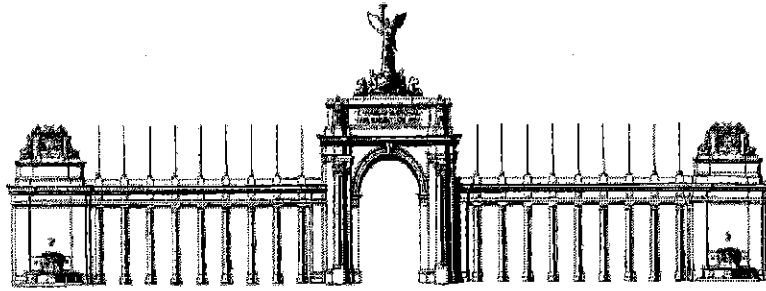


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## EXHIBITION PLACE

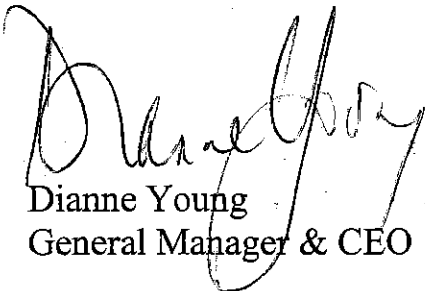
## MANAGEMENT REPORT

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FOR THE PERIOD  
ENDING JULY 31, 2002

"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 July 31, 2002. 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

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### SPECIAL PROJECTS

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- **COMPENSATION REVIEW** – Working with the City's external compensation consultant, the internal staff team continue to develop a Final Compensation Plan for all Board employees.
- **BENEFIT INITIATIVES** – Reviewed, developed and implemented new policies for parental leave, vacation carry-over, and health and dental benefits in keeping with City of Toronto policies.
- **EMPLOYEE NEWSLETTER** – Continued with the production and distribution of the "EX PRESS" newsletter four times a year. This newsletter is widely distributed to all employees and tenants at Exhibition Place -- as well as members of both Boards -- and provides information about activities of the Board of Governors, events happening across the grounds and information about various operations units and co-workers.
- **ANNUAL REPORT** - Designed and produced for the first time the 2001 Annual Report for the Board of Governors of Exhibition Place will highlight the 2001 activities of the three program areas: Exhibition Place Program; National Trade Centre Program; and Canadian National Exhibition Association Program.
- **COLISEUM DEVELOPMENT** – Working with the private sector developer and the equity partner, Borealis Capital Investments, completed negotiating revised terms and conditions of an agreement and obtained City Council approval. Participated in the private sector developer securing an agreement with an American Hockey League franchise to play at the renovated Coliseum. Actively involved in establishing the scope of the design-build concept for the Arena and the details of the construction schedule with the project commencing in November 2002, to be completed in September 2003.
- **OTHER ACTIVITIES**  

Development/revision of policies and the provision of several training programs including workshops on First Aid, Fall Arrest, Confined Space, Health and Safety Policy and Procedures, High Voltage Training, Tractor Training, Gas Detector Training, Safety Awareness, Team Building, Excel Spreadsheet Skill Training, Setting Goals and Objectives, Conflict Management and various job specific training programs.

## OPERATIONS DIVISION

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### MAINTENANCE AND EVENT SERVICES

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- 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 in 2001 and in 2002 have coordinated with The National Trade Centre and the CNEA to develop an Emergency Response Policy for the grounds. This Exhibition Place Emergency Plan was completed in June, 2002 and will be the general policy for the grounds and the template for particular policies for The National Trade Centre and the CNE.
- Developed and presented to the CNEA a full proposal for the provision of Cleaning Services for the 2002 CNE which addressed issues of scheduling, waste disposal, recycling, human resources, staff hiring and training, equipment and a detailed cost breakdown. The proposal was accepted by the CNEA with minor changes and is now being implemented.
- Undertaking the development of an environmental policy for the grounds which will include issues relating to waste management, energy consumption and green technologies. Successfully applied and received funding from the Toronto Atmospheric Fund to hire a consultant to study and report on present and emerging green technologies and the cost/benefits of those technologies. A draft policy will be presented to the Board for approval in 2002.
- To improve service to clients and the supervision of workers, appointed more forepersons in the labour and cleaning areas and will be undertaking a full training program for these new forepersons and have introduced an evaluation tool. This initiative is intended to improve service delivery in these areas and to reduce overtime costs.

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### CAPITAL WORKS

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- Capital Works successfully completed the 2001 Capital Works Program that involved 12 main projects at a value of \$3.640 Million. All projects were completed on time and either on or under budget. Capital Works is well underway in implementing the 2002 Capital Works Program that involves 21 projects at a value of \$4.690 Million.
- Trigeneration Project – Following the completion of the feasibility study for a Trigeneration Project within The National Trade Centre, Exhibition Place successfully applied and received funding from the Toronto Atmospheric Fund to complete a costing analysis of this project which study is necessary to proceed to obtain funding for the project. The feasibility study indicated positive benefits from this project 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

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- CITY ANIMAL SHELTER – Staff have been appointed the general contractor to the Board of Health for the renovations of the Animal Shelter at the Horse Palace. This \$1.0 million project is a major initiative for Exhibition Place and will be completed by the end of 2002 and will generate a profit to the Board of approximately \$100,000.
- ONTARIO GOVERNMENT BUILDING – Provided construction services to the Liberty Grand Entertainment Group for the renovation of the Ontario Government Building which generated profits to the Board of approximately \$400,000 in 2001.
- STANLEY BARRACKS/HALLS OF FAME – Acted as contractor for the renovations to the Stanley Barracks and the west side of the Halls of Fame Building for the new tenants, Concordis and Canadian Motorsports Hall of Fame to prepare the buildings for occupation.
- HEALTH AND SAFETY REVIEW – Completed the review and revision of the Board's Occupational Health and Safety Policy Manual, distributed and provided training to all staff on their roles and responsibilities to ensure a safe work environment.

## CORPORATE SECRETARIAT DIVISION

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### TELECOMMUNICATIONS & CORPORATE ADMINISTRATION

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- Completed PBX system conversion of the Better Living Centre and Food Building and have undertaken a marketing campaign to ensure maximum revenue generation during the 2002 CNE.
- Negotiated the renewal of the staff vending machine licence producing higher commissions for the Board.

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## SPECIAL PROJECTS

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- HUMAN RESOURCE POLICY MANUAL - Continues to work with a staff committee to review, update and revise all of the existing policies and procedures.
- CNE FLAGPOLE – Continues to lead the Fundraising Campaign to raise funds and coordinate a search for a replacement flagpole with the intent to raise a new pole on the 125<sup>th</sup> anniversary of the CNE in 2003.

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## ARCHIVES AND RECORDS

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- 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 is presently being reviewed by the City. Prepared and received Board and City approval of a one-time destruction order for the disposal of records that possess no long-term value and completed the process.
- Updated Board's website for Archives which was launched in December, 2000, and 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](http://www.explace.on.ca)
- Involved in the design, preparation and ultimately the presentation of the Archives Display at the 2002 CNE which display will be "*We'll Meet Again: The CNE Remembers the Second World War*".
- Participated in the design and preparation of an exhibition at Market Gallery entitled "*From Fine Art to Kitsch – A Celebration of the CNE Art Since 1879*" which exhibit will run from October 2002 to March 2003.
- In conjunction with the City, organized the participation of Exhibition Place in "Doors Open Toronto" event and welcomed over 1,000 visitors to eight buildings on display which included the Horticulture Building, the Press Building, the Music Building, the Ontario Government Building and The National Trade Centre.

## FINANCE DIVISION

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### FINANCIAL ADMINISTRATION AND PURCHASING

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- Posted a consolidated net profit for Exhibition Place in 2001 of \$842,984 which amount exceeded the 2001 Operating Budget by \$69,984 or 9.0% which funds were transferred to the City of Toronto.
- Implemented monthly reconciliations of all major accounts commencing January 2002 and the production of interim financial statements for Exhibition Place and CNEA Programs. The first set of interim statements will be for the period ending June 30, 2002.
- Completed total review and assessment of benefit charges of all unionized personnel pursuant to collective agreements and results will be reflected in 2003 Operating Budgets.
- Reorganized the roles and duties within the Finance Division with the deletion of one full-time position in April, 2002.

- Implemented internet banking connections with the CIBC to allow for the transmission of account balances and other banking information on a daily basis.

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### SPECIAL PROJECTS

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- **PAYROLL** – Received proposals from third party payroll providers to update present system and following assessment of the proposals is now in the process of working with third party provider to introduce new system with full implementation in September, 2002. The new upgraded payroll system will result in a lower annual payroll fees and will be more effective in providing reports required for management review and planning of labour needs and allocations.
- **NEW FINANCIAL SYSTEM** – Initiated a comprehensive selection process for a new financial and event management system including the assessment of user needs across all divisions and areas. Issued an RFP for a new integrated NT based financial system for all account processes to replace the present 20 year old system. In consultation with the City of Toronto, established a staff team from all three program areas to assess submissions with the intent of receiving approval of funding in the 2003 Capital Budget for implementation early 2003.
- **HYDRO AGREEMENT** – Working with the City team, analyzed and negotiated a three-year agreement with Toronto Hydro for the delivery of hydro to Exhibition Place at a set price following the deregulation of the electricity marketplace.
- **IT ACTIVITIES**
  - Working with the CNEA programmers, developed several ACCESS programs to meet operational, recording and reporting needs allowing for more effective management of the annual CNE.
  - In conjunction with The National Trade Centre, developed and implemented an IT Disaster Recovery Plan for the grounds.
  - Designed a computer interface for payroll for CNE Casino employees to facilitate electronic transmission of payroll during the 2002 CNE.
- **PROPERTY TAX ASSESSMENT** - Finalized review of the assessed value of the Exhibition Place site reducing the assessed value by approximately 23% which resulted in property tax savings for the commercial tenants on the grounds. Successfully pursued tax refunds relating to previous years over taxation and received \$60,000 in tax rebates.

## BUSINESS DEVELOPMENT

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### BUSINESS DEVELOPMENT

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- **LONG TERM DEVELOPMENT OF BANDSHELL PARK** – Successfully completed marketing plan for Bandshell Park Redevelopment which includes three major pieces of infrastructure: the Better Living Centre, the Horticultural Building and the Bandshell Restaurant. Hosted an Open House in May, 2002, which was attended by 120+ private sector developers, operators and media. Seven proposals were received on/before the deadline of July 11, 2002, and are presently under review and for presentation to the Board at its meeting in September, 2002. The Open House generated a great deal of media coverage and private sector interest in both the Bandshell Park opportunity as well as opportunities for other sites on the grounds.
- **HOTEL DEVELOPMENT** – Continues to work with consultant to target investors and developers for a hotel project at the east end of the grounds as well as participating in various meetings and presentations and providing details to interested parties.

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### LEASES

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- Renewals of 3 leases for Canadian Sports Hall of Fame, Exhibition Place Riding Academy and Canadian Bureau of Advancement of Music and entered into 3 new leases with Canadian Motorsport Hall of Fame, Concordis and City Animal Shelter.
- Completed negotiation and executed three-year agreement with Molstar Entertainment for the use of the grounds for the Molson INDY in 2002, 2003 and 2004.
- Entered into a long-term lease with TREC/THESI for the construction of a Wind Turbine as a demonstration project to promote “green” energy initiatives and in conjunction with the Operations Division worked with TREC/THESI on completion of the first part of the construction of the project to be finalized with the erection of the Wind Turbine in October/November 2002 after the CNE.

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### SPECIAL EVENTS

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- In 2002, Business Development will book and manage over 30 special events and facility rental revenue generated by these events is approximately \$931,000 (an increase from 2001 revenues of \$814,000). New events secured in 2001 include: Princess Margaret Hospital Foundation Fundraiser “Playing with Matches – Singles Ball”, World Youth Day, Hip Hip Hooray, Chinese New Year. 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, “Snowjam”, BAD Ride, StreetBuds, Hoop It Up and Chinese New Year. The Board’s

support of charity events on the grounds has helped raise over \$1.95 million for various charity organizations serving the citizens of Toronto and the GTA.

- Staff have worked with the City team to plan the 2002 Toronto International Carnival (formerly Caribana) with the new producer, the Toronto Mas Bands. Exhibition Place negotiated a new agreement to accommodate the move-out of World Youth Day and will be providing concessions on the grounds for the event visitors.

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### SPECIAL PROJECTS

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- **WORLD YOUTH DAYS, July 22-28, 2002** - Staff worked closely with the City Secretariat's Office, the City Leads Team and the WYD Partners Committee and all pertinent working groups to finalize specific details of the event at Exhibition Place. This very successful event brought over 500,000 pilgrims and media to the site over three days and was a highly successful event in terms of positive media for the grounds, visitor enjoyment and client satisfaction.
- **VIRTUAL TOUR OF EXHIBITION PLACE** - Staff worked closely with the design team at DX Net, a subsidiary of the Design Exchange, to develop a computerized virtual tour of Exhibition Place with special emphasis on the Bandshell Park Redevelopment which virtual tour is now part of a CD marketing package for the grounds.
- **MEDIA RELATIONS/COMMUNICATIONS** - Developed a media/communications strategy which included the development of standard messages to include in all news releases and information packages; designing and implementing a media newsletter to raise awareness of activities at Exhibition Place for distribution to Members of Council, tenants, media and others; coordinating the media coverage and information packages for the Bandshell Park Redevelopment Opportunity and Sakura Tree Project; designing a media page on the website. Efforts to date have been successful with television, radio and newspaper coverage over the last few months. Objectives have been set for the remainder of the year which includes media coverage of the final proponents of the Bandshell Park Redevelopment and continuation of the distribution of positive message material about Exhibition Place.
- **WAYFINDING SIGNAGE** - All outstanding issues related to the installation of the three entrance gates signs were resolved in 2002 and the signs are scheduled to be installed in the Fall, 2002, along Lake Shore Boulevard at Newfoundland Drive, Ontario Drive and British Columbia Road. Staff have also initiated the design discussions for the interior wayfinding component of this program with installation planned for Spring 2003.
- **WEB SITE** - The Exhibition Place Web site was launched in 2001 and contains important information about the tenants, facilities, and services offered by Exhibition Place. It was updated in 2002 to include a Media site which has been well received by media contacts who have visited it.



- **FILMING OPPORTUNITIES** – Staff, working with a sub-committee of FLIC (City of Toronto Film & Television Liaison Committee) finalized a comprehensive filming policy and information package for Exhibition Place and The National Trade Centre which policy was presented to FLIC and has now been distributed to appropriate film producers and location managers and is included in the Exhibition Place website.

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### **PARKING SERVICES**

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- New kiosks and automated equipment (including a new software package and database) were delivered and installed and staff training completed in 2001 and in 2002 all major parking lots are now fully automated.
- Completed consultant study for traffic management of western part of grounds and implementation of first part of plan including capital upgrades.
- Finalized upgrading of Gore Parking Lot for trade and consumer show marshalling and in consultation with The National Trade Centre developed a marshalling plan.
- Entered into three-year lease with the City of Toronto for the Strachan Parking Lot and have successfully marketed the lot to external parties for monthly parking.

