	****			——————————————————————————————————————			(25,393,000)
REDEMPTION - 10% OF CLASS "A" SHARES - 5% PREMIUM YEAR 1		.,,,,,,,	***************************************	(20, (30)	102,630	788,650	(43,750)	794,250	800,250	(32,150)	805,950	812,050	(20,250)	6,181,600
CASH (REQUIREMENT) BEGINNING		(OR 300 DAY)	174 pre no-	(00 044 04**	(DA 401 11:								(1,968,750)	(1,968,750)
		(25,393,000)				(23,116,000)						(20,003,000)	(19,191,000)	
CASH (REQUIREMENT) ENDING	.(25,393,000)	(\$24,621,000)	(\$23,844,000)	(\$23,899,000)	(\$23,116,000)	(\$22,327,000)	(\$22,371,000)	(\$21,577,000)	(\$20,777,000)	(\$20,809,000)	(\$20,003,000)	(\$19,191,000)	(\$21,180,000)	(\$21,180,150)