EXHIBITION PLACE

MANAGEMENT REPORT

FOR THE PERIOD ENDING JUNE 30, 2001

"CREATING OPPORTUNITIES TO DO BUSINESS"

Submitted by:

Dianne Young
General Manager & CEO
GENERAL MANAGER’S OFFICE

As part of the regular reporting to the Board, I am submitting this Management Report for the period ending June 30, 2001. This Management Report highlights only the major initiatives that Exhibition Place Program staff have undertaken. These initiatives reflect the objectives as set by the Board of Governors and management and are aimed at meeting our overall goal of “Creating Opportunities to Do Business” at Exhibition Place.

SPECIAL PROJECTS

- **COMPENSATION REVIEW** – Revised the job descriptions for all Board employees and implemented the City’s Interim Compensation Plan. Assisted by the City’s external compensation consultant, working on the development of a Final Compensation Plan for Board employees to be presented to the Board before December, 2001.

- **PERFORMANCE APPRAISAL SYSTEM** – Development, training and initiation of a formal annual performance appraisal policy and a merit based review system for all Board employees.

- **BENEFIT INITIATIVES** – Reviewed, developed and implemented new policies for lieu time and vacation time in keeping with City of Toronto policies.

- **SAFETY AWARENESS PROGRAM** – Continuation of the Safety Awareness Program initiated in 2000 which provides an award program to staff through use of educational safety pamphlets and responses to safety questions. Complementing this program are job specific training and monthly “safety talks” at the shop level. These initiatives have resulted in a decrease in accidents and WSIB costs compared to 2000. As of June, 2000, lost time days were standing at 114 which has been reduced to 24 for the same time period in 2001 which translates into WSIB savings of approximately $30,000.

- **EMPLOYEE NEWSLETTER** – Developed and commenced distribution in April, 2001, of the “EX PRESS” newsletter which is distributed to all employees and tenants at Exhibition Place and provides information about activities of the Board of Governors, events happening across the grounds and information about co-workers.

- **COLISEUM DEVELOPMENT** – Working with the private sector developer, introduced an equity partner to the project and completed negotiating revised terms and conditions of an agreement to allow for the financial success of this project and obtain City Council approval of this revised arrangement.
● OTHER ACTIVITIES

Development/revision of policies and the provision of several training programs including workshops on Commercial Vehicle Operations Registration Training, Team Building, Leadership Workshops, Customer Service Training, Health and Safety Certification, Golf Cart Safety, Employment Standards Act Update, Young Workers Safety, Accident Investigation Workshop and various job specific training programs.

OPERATIONS DIVISION

MAINTENANCE AND EVENT SERVICES

● Following full implementation of the first phase of the computerized Preventative Maintenance Program for mechanical and electrical equipment in 2000, an assessment of this program and adjustment is ongoing to accurately reflect expenditures on preventative and emergency work. Completed the development and computerization of the building envelop maintenance plan to be implemented in 2002.

● Developed and implemented a protocol for costing, ordering, delivering and billing third party services to licencees of the Exhibition Place Program which will provide a “one-stop” shopping approach to the client and allow for improved financial accountability for each event through the development by the Finance Division of an “Event Income Reporting Statement”.

● Following the successful amalgamation of security and communications operations in 2000, Security Services have worked closely with the City of Toronto in the development of a Code of Conduct, Emergency Response procedures, tour of duty protocol and will be revising the entire Security Policy aimed to be completed by December, 2001.

● Continued implementation of a Building Audit Program for all tenanted and untenanted buildings and structures at Exhibition Place which audits are to be used in the development of the preventative maintenance program and operating and capital budgets.

● Grounds Closure Policy was developed and implemented providing guidelines for the closure of streets to meet safety and policing requirements and client needs.

● Undertaking the development of a environmental policy for the grounds which will include issues relating to waste management and energy consumption. The policy will be presented to the Board for approval early in 2002.

CAPITAL WORKS

● Capital Works successfully completed the 2000 Capital Works Program that involved 11 projects at a value of $4.25 Million. All projects were completed on time and either on or
under budget. Capital Works is well underway in implementing the 2001 Capital Works Program that involves 11 projects at a value of $3.6 Million. Of the 11 projects, four contracts have been approved, five to be tendered post-CNE, and two equipment purchases are ongoing.

- Trigeneration Project – Successfully applied and received funding from the Toronto Atmospheric Fund to study the feasibility of locating a trigeneration plant in the National Trade Centre Complex which study results have indicated positive benefits with projected energy savings over 25 years of $16.0 million and a decrease in carbon dioxide emissions of 8.38 million Kg. annually.

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**SPECIAL PROJECTS**

- **LABOUR NEGOTIATIONS** – Negotiations were successfully concluded with six of the seven unions without any labour disruption and with wage increases in line with limits set by the City of Toronto.

- **MOUNTED HORSE UNIT** – Staff successfully acted as the general contractor to the Police Services Board for the renovations of the Mounted Horse Unit at the Horse Palace. Bidding on and undertaking this $1.5 million project was a major initiative for Exhibition Place and generated a profit to the Board of approximately $200,000.

- **ONTARIO GOVERNMENT BUILDING** – Working with the Liberty Grand Entertainment Group to provide construction services for the renovation of the Ontario Government Building which are estimated to generate profits to the Board of approximately $40,000.

- **FLEET POLICY REVIEW** – Participating in the City Steering Committee to develop guidelines and procedures for fleet management for all City departments, agencies, boards and commissions.

- **HEALTH AND SAFETY REVIEW** – Establishment of a staff team to review and revise the Board’s Occupational Health and Safety Policy Manual to address issues raised in the consultant’s review which project will be completed by September, 2001.

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**CORPORATE SECRETARIAT DIVISION**

**TELECOMMUNICATIONS & CORPORATE ADMINISTRATION**

- PBX system conversion of the Better Living Centre and Food Building designed and will be completed prior to August, 2001, generating potential annual income of approximately $35,000.
SPECIAL PROJECTS

- HUMAN RESOURCE POLICY MANUAL - A staff committee with representatives from every program area has been reviewing, updating and revising the existing policies and procedures with the intent to present to the Board for approval by December, 2001.

- CNE FLAGPOLE – Participating in the Fundraising Campaign to raise funds and coordinate a search for a replacement flagpole to be raised on the 125th anniversary of the CNE in 2003.

ARCHIVES AND RECORDS

- Completed classification, coding and entry of all records for Exhibition Place, NTC and CNEA into the City of Toronto database.

- In consultation with the City of Toronto, Corporate Records and Archives, completed all necessary work leading to the development of a Records Retention Schedule for Exhibition Place which will be presented to the Board for approval in 2002. In advance of that approval, preparing a request for a one-time destruction order for the disposal of records that possess no long-term value.

- Working with Information Technology Services, launched in December, 2000, the Board’s website for Archives which includes information on the archival collection, services offered, a photo gallery and a heritage walking tour of the site. Come visit the website at www.explace.on.ca

- Involved in the design, preparation and ultimately the presentation of the Archives Display at the 2001 CNE which display will be “The CNE Archives Digs up the Dirt: A Celebration of Agriculture at the CNE, 1879-2001”.

FINANCE DIVISION

FINANCIAL ADMINISTRATION AND PURCHASING

- Completed the 2000 Annual Financial Statements for Exhibition Place implementing the new Public Sector Accounting Board (PSAB) format and formally presented and received approval of these statements from the Board and City of Toronto Council.

- Posted a consolidated net profit for Exhibition Place in 2000 of $886,821 which amount exceeded the 2000 Operating Budget by $257,721 or 41.0% which funds were transferred to the City of Toronto.

- Successfully completed an accelerated 2001 Operating and Capital Budget process and complied with the City’s guidelines, format and deadlines. The Exhibition Place
Operating Budget became part of the presentation by City Budget Services to all departments as an example of the necessary budget documentation.

- Working with the CNEA to develop procedures to ensure a more effective response to the collection of accounts receivable; the timely reporting of advance sales data; and an accelerated production of draft financial statements.
- Purchasing services have expanded the use of its on-line data base in the development of electronic catalogue of all stores inventory and an asset tracking system in keeping with requirements for financial reporting.

**SPECIAL PROJECTS**

- **CNEA AUDIT PLAN** - In conjunction with the CNEA and City Audit, developed and implemented a comprehensive audit plan and internal control strategies for parking, cash handling, gate admissions and concession revenues for the 2000 CNE and are in the process of developing a plan for the 2001 CNE in light of the 2000 experience.

- **IT ACTIVITIES**
  
  Working with Operations Division, the computerized time recording system has been fully implemented and is operational within all areas across the grounds resulting in access by staff to detailed reports of labour allocations for the purpose of costing and analysis with a projected annual savings of approximately $20,000 in payroll processing costs.

- In conjunction with the National Trade Centre, involved in the development of a disaster recovery plan for the grounds.

- **PROPERTY TAX ASSESSMENT** - Actively pursuing tax refunds relating to previous years over taxation and involved in extensive discussions with the Ontario Property Assessment Corporation concerning a review of the assessed value of the Exhibition Place site and the property tax values of the commercial tenants on the grounds.

**BUSINESS DEVELOPMENT**

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- Long term development of Ontario Government Building – Successfully completed RFP for the OGB and entered into long-term lease with Liberty Grand Entertainment Group for the development of an entertainment/banquet venue (approximately $5 million dollar private sector investment, 20 year term, and $4,084,820.00 return to the Board in guaranteed minimum rent, as well as percentage rent).
• Windmill Project — Entered into a Term Agreement for the construction of a Windmill Turbine as a demonstration project to promote “green” energy initiatives which agreement includes an obligation to provide educational initiatives on the grounds and payment of rent through the provision of “green” energy.

• Long term development of Horticulture, Better Living Centre and Bandshell Restaurant — Developed and released a RFP for long-term tenants for the three major pieces of infrastructure located on the perimeter of Bandshell Park.

• Hotel Development - Consultant selected and review of project commenced with intent to develop complete marketing package to target investors and developers in September, 2001, with a deadline of December, 2001, to present interested proponents to the Board.

• Industry Trade Show — In conjunction with Servomation, participated as an exhibitor in an industry trade show for event planners, venues and suppliers in March of 2001. The Canadian Special Events and Meetings Expo, an annual conference, attracted hundreds of participants and attendees. This is the first such activity for Exhibition Place in many years and, in preparation for the trade show, in-house staff produced an exhibit display and redesigned and produced an information package — over a hundred of these packages were distributed during the two day event and staff have received many inquiries from prospective clients.

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**LEASES**

• Renewals of 6 leases for Bandshell Café, 7-Up Stand, Canadian Sports Hall of Fame, Exhibition Place Riding Academy, Canadian Bureau of Advancement of Music and Royal Agricultural Winter Fair

• Designed and developed electronic Tenant/Lease Information Data Base to allow staff to have ready access to the leasehold terms and conditions of all tenants in order to address tenant needs and questions.

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**SPECIAL EVENTS**

• In 2001, Business Development will book and manage over 44 special events and facility rental revenue generated by these events is approximately $950,000 (an increase from 2000 revenues of $912,000). New events secured in 2001 include: Gymnastics Championships, Environment Day, Ride for Heart festival village and two new INDY Festival Foundation corporate events and “Snowjob 2001” (a new Molstar “extreme sport” event). Many of the new events to the grounds are now annual destination-type events that have signed contracts for successive engagements and these include: Ride for Heart festival village, INDY Festival Foundation corporate events, Teddy Bear Picnic, BAD Ride, Triathlon Competition, StreetBuds, and Hoop It Up. Following the Chinese New Year event to be held in 2002, staff anticipate securing a three-year license agreement from the promoter for 2003 – 2005 inclusive.
SPECIAL PROJECTS

- WEB SITE – Working collaboratively with Information Technology Services and an independent web page designer, staff has designed a web site for Exhibition Place to be launched in July, 2001. In addition to containing important information about the tenants, facilities, and services offered by Exhibition Place, this new web site includes a state-of-the-art 30 second animated introduction that contains flash and HTML technologies. All divisions and tenants of Exhibition Place have participated in the development of this new web site and it has been designed to allow for easy updating by in-house Information Technology Services staff to ensure that the site is kept current and interesting.

- WORLD YOUTH DAYS, July 22-28, 2002 - Staff continues to work closely with representatives of World Youth Days to finalize specific details of the event at Exhibition Place. Additionally staff, working closely with the City Secretariat’s office, participate as a representative on the City Leads Team, the WYD Partners committee, and all pertinent working groups such as Health, Safety & Security, Transportation, Solid Waste, etc.

- FILMING OPPORTUNITIES – Staff, working with the Chair and a sub-committee of FLIC (City of Toronto Film & Television Liaison Committee) are developing a comprehensive policy statement and information package targeting film producers and location managers which is scheduled to be released in the Fall, 2001.

PARKING SERVICES

- New kiosks and automated equipment (including a new software package and database) were delivered and installed and staff training completed. The new cash management system and surface parking equipment provides consolidated reporting, auditing and transaction statistics continues to ensure maximum efficiency in reporting sales.

- Staff have developed an extensive customer service policy and relevant procedures and training on this policy is scheduled for late summer.