



# Canadian National Exhibition Association

.....  
2023: The Year in Review

Visit our  
CNE Heritage Website

.....  
[www.cneheritage.com](http://www.cneheritage.com)

## CNE HERITAGE

Please join us on a “time-travelling” journey through the rich and colourful 145-year-old history of the Canadian National Exhibition Association (CNEA).



### Explore featured galleries



**Animals & Agriculture**



**Food**



**Advertising**

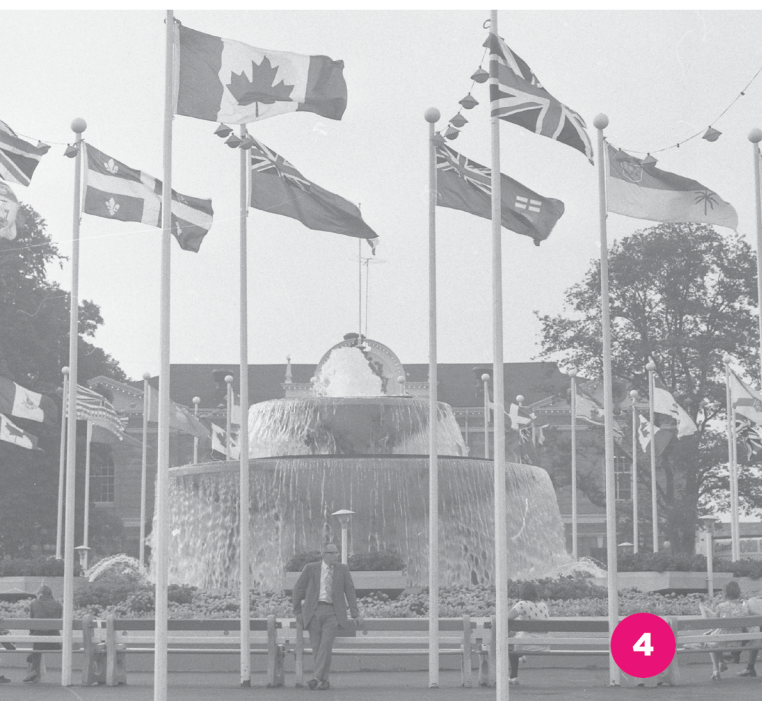


**1920s**



## CNE Anniversaries Celebrated in 2023

- 1 70<sup>th</sup> Anniversary of the debut of the FLYER at the CNE (1954)
- 2 130<sup>th</sup> Anniversary of the Ferris Wheel (1893)
- 3 50<sup>th</sup> Anniversary of our Ambassador of the Fairs Program (1972)
- 4 65<sup>th</sup> Anniversary of the Princess Margaret Fountain (1958)
- 5 150<sup>th</sup> Anniversary of the Royal Canadian Mounted Police (1873)



# About the Canadian National Exhibition Association

The **Canadian National Exhibition Association (CNEA)** continues to maintain resiliency and focus on strengthening the foundations on which its 145-year history has been built.

Founded in 1879, the CNEA has continuously risen to face the challenges and changing tides throughout the decades. Riding the winds of support from the community after re-opening in 2022, the CNEA's flagship event: the **Canadian National Exhibition (CNE)** returned to grandeur in 2023 as the iconic, end of summer tradition - hitting milestone attendance figures!

Reflecting on the decades since its inception, it is clear that the CNEA serves as an important chronical of Canadian history. Be it a global health crisis (narrowly escaping the Spanish Influenza epidemic and more recently recovering from the aftermath of the COVID-19 pandemic), impacts of the Second World War (when the CNE grounds were closed and the site was transformed into a Training and Recruitment Camp for the Canadian Military) or the current threat of site redevelopment on which the CNE operates - the CNEA endures, evolves and overcomes.

The CNE's storied narrative continues to grow as we enter the second decade of the 21st Century. While the past few years were focused on survival due to the forced closures from the COVID-19 pandemic, we look ahead with the fruits of our learnings in our back pockets and a decided optimism - with all intentions of continuing our legacy.

## **An Agricultural Society and Not-for-profit**

The CNEA is a not-for-profit agricultural society. The CNE as an event has been independent from the City of Toronto since 2013. In a typical year (of which 2020 & 2021 were not), the CNE is able to generate enough revenue to reinvest back into itself and any new business initiatives.

The CNEA and its volunteer Board of Directors operate under the jurisdiction of two provincial acts: the Canadian National Exhibition Association Act, and the Agricultural & Horticultural Organizations Act of Ontario.

The CNEA is made up of as many as 159 individuals and member associations, who represent the four sections of the organization: **Agriculture, General & Liberal Arts, Manufacturers & Industry** and **Municipal**. Each member association appoints a representative to the CNEA, and 15 individuals are appointed directly by the Association itself from the **Community-At-Large**. The CNEA has member organizations from a wide variety of sectors ranging in scope from the Ontario Association of Agricultural Societies to the Canadian Society of Decorative Arts to the Greater Toronto Hotel Association.

In a typical year, the CNEA does not receive significant or sustained federal, provincial, or municipal funding on an annual basis to subsidize the operating costs of the event\*. The revenues from each annual fair finance the presentation of the Canadian National Exhibition the following year.

## **The Canadian National Exhibition (CNE) Event**

The CNE is Canada's largest community event and one of the top agricultural fairs in North America. Founded in 1879 as the Toronto Industrial Exhibition, the CNE has enjoyed a distinguished history as a showcase of the nation. People came to experience the latest innovations in technology and commercial products, to enjoy the popular entertainers of the time, and to engage in a collective celebration.

The CNE continues to be an iconic event - offering substantial entertainment value for money. Taking place over the 18-days leading up to and including Labour Day, it is affectionately embraced as an end-of-summer ritual by more than 1.6 million visitors annually, visitors who reflect the rich diversity of Toronto and the region.

## **Economic Impact**

Though the CNE has changed enormously over the years, it remains a vibrant and popular Canadian tradition that generates major economic impact for both the Greater Toronto Area and the Province of Ontario.

In 2023, the CNEA contracted Enigma Research Corporation to conduct an economic impact study which reports that the CNE generates an estimated **\$112.8 million** for the Greater Toronto Area, and **\$143.2 million** for the Province of Ontario. Further, the CNE event helps employ more than 5,000 people annually, attracts over 1,000 entertainers and performers; and 800 businesses.

More than a beloved Toronto event, and top agricultural fair in North America – the CNE notably stimulates local and provincial economies encouraging tourism and spending in the region, while also helping to provide employment.

In addition, the CNEA produces other events year-round curating art exhibitions and staging community gatherings at our Withrow Common Gallery and other venues.

### Relationship with the City of Toronto

For more than a century, the CNEA was responsible for the operation of the entire CNE fairgrounds 365-days a year. In the period ranging from 1983 to 2013, the CNEA maintained its status as an agricultural society. During this time, the CNE fair was a program of Exhibition Place, a board of management of the City of Toronto.

In 2011, a KPMG study entitled City of Toronto Core Services Review, commissioned by the City of Toronto, advised that the City should divest of programs such as the CNE, which are not directly related to the City's core business. Acting on the recommendation of this report, the CNE worked to become independent from the City of Toronto, which became effective on April 1, 2013.

Since 2013, the CNE as an independent entity has paid more than \$90 million in licensing fees, rent and work orders to the City. Prior to that, profits and losses from the CNE were a part of the City of Toronto – meaning all CNE surpluses (and deficits) were absorbed by the City of Toronto. The CNEA's overall contributions to the CNE grounds (and its buildings) from 1919 through to 2023 equate to more than \$453 million (stated in 2024 dollars).

### The Future of the CNE Grounds

The CNEA's rich and colourful history is deeply entrenched in Toronto's legacy and the grounds (now operated by Exhibition place), that the CNEA over its long history built and shaped.

In 1924, the CNEA hired the architectural firm of Chapman and Oxley to create a fifty-year plan for the redevelopment of the eastern end of the CNE grounds. A significant feature of this plan was the construction of the monumental entranceway linking the CNE event with the City of Toronto – now affectionately known as the Princes' Gates.

Today, there is intent to continue to develop the CNE grounds. As an advocate for itself and the community it serves, it is the CNEA's desire to be a part of those discussions as it always has.

We hope to continue to enrich our community by celebrating the past, showcasing the present and promoting the future – on these grounds, our home.

\*The CNEA received a \$5,000 grant from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) for its Agricultural Initiatives and received investment from both the Government of Canada and the Government of Ontario in 2021.



*Pictured: Midway at night 2023.*

# Canadian National Exhibition Association (CNEA)

## Board of Directors

May 30, 2023, to May 30, 2024

### Executive Committee

Suzan Hall, President  
John Kiru, Honorary President  
Randy Bauslaugh, First Vice-President  
Darryl Kaplan, Vice-President  
Councillor Stephen Holyday, Vice-President  
Helen Wojcinski<sup>ii</sup>, Vice-President

### Past Presidents

Brian Ashton  
Jim Melvin

### Agriculture Section

Susan Antler  
Perry Chao  
Darryl Kaplan  
Domenic Lunardo  
Lyle Shipley

### General & Liberal Arts Section

Randy Bauslaugh  
Mark Stephens  
Michael Wallace  
Jennifer Ward  
Janice Warren

### Manufacturers' & Industry Section

Suzan Hall  
Celeste Kirk  
Andrew Mifsud<sup>ii</sup>  
Ted Papadatos  
Helen Wojcinski  
Greg Pollock<sup>iii</sup>

### Municipal Section

Mayor Olivia Chow<sup>iv</sup>, by-right-of-office  
Councillor Paul Ainslie  
Councillor Stephen Holyday  
Deputy Mayor Ausma Malik  
Councillor Nick Mantas  
Councillor Chris Moise

### CNEA Executive Staff

Darrell Brown, Chief Executive Officer  
Mike Cruz, Chief Operating Officer  
Adam Blodgett, Chief Financial Officer

<sup>i</sup> Elected November 2023. <sup>ii</sup> As of November 2023. <sup>iii</sup> Served as Director & on the Executive Committee from May 2023 to September 2023. <sup>iv</sup> As of July 2023.



**Suzan Hall**  
President,  
Canadian National Exhibition Association

# A Message from the President

In 2023, we celebrated the Canadian National Exhibition Association (CNEA) and our flagship event the CNE making a true return. The CNE team delivered a spectacular event amid the continuing post-pandemic unknowns, reaching a recent record high in attendance of 1.604 million people.

In 2022 we attributed the impressive attendance (1.5 million) in part due to pent-up demand following the pandemic; however, this past year is validation that the CNE remains one of the most enduring, resilient, and beloved annual events that continues to evolve and resonate with people across generations.

It has been my honour to serve as President & Chair of the Board of the CNEA for a third, and final term. I thank the Board and Membership for giving me the opportunity to serve a third term to participate in two CNE events in the role.

When I was elected President in 2021, due to the on-going pandemic, the City of Toronto had just cancelled all summer events, including the CNE. The CNEA's survival was at stake, and our more than 142-year history (at the time) was in jeopardy of coming to an end.

I am proud to say that I feel comfortable stepping back knowing that the organization is in a healthy financial position and can face the future.

As my chapter as the CNEA President & Chair of the Board comes to an end, so does my time serving as the Chair of the CNE Foundation Board (CNEF). I am grateful to have had the opportunity to be a part of the re-invigoration of the Foundation. The CNEF's initiatives support meaningful impact throughout the year by sustaining and growing its charitable programs. It makes a difference across initiatives that include youth sports, community building and CNE heritage preservation. We look forward to the development of the CNE Foundation's Strategic Plan, informed by the CNEA Strategic Plan, to help direct the Foundation's Board and Membership.

With the honour of being one of only two female Presidents in the history of the CNEA (Debbie

Woodman being the other), and the weight of inheriting the role at a time of a global pandemic and declining organizational financial health, I knew that if we were to succeed in revitalizing the CNEA it would be an uphill battle that would require perseverance and teamwork.

We came together and did just that!

Thank you to the Board Directors for your stalwart stewardship. Thank you to our Membership for your solid support throughout my time as President. A special thank you to the Board's Executive Committee with whom I have worked very closely and relied on for their advice and encouragement.

And most certainly, I would like to thank the CNE staff for their dedication and belief in the organization. Their hard work and commitment to the CNE event and continuing the legacy is a large part of our enduring success. It was a pleasure working closely with the CNE's CEO Darrell Brown and I thank him for his leadership during demanding times.

I look forward to staying involved and offering support when called upon and I know the incoming Board will continue to work to strengthen the CNE's future, including advocating for the CNE and its place on the Exhibition Place site, the implementation of the new Strategic Plan (pg. 18 & 19), providing year-round events, growing and diversifying our Association membership, and continuing investment in the CNE's Withrow Common Gallery.

Now that we have made it through the post-pandemic recovery, my parting wish is that we will continue to grow, flourish, and build on our history of championing and representing community.

Let's Go to the EX!



**Suzan Hall**

President, Canadian National Exhibition Association

# 2023: The Year in Review

My second year as Chief Executive Officer of the CNEA was one of strengthening foundations. This meant leaning into our heritage and pillars, advocating for our organization on all fronts, diversifying our portfolio and exploring new opportunities.

Stepping out from the turbulent years during and post pandemic, the path for the 2023 CNEA was clear: to build the infrastructure for future success and bring stability to our organization.

We began this journey by developing the CNE Metaverse (stay tuned!), and activating events outside of the CNE including: working with our partner S2BN Entertainment to put on the *Pink Floyd Exhibition: Their Mortal Remains* (June –September in the Better Living Centre), introducing a brand new, free community event called *agri-CULTURE*, and curation of diverse exhibits in Withrow Common Gallery.

None of this could have been accomplished without the support of the CNEA Board of Directors, our CNEA senior management team: my executive colleagues Mike Cruz, our Chief Operating Officer, and Adam Blodgett, our Chief Financial Officer, and the entire CNE staff.

### **The 2023 Fair**

The 2023 CNE theme centered around Celebrating our Recovery and thanking CNE visitors for their continued support and loyalty over the years. We have a symbiotic relationship with our community; our recovery means that as we continue to grow, we can better give back and invest in our community and community programming.

### **Spotlighting Community Investments**

- Through our CNE Foundation we support community sports like Peewee Baseball, Women's Fastball, 3-on-3 Basketball, all of which are hosted during the CNE event.
- We offer free Kids Passes & free School Kids Passes.
- We offer free CNE admission passes to vulnerable groups through our Community Pass program.
- Withrow Common Gallery (a CNEA venue) is a community space with year-round programming that includes some ticketed and free events.
- We offer free pre-fair community events leading up to the fair (ie. HorseCapades) which are often attended by community centres and daycares.

### **Rooted in Agriculture**

As an agricultural society, the CNEA is genuinely committed to showcasing and celebrating agriculture. Last year we highlighted the 50th Anniversary of our **Ambassador of the Fairs** program. The Ambassador of the Fairs program was launched in 1972 with the objective of fostering awareness, education and engagement in Canadian agriculture while also bridging the



gap between rural and urban communities.

Originally derived from the Dairy Princess Competition, with emphasis on pageantry, the program has evolved into one that focuses on promoting the importance of agricultural societies through the annually selected “Ambassador of the Fairs”. This esteemed title is given to one individual chosen from representatives at participating Ontario fairs. Last year the annual CNE Medallion that is presented to various officials (and a collectable to many others) featured a design spotlighting this milestone.

### 2023 Programming Highlights

Canadians have been “summering with us” for more than 145 years; enjoying the thrills, the eats, the entertainment, our showcases of innovation, world class exhibits and much more... making memories that last forever, and traditions that extend through generations!

Last year’s event featured a spectacular display of both traditional and new programming elements. We brought back the nostalgic favourites: community sports, midway entertainment, wacky tasty treats, international performances, the SuperDogs, the Canadian International Air Show and shopping galore!

### Music, Gaming & More!

Music and performances packed the seven variety stages throughout the grounds daily.

The marquee **CNE Bandshell** stage saw the likes of: Dionne Warwick, William Prince, A Flock of Seagulls, The Washboard Union, Jann Arden, Hip Hop 50 ft. Cardinal Offishall, Choclair, and Haviah Mighty, as well as a Drag EXtravaganza ft. Tynomi Banks!

In Bandshell Park, the new **Monster Compound Experience** showcased daily performances from the Monster Energy Skateboard Team riding a custom-built halfpipe.

The 18-day EXtravaganza that is the **CNE Gaming Garage Sponsored by Intel**, was a spectacular showcase of: Esports Tournaments, a Robotics Competition, Pinball, Card Games and much more!

The midway provided some new excitement with the debut of the **Superwheel** - the largest travelling ferris wheel to grace the Toronto skyline. A truly “elevated” experience, the Superwheel took those that dared 150-foot into the sky, giving a new perspective on the Toronto downtown core.

The ever-popular, loved-by-all-generations Ice-Skating Show returned to the Coca-Cola Coliseum after a few years hiatus with a new show called: **Time Flies**. The show featured Canada’s beloved figure skater **Elvis Stojko**, a three-time World Champion, two-time Olympic silver medallist.



*Clockwise from top left: The Pink Floyd Exhibition: Their Mortal Remains; CNE Superwheel; CNE Gaming Garage Sponsored by Intel; Skateboarder at the Monster Compound; Withrow Common Exhibit.*

We took back the Waterfront and hosted a brand-new Fountain Show: **Sparkling Symphony** and when the sun set, we took to the skies and featured the **Nightly Drone Show Presented by Vinfast**.

Our 2023 exhibits were expansive with the **National Geographic Exhibit: Pristine Seas** taking root in the Arts, Crafts and Hobbies Pavillion. Meanwhile, the Immersive Art Experience - **A Trip Through 103: Therapy for the Soul** was a sensory art experience that included generative laser art projections, mixed with original music and live performance art.

Our **Opening Ceremonies** featured special guests Lisa LaFlamme and Bob Ezrin while being MC'd by Gurdeep Ahluwalia from the Pooja & Gurdeep Show on 98.1 CHFI.

### **We Made an Impression**

Our CNE Event Marketing Campaign led with the refreshed tagline "Summer with Us". This theme was woven into all aspects of our messaging and creative highlighting all the reasons why more than 1.604 million people attend our event.

The Public Relations campaign exceeded all benchmarks from the record-breaking 2022 year to generate an impressive 3.96 billion impressions in earned media coverage through traditional print, television, radio and online platforms - not counting social media engagement!

Our media preview day continues to deliver and our 2023 event featured the largest turnout to-date with 90+ media in attendance. It was curated to highlight new programming, and a sampling of more than 30 new foods.

### **Continued Organizational Excellence**

In 2023 the online CNE Vendor Portal was created. This portal was exclusive to CNE Vendors, with each vendor getting their own logins. It acted as a one-stop-shop for vendors to access information, online forms and get updates. Additionally, the CNE Media Centre was created and featured a media library, news releases, and accreditation form.

Both of these developments were created through the

CNE website and helped to streamline internal processes.

### **Legacy, Art & Withrow Common Gallery**

General & Liberal Arts have been a part of the CNE from its inception, with the CNE's art collection comprising of 340 works including those of Group of Seven members A.J. Casson and A.Y. Jackson. This collection was transferred to the Art Gallery of Ontario (AGO) in the 1960s.

Today, the CNEA has ambitions to expand business ventures outside of the 18-day event, while also reinforcing the pillars of the organization - General & Liberal Arts being one of them. Hence the investment in the Withrow Common Gallery and hiring a team to support year-round programming in the space. Last year the Gallery featured powerful exhibits such as: *The Sublime: A Collection by Reynolds Thomas*, *INTERCULTURAL* (which was included in Doors Open Toronto), *Echoes of Entertainment: Concert History at the CNE*, *ArtOfficial: Matt Chessco's Art (r)Evolution* and most recently, *Championing Disability Inclusion in Employment; The Legacy of David C. Onley*.

Further, thanks to the Community Services Recovery Fund grant, Withrow Common Gallery now transcends the walls of the Queen Elizabeth Building to a Metaverse that's near completion. The Metaverse is a digital space seen as the next evolution in social and economic connection. We hope to unveil this project soon. This venture is one that explores art, and modern technology.



*Pictured Above:* Sparkling Symphony showcase late night at the waterfront.

*Opposite Page Clockwise from top left:* Time Flies with Elvis Stojko; Child on shoulders at CNE Bandshell concert; Ice Cream & Hot Dog formation at Nightly Drone Show Presented by Vinfast; CNE Opening Ceremonies celebrations with special guests Lisa LaFlamme, Bob Ezrin and Olivia Chow, Mayor, City of Toronto.



**The Road Ahead**

Our 145-year history is rich with both highs and lows, great successes and great adversity – all of which we have overcome to-date. The path before us sets new challenges. There is uncertainty around the Exhibition Place site and the appetite from competing interests to develop the site without our consultation, putting in jeopardy our ability to operate and our future, despite the positive social and economic impact we have on the City. We will continue to advocate for our place on these grounds with both the City and other parties of influence.

Further, the CNE Association is more than just the CNE event. With the lessons learned post-pandemic, our long-term strategy is to build from the success of our 18-day fair and diversify our portfolio to offer programming and opportunities for the community throughout the year. With the recent completion of our new five-year strategic plan, we look forward to actualizing our goals and adding to the legacy that is the CNEA.

Thank you for your ongoing support and we look forward to seeing you at the 2024 Canadian National Exhibition in Toronto from August 16th to September 2nd.

*Darrell Brown*

**Darrell Brown**  
Chief Executive Officer





# 2023 CNE Highlights



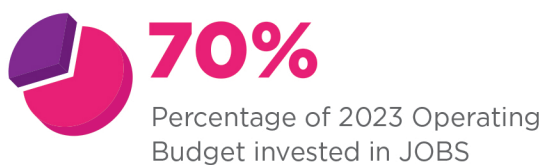
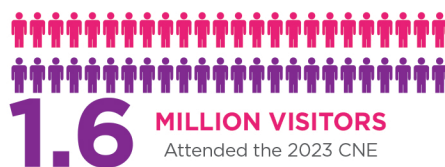
*Clockwise from top left: CNE-OBA: 3-on-3 Basketball Tournament, U12 - Vipers Elite vs Kingsmen; US Navy Blue Angels soaring over the CNE at the 2023 CIAS; Goose on the Loose exhibit at Princess Margaret Fountain with the Administration Building in the background; Classic Albums Live: Presents Pink Floyd Dark Side of the Moon performing at the CNE Bandshell; The Pink Floyd Exhibition: Their Mortal Remains entrance at the Better Living Centre; CNE Rising Star Junior winner, Kaitlyn Lau dancing her winning performance.*



*Clockwise from top left: CNE Foundation 50/50 staff; view of the Superwheel from the midway at night; The Sheepdogs at the CNE Bandshell; the SuperDogs show; Shaolin Luohan Temple performing at the International Stage; Warriors' Day Parade with Princes' Gates and CN Tower in the background.*

# Canadian National Exhibition Association

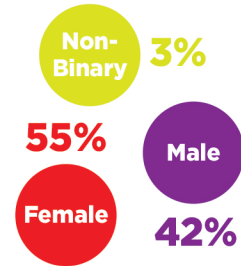
## The CNE in an Average Year



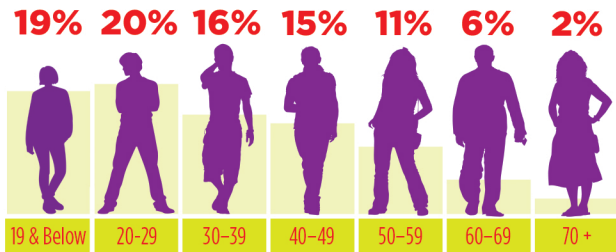
# Our Visitors



Visitor household income distribution\*\*



Gender\*\*



Visitor age distribution\*\*



Average CNE visit length\*

**\$106.2 Million**

Total spend by non-local CNE attendees\*\*



**Average Individual Spend \$174**

Average spend\*\*

## Social Media Stats

**209K+**  Followers

**52.7K**  Followers

**16.2K**  Followers

**215K+**  CNE EXclusive Subscribers

\*Dig Insights: 2023 Research Report

\*\*Enigma Research Corporation: 2023 Canadian National Exhibition Economic Impact Study



## We could not have done it without you

On behalf of the Canadian National Exhibition Foundation board of directors and staff, we extend our sincere thanks to the CNE community for your tremendous support. Together, we are making a difference.

### CNE Foundation Fundraisers

Your compassionate support of the CNE Foundation’s fundraisers throughout the year help raise the essential funds needed for sustaining and growing our charitable programs. These meaningful initiatives make a positive impact all year and collectively help uplift the community we serve.

Congratulations to *Grand CNE 50/50* Grand Prize winner, Daniel Venier, Toronto, ON, who took home the \$166,810 jackpot. Stephanie Colvin, Brampton, ON, and Bernadette O’Hanlon, Toronto, ON, won the \$21,108 and \$17,580 jackpots in our spring and holiday 50/50 fundraisers, respectively.

Our inaugural *CNE Foundation Silent Auction* fundraiser received wonderful support from silent auction item donors and bidders alike. Thank you.

### Smiles on Faces Program

Through the generous support of our sponsors and donors, it was our honour to return in 2023 with a second edition of our *Smiles on Faces Program*.

**“Thank you again for having us, we are super grateful for the invitation and experience :)”**

**– Reshma, mother of Aisha**

Our *Smiles on Faces* initiative enables the CNE Foundation to provide VIP experiences at the Ex for 25 children with critical illnesses and their families. This special program makes a visit to the CNE possible for many of our *Smiles on Faces* kids who may not otherwise be able to attend due to physical barriers typically associated with special events such as waiting in lines or standing in the sun. Your support enables these children to experience the CNE as other children are able to with their families.

*The CNE Foundation gratefully acknowledges North American Midway Entertainment, the Michael and Libby Goldgrub Foundation and the Government of Canada’s Canada Summer Jobs Program.*



Photo (left to right): Darrell Brown, CNE Association CEO; Suzan Hall, CNE Association President and CNE Foundation Chair; Daniel Venier, 2023 *Grand CNE 50/50* winner; Adam Blodgett, CFO; Joanne Benerowski CNE Foundation Executive Director



Photo 2023 *Smiles on Faces Program* kid, Aisha, at the Ex



## CNE Foundation “CNE Archives Project”

During the 2023 fiscal year, the CNE Foundation continued its important work of saving CNE memories for future generations. Launched in 2021, the *CNE Archives Project* aims to fund the digitization and preservation of more than 64,000 at-risk photo negatives of the CNE’s Alexandra Studio collection. We are grateful for the generous support of our donors to date that has enabled us to save thousands of these historically and culturally significant images.

*The CNE Foundation gratefully acknowledges the Young Canada Works in Heritage Organizations Program of the Department of Canadian Heritage delivered through the Canadian Council of Archives.*

## 2023 CNE Foundation Charitable Programs

From the court to the diamond, many memories were made through the CNE Foundation’s youth sports programs during the Ex. CNE community support powers these meaningful programs, helping to uplift youth and our communities.

Congratulations to our most recent *Eamonn O’Loughlin Scholarship Fund* recipients: Ava Chau, CNE HorseCapades Attendant, Markham, ON, and Ayah Najarbashi, CNE Lost and Found Attendant, Toronto, ON.

The CNE Foundation extended its support of local resettlement efforts to help newcomers fleeing the ongoing crisis in Ukraine through a Community Grant to the Toronto Ukrainian Foundation.

*The CNE Foundation gratefully acknowledges the Ontario Basketball Association and the Lions Club of Toronto Central.*



Photo: 2023 CNE-OBA-CNE 3-on-3 Basketball Tournament, u16 Girls

## About the CNE Foundation

### Board of Directors (May 2023 to May 2024)

Suzan Hall, Chair  
Randy Bauslaugh  
Darrell Brown<sup>1</sup>  
Councillor Stephen Holyday  
Darryl Kaplan  
John Kiru  
Greg Pollock  
Helen Wojcinski<sup>2</sup>

### CNE Foundation Staff

Joanne Benerowski, Executive Director

### CNE Association Staff Representation

Mike Cruz, Chief Operating Officer  
Adam Blodgett, Chief Financial Officer  
Sarah Fink, Manager, Corporate Secretariat Services & Government Relations

The Canadian National Exhibition Foundation is a public foundation and registered charity. The philanthropic arm of the Canadian National Exhibition Association, we fund programs year-round to make a positive impact in the lives of individuals and the community in support of our vision: “Empowering community. Improving lives.” To learn more about CNE Foundation programs, or to make a donation, please visit: [cnefoundation.com](https://cnefoundation.com).

Charitable Business Number: 118834639 RR 0001

<sup>1</sup>Ex officio - CNEA CEO <sup>2</sup>As of December 2023

# Canadian National Exhibition Association Strategic Plan (2024-2028)

**Mission:**  
Champion community,  
connect people and  
celebrate Canada



**Vision:**  
Continually create exceptional  
experiences that entertain,  
engage and inspire by  
honouring the past,  
showcasing the present,  
and promoting the future



**Values:**

- Fun and Family
- Connection and Community
- Accessibility and Inclusion
- Equity and Diversity
- Heritage and Tradition
- Innovation and Inspiration
- Ownership and Accountability
- Environmental Stewardship
- Reconciliation



*Clockwise from top left: Princes' Gates at night; CNE Superwheel; CNE Administration building flying the Canadian flag; CNE EXpress train and FLYER sign; Withrow Common, Echoes of Entertainment: Concert History at the CNE; Archival image of the CNE midway.*

In the summer of 2023, the CNEA initiated the development of a new strategic plan to guide the organization over the next five years.

This plan defines the direction and long-term priorities of the CNEA - reflecting the aspirations, intention and commitment of the CNEA to the community and dedicated direction of the organization.

Developed to articulate the goals, objectives and specific strategies that the organization will undertake, the plan defines the changes that should be realized by the completion of this five-year commitment in 2028. This plan will help inform investment in what's meaningful, most vital and relevant to the CNEA's ongoing success.

The process of building the CNEA's strategic plan began with extensive engagement in consultation workshops held with a variety of different groups:

- Members
- Partners
- Sponsors
- Staff
- Senior Leadership
- Board of Directors

As it stands, the Canadian National Exhibition (CNE) is both an extraordinary legacy and a modern, vibrant showcase of agriculture, community, the arts and industry. As the proud custodian of this cultural celebration, the CNEA will continue to invest in the CNE's future for generations to come. In addition to hosting Canada's largest annual event, the CNEA will embrace the following strategic goals:

- **Strategic Goal 1:** Expand Delivery on Toronto's Traditional Exhibition Grounds
- **Strategic Goal 2:** Amplify Variety of Programming
- **Strategic Goal 3:** Enhance Viability as an Organization
- **Strategic Goal 4:** Champion Community
- **Strategic Goal 5:** Expand Membership
- **Strategic Goal 6:** Invest in Continued Organizational Excellence



*Pictured: Midway during the day 2023*

# The CNE Team



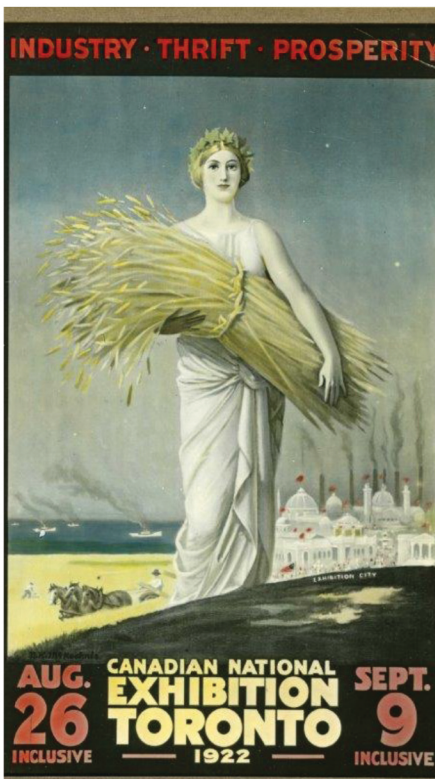
**The CNEA works in close partnership with many organizations including:**

- Access 2
- Alcohol and Gaming Commission of Ontario
- Bank of Canada
- Canada Border Services Agency
- Canadian International Air Show
- City of Toronto
- Civic Action
- Electrical Safety Authority
- Exhibition Place
- Health Canada
- Ontario Disability Employment Network (ODEN)

- Ontario Association of Agricultural Societies (OAAS)
- Ontario Ministry of Children, Community and Social Services
- Ontario Ministry of Labour, Immigration, Training and Skills Development
- Ontario Place
- Scouts Canada
- Technical Standards and Safety Authority (TSSA)
- Toronto Fire Services
- Toronto Paramedic Services
- Toronto Police Service
- Toronto Public Health

*Pictured: 2023 CNE staff in front of the CNE sign at the Princes' Gates.*

# Canadian National Exhibition Association Archival Posters



Clockwise from top left: Poster for the 1918 CNE; Poster for the 1919 CNE; Poster for the 1920 CNE; Poster for the 1923 CNE; Poster for the 1922 CNE; Poster for the 1921 CNE.



*Pictured: Poster for the 1924 CNE, Featuring the Gooderham Fountain & International Year.*



*Pictured:* Vintage CNE logo which originated in the early 1920s

# THANK YOU TO OUR 2023 PARTNERS

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