



## EXHIBITION PLACE

December 12, 2003

To: The Board of Governors of Exhibition Place

From: Dianne Young  
General Manager & CEO

Subject: **Proposed Revised Board of Governors Meeting Schedule for 2004**

### **Recommendation:**

**It is recommended that the proposed revised 2004 Meeting Schedule for the Board attached as Appendix "A" be approved.**

### **Background:**

At its meeting of November 27, 2003, the Board approved its meeting schedule for 2004 with the hope that its schedule would not interfere with that of City Council and its various Committees.

### **Discussion:**

City Council at its meeting of December 2 and 4, 2003 adopted its schedule for 2004 and the following dates conflict with the Board's. It is recommended that Board change its schedule to reflect these proposed dates and at the same time the Board consider changing the meeting start time to either 8:30 am or 9:30 am (to be decided at the December 17<sup>th</sup> special meeting of the Board).

Date	Proposed Date	Explanation
January 30	January 23	Policy & Finance and Budget Advisory Committee will be launching the 2004 Budget
May 28	June 4	Federation of Canadian Municipalities Annual Conference
July 30	July 29	Friday of the "Civic Holiday" weekend – this date was scheduled in error

### **Conclusion:**

This report recommends that the Board approve its "revised" meeting schedule for 2004.

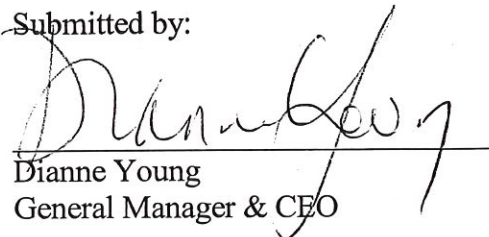
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Submitted by:A handwritten signature in black ink, appearing to read "Dianne Young", is written over a horizontal line.

Dianne Young

General Manager & CEO



# EXHIBITION PLACE

## APPENDIX "A"

### REVISED SCHEDULE OF BOARD MEETINGS FOR 2004

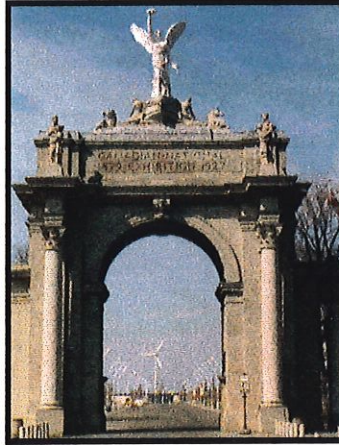
Friday	January 23	8:30 am or 9:00 am
Friday	March 26	8:30 am or 9:00 am
Friday	April 30	8:30 am or 9:00 am
Friday	June 4	8:30 am or 9:00 am
Thursday	July 29	8:30 am or 9:00 am
Friday	September 24	8:30 am or 9:00 am
Friday	October 29	8:30 am or 9:00 am
Friday	November 26	8:30 am or 9:00 am

**All meetings of the Board of Governors of Exhibition Place are held in the Fountain Dining Room, Queen Elizabeth Building, unless otherwise notified.**

**Special Meetings of the Board, if required, will be at the call of the Chairman.**

December 12, 2003

**BRIEFING  
BOARD OF GOVERNORS OF  
EXHIBITION PLACE**



**December 17, 2003**

**MANDATE & MANAGEMENT**

*To provide an opportunity for business stimulation and economic development in the community and across the country and to provide a focus for public celebrations and events, while preserving the architecturally and historically significant structures on the grounds*

**City of Toronto Act**

- Enter an agreement with the Board for use, operation and maintenance of Exhibition Place
- Board shall submit its budget to Council for approval
- Board may borrow money for working capital with approval of Council
- Use clause: parks and exhibition purposes, trade centres and trade and agricultural fairs; displays, agricultural activities sporting events, athletic contests; public entertainment and meetings; highways, electrical transmission or public utility purposes; and any other purposes that the City Council may approve

**City Agreement**

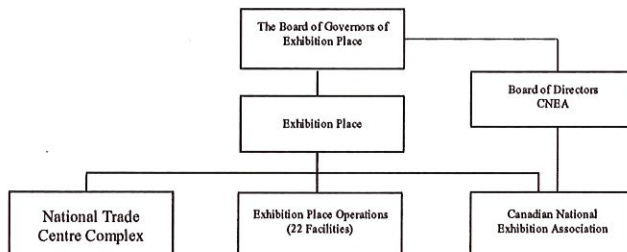
- Board shall use, operate, manage and maintain Exhibition Place subject to general policies adopted by Council
- Board shall not enter into any agreement with third parties for longer than 3 years without Council approval



## PROGRAM STRUCTURE

The Board is managed through three program areas:

1. Exhibition Place Management and Operations
2. National Trade Centre
3. Canadian National Exhibition



## PROGRAMS

### Exhibition Place Program

- Day-to-day management & operation of 192-acre site
- Redevelopment of the site
- Security, parking & traffic control
- Grounds maintenance; preservation of buildings & structures
- Corporate work
- Development & monitoring of operating & capital budgets
- Negotiation & management of third party contracts
- Management of unionized labour force & 7 collective agreements

### NTC Program

- Management Agreement with O&Y/SMG Canada commenced on April 1, 1997
- Agreement extended twice & terminates December 31, 2006
- Addendum extends the responsibilities of O&Y/SMG to the new Ricoh Coliseum
- O&Y/SMG is responsible for administration; all booking commitments; maintenance and repair; accounting; staffing (9 O&Y/SMG senior management & remainder Board employees); sponsorship/promotion; contracts with third parties of less than one year
- Follow Board policies; abide by Board collective agreements
- Annual operating budget must be approved by Board & Council

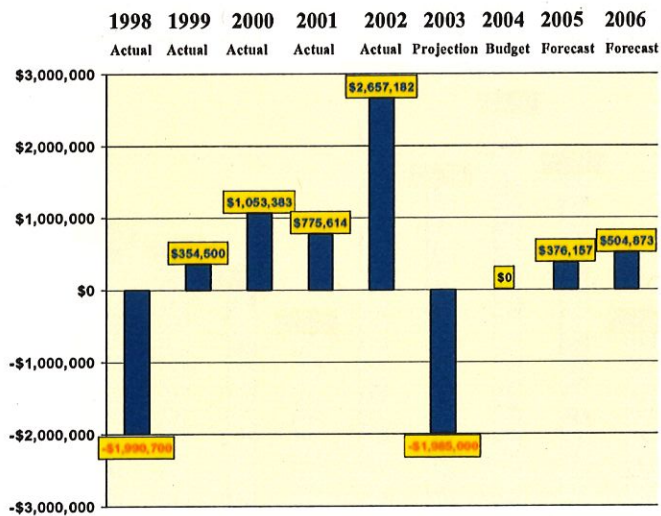
## PROGRAMS

### Canadian National Exhibition

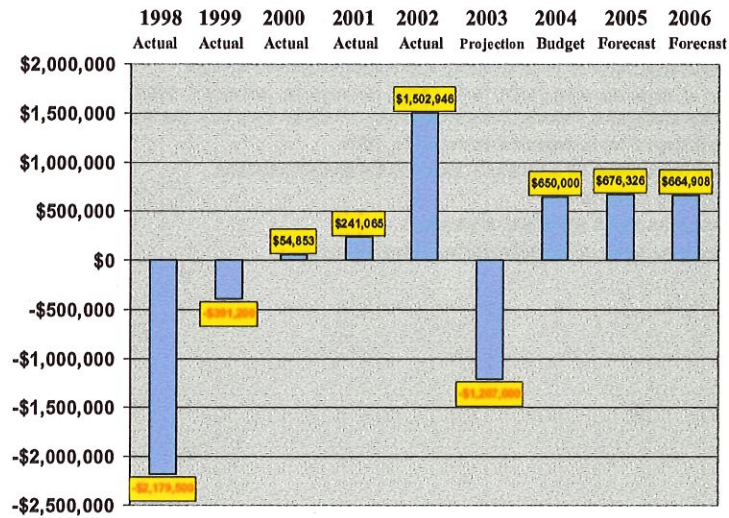
- Governed by the *Canadian National Exhibition Association Act, 1983*, as amended
- Mandate is **to provide entertaining and informative activities for all visitors by focusing on new and unique experiences in an exciting and stimulating environment**
- Memorandum of Understanding ("MOU") with CNEA commenced January 1, 1998, with objective of reaching organizational & financial independence for the CNEA from both the Board & City
- MOU extended twice & terminates on December 31, 2004
- CNEA Board is responsible for planning & operating the annual exhibition
- Must follow Board & City policies
- All permanent/contract staff are Board employees
- Annual operating budget must be approved by Board & Council

## OPERATING BUDGET

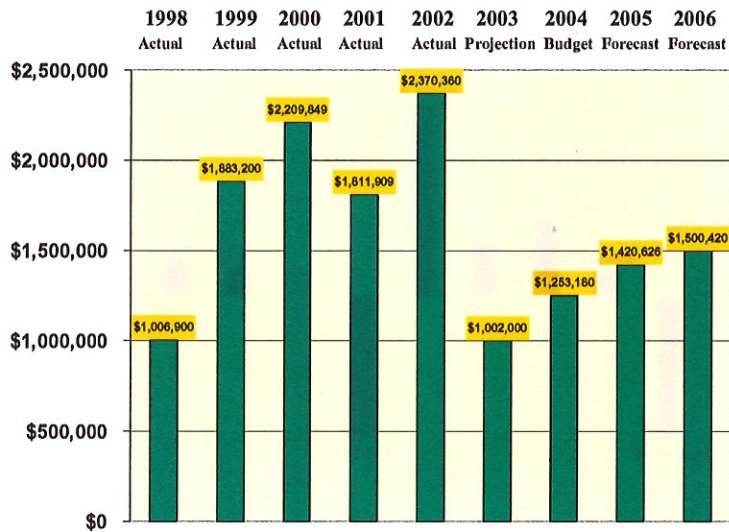
NET OPERATING INCOME (LOSS) - \$000's



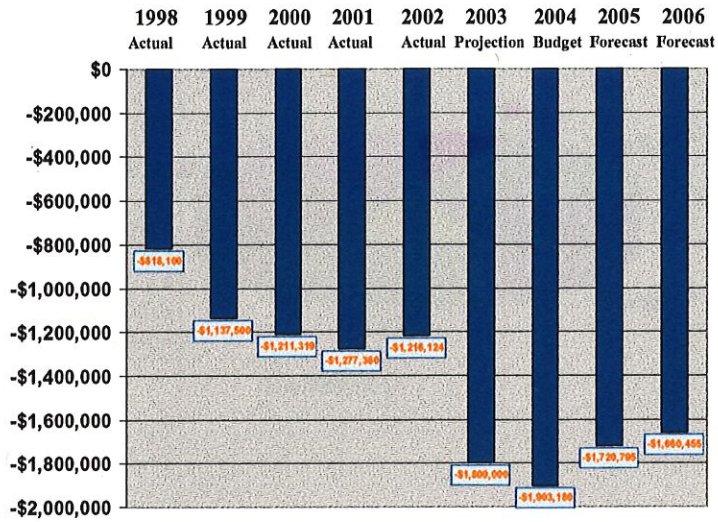
### CANADIAN NATIONAL EXHIBITION ASSOCIATION (OPERATING BUDGET)



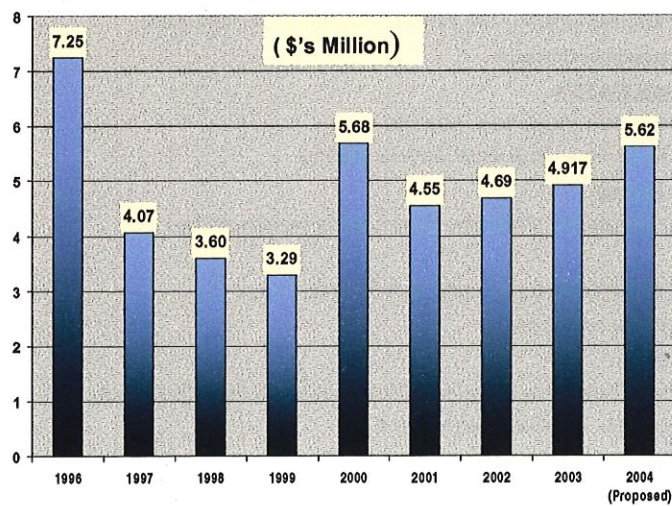
### NATIONAL TRADE CENTRE PROGRAM (OPERATING BUDGET)



### EXHIBITION PLACE PROGRAM (OPERATING BUDGET)



### Exhibition Place 1996 – 2004 CAPITAL BUDGET

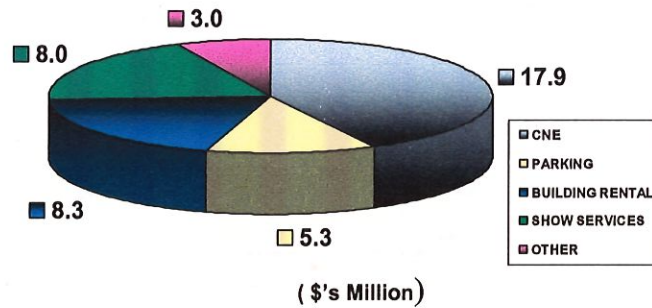




## EXHIBITION PLACE REVENUE

2004 BUDGET

TOTAL: \$42.5 M



## RENTAL POLICIES

### Charitable & Not-for-Profit

- 15.0% discount on facility rent and equipment rentals
- No discount on labour costs

### Community Grants

- \$1,000 deduction off event costs for not-for-profit local community groups
- Written support by Councillor

### City of Toronto & ABC's

- Waive facility rent & equipment rental fees
- Charge time & materials plus 25% administration fee

### Permanent Tenants

- Time & materials plus 12.0% administration fee for services provided

### Parking

- \$9.00 & \$11.00 before 6 p.m. and \$7.00 & \$9.00 after 6 p.m.
- \$6.50 exhibitor parking rate

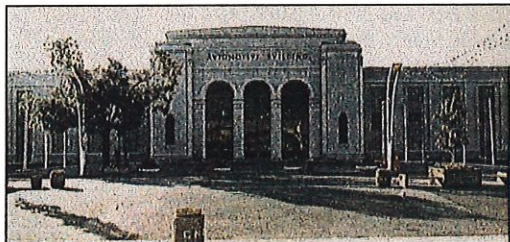
### Food & Beverage

- Servomation Canada has exclusive right to provide food & beverage services
- Average of 25% commission paid to Board
- Board can waive its commission

## PRINCES' GATES



## NATIONAL TRADE CENTRE COMPLEX



### AUTOMOTIVE BUILDING



- Completed in March 1997
- Funded under Federal/Provincial/Municipal Infrastructure Works program - \$180.0M
- Features include underground link between the new Exhibit Hall & Automotive Building; indoor parking for 1,294 cars; state-of-the-art communications conduits/system; covered walkway between the Horse Palace & Coliseum Complex; weather-protected connections to the TTC Loop & GO Station

## RICOH COLISEUM

- Constructed in 1922, designated building under Heritage Act
- 2000 - executed Term Letter with Coliseum Renovation Corporation (CRC) to lease the Coliseum
- 2000 to 2002 - Term Letter revised & resulted in private-public partnership with the Board, the City, Borealis Infrastructure Management (investment manager for OMERS) & CRC
- \$38.0M project: City invested \$9.0M & \$20.0M loan guarantee; \$9.0M from Borealis; provision of an executed 49-year AHL franchise agreement from CRC; \$10.0M naming sponsor; \$0.75M capital contribution by Servomation Canada (exclusive food & beverage)
- Construction commenced January 1, 2003 & completed October 31, 2003
- Features includes a new, raised roof, 9,200 new seats; 38 private suites; an 85' x 200' rink lowered five feet; ease of conversion from hockey to other modes, such as concerts, trade-consumer shows; a \$600,000 video/scoreboard; high-end audio capacity; new refrigeration ice plant; media broadcast booth; new food & beverage concessions
- 49-year Lease between Board and Borealis with sublease to CRC
- Board has right to use facility 115 days for trade & consumer shows
- CRC manages all aspects of the AHL Toronto Roadrunners hockey team including in-building sponsorship, luxury suite sales, ticket sales & marketing of Roadrunners



## STANLEY BARRACKS

- Constructed in 1840/1841 by the Royal Engineers of the British Army
- Transferred to the Canadian Government in 1870 & used for various military activities
- 1947 - 1953, all the buildings except for the Officers' Quarters were demolished
- 1959 - Stanley Barracks (Officers' Quarters) restored by the City of Toronto & became Marine Museum
- 1998 management & maintenance transferred to the Board
- Designated under Heritage Act
- Barracks has total area of 19,296 on three floors with kitchen facilities in the basement & is heated but not air-conditioned
- Concordis, a non-profit organization involved in peace promotion, occupied some offices in 2002
- Part of the Hotel Development site





## HORSE PALACE

- Constructed in 1931, one of City's art deco buildings & designated under Heritage Act
- Major tenants include the annual CNE & RAWF
- 3 permanent tenants
- Toronto Police Mounted Unit located in the north-west corner invested \$1.5M in 1999/2000 for stables for 50 horses; provides important presence on the grounds
- City of Toronto Animal Shelter invested \$1.0M in 2002/3 to renovate 12,000 sq. ft at the southwest corner & opened in June 2003; provides full 24-hour animal shelter services & participates in events such as an animal adoption program during hockey events & information booths at the RAWF and CNE
- Sunnybrook Stables riding academy opened in June 2003 with 10 horses & provides riding lessons & community outreach programs such as therapeutic riding for disabled persons & Youth-Assisting-Youth in co-operation with Police Services; pays annual rent over 3-year term of \$30,650, plus utilities & property taxes



## FOOD PRODUCTS BUILDING

- Constructed in 1954, the Food Building is not heated or air conditioned
- Major venue during 18-day CNE
- Provides significant storage area for CNE materials/structures
- 2003 visitor survey showed that 76% of CNE patrons visit the Food Building; the Food Building accounts for 20% of all CNE visitors' spending (over \$1.0M); 74% of visitors believe no visit to the CNE is complete without a visit to the Food Building





## HALLS OF FAME

- Three permanent tenants occupy the building
- Canada's Sports Hall of Fame (the east wing) constructed in 1966-67; a not-for-profit corporation operating year-round facility features three exhibit galleries, a theatre, the John W. Davies Library specializing in records of Canada's athletes & Olympic related material; receives an annual grant of \$53,200 from Board; pays utilities estimated at \$18,000
- Two interior offices occupied by The Canadian Bureau for the Advancement of Music (CBAM) a non-profit corporation offering piano classes as lunch-hour or after-school programs in elementary schools since 1922; provides teaching resources & turnkey programs to music teachers & annually conducts exams for over 100 students on site; pays utilities estimated at \$10,000
- The Canadian Motorsports Hall of Fame (a non-profit corporation) occupies the western one-half of the building (formerly Hockey Hall of Fame) & provides public exhibit of motorsports racing displays; pays utilities estimated at \$24,000



## MUSIC BUILDING

- Designed by G. W. Gouinlock & constructed in 1907 by the CNE, CP Rail, & Grand Trunk Railway - initially named the Railways Building
- Building is three equal-sized (54' in diameter and about 40 feet tall) octagons with total area of 9,820 square feet each
- 1987 damaged by fire & restored at a cost of \$1.8M
- 1997 lease with Immersion Studios at rental rate of \$62,741(2003) plus utilities & property taxes (\$24,000)
- New media interactive educational software programming & design company; specific product areas include 3D digital interactive films, interactive exhibits, learning and media labs and the creation of proprietary software and delivery systems
- Recipient of numerous awards and industry recognition for its work & has major productions/cinemas in the Smithsonian, Washington DC; Victoria Museum, Melbourne Australia; iSci, Montreal; MOTE Aquarium, Florida; & Mystic Aquarium, Connecticut
- Immersion Studios & its partners recently chosen to design Canada Pavilion at Worlds Fair in Japan



**QUEEN ELIZABETH BUILDING**



**BETTER LIVING  
CENTRE**

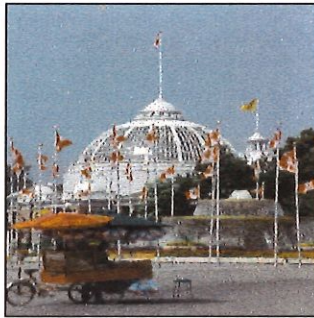


**PRESS BUILDING**

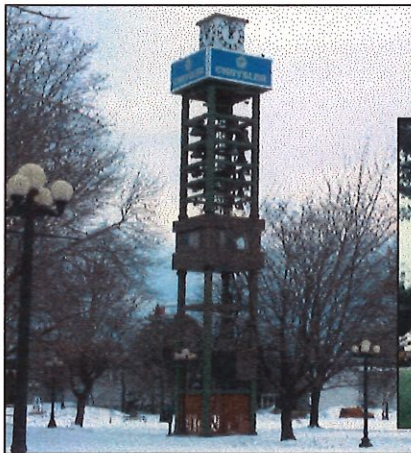


## HORTICULTURE BUILDING

- Constructed in 1907, the Horticulture Building has a total area of 40,800 sq. ft; not heated or air-conditioned
- Capital expenditures \$0.9M since 1984
- In 2003, the building used/rented 115 days – CNE & annual "Screamers" event during Halloween
- 2002 Bandshell Park Redevelopment Opportunity
- Finalizing negotiations for 20-year lease with Musik Club Inc. for concert/nightclub venue to open late fall 2004
- Renovation cost \$2.45M & expected rental revenue (including participation rent) over term estimated at \$4.8 million plus utilities & property taxes
- Renovated venue expected to attract about 450,000 new visitors & parking revenues for Exhibition Place



## CARILLON



**BANDSHELL  
STAGE AND PARK**

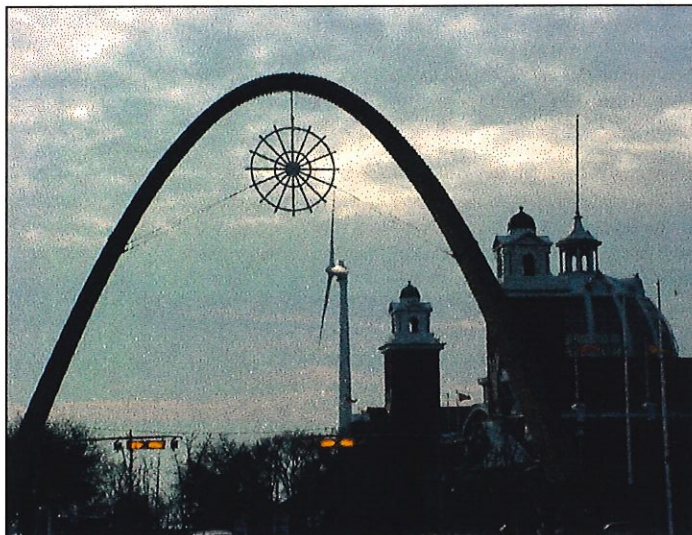


### **BANDSHELL RESTAURANT**

- Constructed in 1960-61 to replace the original teahouse building, 5,720 sq. ft. restaurant with outdoor terrace overlooking historic rose gardens
- For many years, the Bandshell Restaurant was leased to private sector operator as seasonal banquet hall.
- 2002 Bandshell Park Redevelopment Opportunity
- Finalizing negotiations with 1475530 Ontario Inc. for 20-year term for year-round full service restaurant opening in summer 2004
- Estimated renovation cost at \$0.85M & rental revenue (including participation rent) over term averages \$17,000 per year plus utilities & property taxes
- Projected to attract about 80,000 visitors annually & parking revenues for Exhibition Place



### **DUFFERIN GATES**





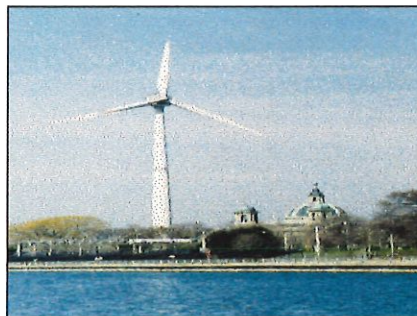
### ARTS, CRAFTS & HOBBIES BUILDING/MEDIEVAL TIMES

- Constructed in 1912 as the Government Building (45,500 sq. ft) it housed exhibits sponsored by the Provincial Government
- Capital expenditures from 1984 were \$1.3M
- 1993, entered a 30-year (plus 10 & 10-year renewals) lease with Medieval Times for use as year-round dinner theatre attraction offering 4-course medieval feast while guests entertained by battling knights
- Medieval Times spent \$4.8M in capital renovations/upgrades including the construction of a 36,000 sq.ft. arena
- Annual rental revenues in 2003 are \$225,000 (base rent) plus all costs associated & property taxes (\$257,600)
- Attracts about 450,000 visitors to Exhibition Place annually including group tours from across Canada and North America
- Generates parking demand for about 25,000 vehicles (about \$100,000 in income to the Board)
- Promotes an active school program for Grade 3 and 8 students in the GTA studying medieval history



### WIND TURBINE

- First urban wind turbine in North America & joint project by WindShare, the Toronto Renewable Energy Coalition (TREC), Toronto Hydro Energy Services (THES!) & Toronto Atmospheric Fund (TAF)
- Exhibition Place met all site criteria including strong public visibility & public accessibility
- Features include 308-ft. high tower; 157-ft. wide blades; concrete base – 26 feet across and 10 feet deep with 8 steel and concrete anchors to bedrock; noise levels at 43 db(A) at a distance of 250 metres (well below the ambient noise levels on the Lake Shore Boulevard)
- Generates 1,400,000 kWh annually & displaces up to 1,400 tonnes CO<sub>2</sub>
- Educational component at its base & outreach program for Ontario grade schools
- Prime "green" attraction for Exhibition Place & City
- All green energy produced by wind turbine used by Exhibition Place



### **ONTARIO GOVERNMENT BUILDING / LIBERTY GRAND**

- Constructed in 1926, the Ontario Government Building is a 2-story cast-stone structure with a triangular floor plan in the Beaux-Arts style; designated under Heritage Act
- Prior to 2000, OGB used for CNE Casino
- Capital expenditures from 1984 were \$6.7M
- 2000 approved lease with Liberty Entertainment for 20 years for use as a banquet/entertainment facility
- Renovation cost of \$5.0M & projected rental payments of \$15.0M over the term plus utilities & property taxes (\$280,000)
- September 2001, Liberty Grand opened its 110,000 sq. ft. banquet/entertainment facility & is major Toronto venue attracting 150,000 visitors annually including premier events such as the Liberal Party Convention/Retirement Party; the International Film Festival; the Design Show & the World Leaders Dinner/Seminar.
- Generates parking demand for 15,000 vehicles (about \$135,000 in parking income to the Board)

