

May 16, 2001

EXHIBITION PLACE

To: The Board of Governors of Exhibition Place

From: Dianne Young
General Manager & CEO

Subject: Caribana Parade, August 4, 2001

Recommendations:

It is recommended that:

- (1) The Board approve the fee structures and revenue-sharing opportunities for the Caribbean Cultural Committee ("CCC") 2001 Caribana Parade that are included in this report; and,
- (2) Staff report back to the Board at its meeting of September 2001 on the success of the 2001 Caribana Parade and recommendations for the 2002 Caribana Parade.

Background:

At its meeting of September 15, 2000, the Board received an Accounts Receivable report from staff for its information. The outstanding amount of \$41,673 due and payable to the Board from CCC remains unpaid and it is still very uncertain as to whether the Board will be able to collect these amounts.

Discussion:

Since that the Board's meeting in September 2000, the CCC has undergone dramatic internal changes to its structure and reporting functions, and many of the former employees and volunteers are no longer associated with the CCC. One of the consequences of the prolonged restructuring is that the planning period for the annual Caribana Parade, which normally commences in January, has only just started with a meeting on May 10, 2001. In anticipation of a parade in 2001, Exhibition Place staff prepared an operations plan based on the requirements for the parade in 2000, as this information was necessary for discussion and planning with other clients such as Molson INDY and the CNE. Accordingly, staff are confident that a successful parade can be presented at Exhibition Place this year despite the reduced planning period.

For the information of the Board, the CCC has been staging the annual Caribana Parade featuring costumed paraders and Mas bands at Exhibition Place for 10 years and the parade has attracted audiences that have ranged from 150,000 to over 400,000 spectators. One of the challenges for the CCC in executing the annual parade is capturing the tremendous commercial opportunities that exist. Over the past two years, staff have discussed and priced various ways to assist the

CCC in its objectives to turn the annual parade into a festival-type environment that would generate more direct income to the CCC.

The CCC, under its newly restructured board, developed a proposal to create this festival-type environment for this year's parade at Exhibition Place, however, both staff and Toronto Police Services (Central Field Command) representatives advise that there is insufficient time to implement an entirely new event for this year. However, all parties are committed to meeting in October, 2001 to develop a plan for the 2002 parade.

However, in an attempt to assist the CCC achieve at least some of its on-site "festival" objectives, staff have recommended that the CCC execute a small "marketplace" this year in the Queen Elizabeth Exhibit Hall and surrounding (building) perimeter that is similar to the marketplace that the CHIN Picnic stages in the Better Living Centre.

This marketplace would consist of approximately 130-150 vendors who would typically have been located along Lake Shore Boulevard or at Toronto Islands in previous years, some of which would be food vendors. Staff are proposing that the Board retain all licensing and regulatory control over the vendors and that the Board share revenues with the CCC to help it offset the cost of the festival, and the parade in particular. This sharing of revenue would be in the form of a credit that would be applied to the CCC's account with the Board for the cost of rentals and services associated with the event and, if necessary, could also be applied against the outstanding amounts still owed to the Board from the 2000 parade.

The Board would still continue to license the food and beverage vendors who have historically been located throughout the grounds and there is no proposed sharing of revenues from these vendors as this is the Board's sole source of revenue for this event, save and except for a very minimal mark-up on labor and materials required to execute the parade event.

Accordingly, staff recommends that the Board approve the following fee structure for the 2001 Caribana Parade:

- 1) Waive all building and grounds Rentals (including the Queen Elizabeth Exhibit Hall and the Stadium site, equivalent to \$5,050.00 and \$20,658.00 respectively)
- 2) Increase parking fees for the NTC garage from \$11.00 to \$15.00 per vehicle (which is consistent with all other parking charges for special event days such as CHIN, and concert days at Ontario Place) and remit to the CCC the difference of \$4.00 per vehicle as a credit to their account with the Board;
- 3) Remit to CCC in the form of a credit to their account with the Board all net revenues received from the licensing of the marketplace vendors (net revenues means all gross revenues less all the Board's costs such as auditing and inspecting, etc.);
- 4) Continue the practice of discounting cleaning services for the grounds by 25%, which discount recognizes the impact of the vendors that are licensed by the Board (and for which there is no proposed sharing of revenues) on the overall cleaning requirements;
- 5) All labour and material supplied by Exhibition Place will be at time and material plus 12%; and,
- 6) All monies due and payable to the Board must be paid in advance and in accordance with the Board's usual policy.

With respect to item 5) above, the CCC has proposed that the Board would be paid for its services from the gate receipts that it might generate from the paid viewing area which is located on the Stadium site. In 2000, it is estimated that the paid viewing area returned revenues to the CCC of approximately \$45,000 to \$50,000.00. Staff believe that this places the Board at risk of not collecting all that is owed to it and are, instead, proposing an additional share in revenues which will be returned to the CCC in the form of a credit to its account with the Board. Staff will be reporting back to the Board at its meeting in September following determination of the final account but prior to any final payout to CCC.

As stated earlier in this report, staff are prepared to meet as early as October, 2001 with representatives of the CCC, and representatives from Police Services and other City departments that support the Caribana Parade to develop a new event plan for 2002 that would meet the needs and expectations of the CCC.

Conclusion:

This report recommends a fee structure and revenue sharing opportunities to assist the CCC in executing the 2001 Caribana Parade.

Contact:

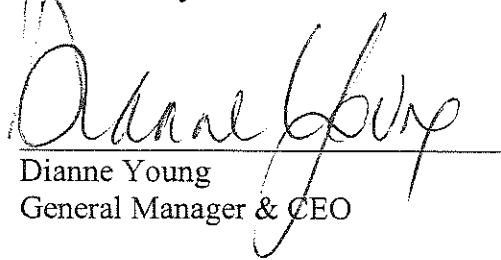
Kathryn Reed-Garrett, Director, Business Development

Telephone: (416) 263-3606

Fax: (416) 263-3690

Email: kreed-garrett@explace.on.ca

Submitted by:



Dianne Young
General Manager & CEO

CARIBBEAN CULTURAL CORPORATION (CCC) RESTRUCTURING PLAN 2001

MISSION STATEMENT

To share our Caribbean culture with Canada and the international communities through excellence, accountability, economic empowerment and a sense of community.

VISION STATEMENT

The Caribbean Cultural Corporation will: -

- ▶ Create business opportunities which will benefit the Caribbean and the wider Canadian community;
- ▶ Provide quality cultural programs and activities to all stakeholders;
- ▶ Will be a significant and established internationally renowned vehicle promoting Caribbean culture and arts within Canada;
- ▶ Strive for self sufficiency.

METHODOLOGY

- ▶ Business planning processes linking the plans for the various initiatives into a strategic corporate framework;
- ▶ Exploring alternate service delivery options;
- ▶ Utilizing appropriate technology to ensure efficiency and effectiveness in the operations and administration of the corporation.

CORPORATE PROFILE

- ▶ The Corporation must be community-owned;
- ▶ The Corporation must be community-based;
- ▶ The Corporation must focus on the industrialization of the Carnival Arts;
- ▶ The Corporation shall respect the Human Rights Code of Ontario and Canada.

OUR SUCCESS LAST YEAR

- ▶ One of the largest festivals in the history of Caribana;
- ▶ All events were very well attended;
- ▶ New events added ⇒ Pan in Parliament ⇒ Gospel Fest;
- ▶ Excellent media coverage;
- ▶ Incident free festival;
- ▶ All levels of government including staff were supportive and accommodating;
- ▶ Improved working relationship with Toronto Transit Commission, the Police Services and the Board of Directors of C.N.E.

CURRENT CHALLENGES

- ▶ Paying off accumulated/inherited debt;
- ▶ Bring closure to litigation;
- ▶ Addressing inherited liabilities;
- ▶ Refocusing on primary objectives of the corporation;
- ▶ Widening our scope of outreach to new members;
- ▶ Rebuilding the corporate image of the Caribbean Cultural Corporation
- ▶ Protecting the Board of Directors from destabilization;
- ▶ Determining source(s) of financial mismanagement;
- ▶ Implementing administrative and financial processes to manage the corporation

RESPONSIBILITIES OF THE GENERAL MANAGER

The General Manager will be responsible for the daily operations of the Corporation including the execution of policies and strategies as set out by the Board of Directors. The major duties of the General Manager will include but not limited to: -

- ▶ Manage and maintain the Corporation's records;
- ▶ Coordinate the business and culture management functions;
- ▶ Be accountable for the protection and safe keeping of all Caribana's assets and resources;
- ▶ Prepare monthly financial statements and management analysis for the Board of Directors;
- ▶ Prepare annual budgets and work plans;
- ▶ Facilitate contract execution;
- ▶ Responsible for the corporation's compliance with all legislative and government reporting;
- ▶ Ensure that the corporation's credit rating remains intact by managing the accounts payable process;
- ▶ Other duties as assigned by the Board of Directors.

CULTURE MANAGEMENT

This function should be managed by a team of volunteers structured around a variety of ad hoc committees and reports directly to the General Manager and a matrix relationship to the Board of Directors. The major responsibilities are: -

- ▶ Event planning and execution;
- ▶ Community relations;
- ▶ Arts development;
- ▶ Liaison with the Mas' Producers, the Pan, Calypso and Visual and Performing Arts communities;
- ▶ Networking in the cultural/artistic community.

PROMOTION AND MEDIA RELATIONS

This individual must have excellent community and communication skills and media connections.

CARNIVAL ARTS AND CULTURAL PRODUCTIONS ARTISTIC COORDINATOR

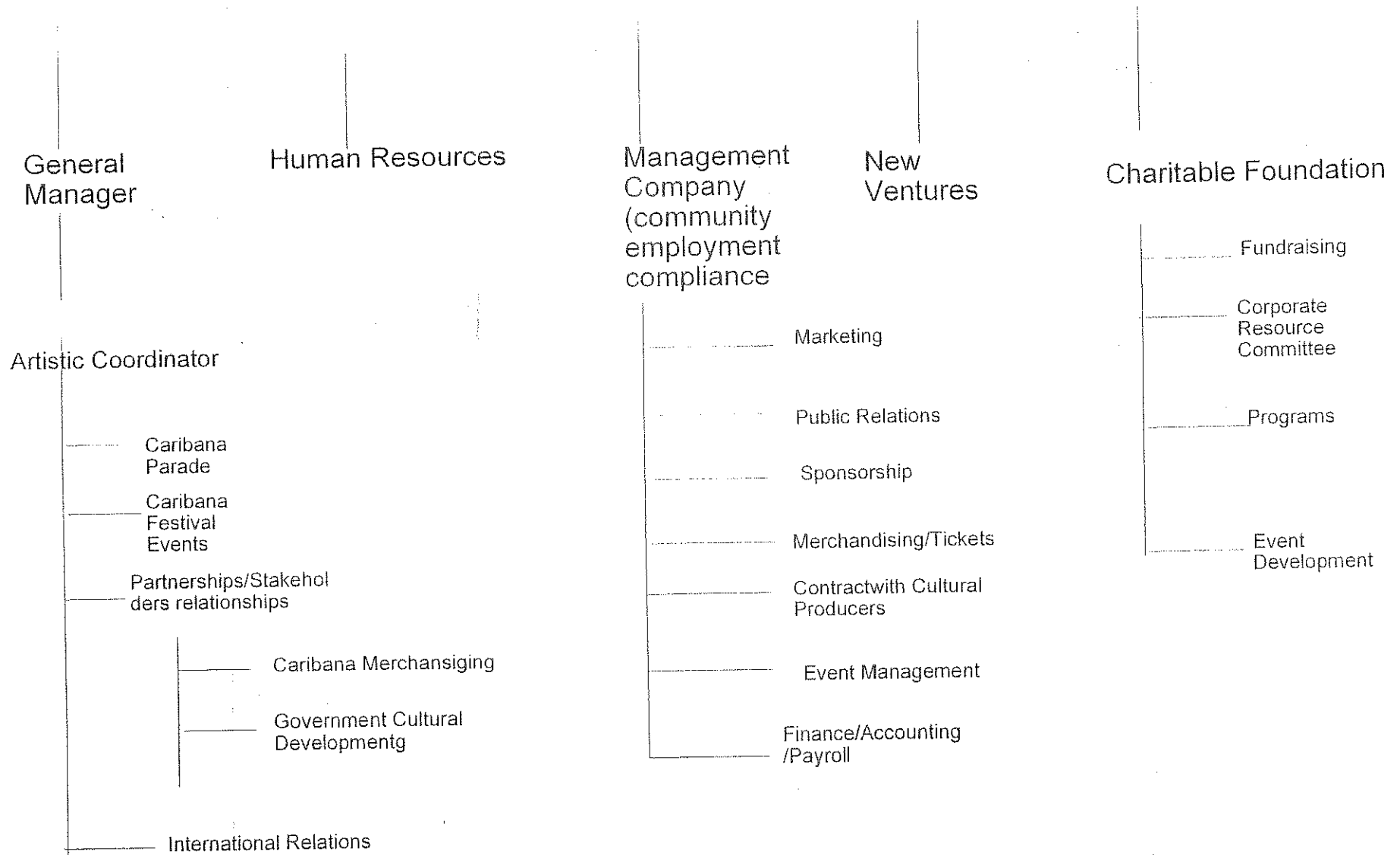
- ▶ The Board's artistic coordinator and main liaison with the international carnival communities.

MANAGEMENT COMPANY

Corporation management would be outsourced to a firm, which will report directly to the board of Directors with a matrix relationship to the General Manager, also, with an understanding of community employment compliance.

- ▶ Financial administration - including meeting financial performance criteria;
- ▶ Public Relations;
- ▶ Contract negotiations;

Enterprise Model for The Caribbean Cultural Corporation/Caribana™



Appendix A Structure of the Board of Directors

