



Canadian Association of Fairs and Exhibitions Association canadienne des foires et expositions

# Annual Report

2014 – 2015



# 2014–2015

## CAFE BOARD OF DIRECTORS

The members of the Board of Directors are supported by their respective organizations which finance their involvement on the Board.

### Executive Committee

**JIM LAURENDEAU, PRESIDENT (Staff)**  
Calgary Stampede, Calgary, AB  
**PH:** (403) 261 0297

**JOHN PECO, VICE PRESIDENT (Staff)**  
Markham & East York Agricultural Society  
Markham, ON  
**PH:** (905) 642 3247

**GREG (SCOOTER) KOREK, VICE PRESIDENT (FINANCE)**  
Service Member Rep  
North American Midway Entertainment  
Calgary, AB  
**PH:** (601) 862 1434

**BRIAN CASEY, DIRECTOR (Volunteer) (Executive Committee)**  
Hants County Exhibition, Hants County NS  
**PH:** (902) 757 3419

**VIRGINIA LUDY, DIRECTOR (Staff) (Executive Committee)**  
Canadian National Exhibition, Toronto ON  
**PH:** (416) 263 3824

### Directors

**DALE GREENE, DIRECTOR (Staff)**  
Richmond Agricultural Society  
Richmond, ON  
**PH:** (613) 838 3420

**HUGH FLETCHER, DIRECTOR (Volunteer)**  
Western Fair District,  
Ilderton, ON  
**PH:** (519) 666 1572

**HARRY EMMOTT, DIRECTOR (Volunteer)**  
Paris Agricultural Society  
R3 Ayr, ON  
**PH:** (519) 632 5225

**GLEN DUCK, DIRECTOR (Provincial Service Members)**  
SAASE  
Regina, SK  
**PH:** (306) 565 2121

**JOSH SHAW, DIRECTOR (Staff)**  
Queen City Exhibition  
Regina, SK  
**PH:** (306) 781 9200

**DARREN R. DEAN, DIRECTOR (Service Members)**  
West Coast Lumberjack Shows Ltd.  
Courtenay, BC  
**PH:** (250) 830 4065

**KARL ANDRÉ VÉGÉTARIAN, DIRECTOR (Staff)**  
Expo de Saint-Hyacinthe  
Saint-Hyacinthe, QC  
**PH:** (450) 773 9509 ext 224

**PETER MALE, DIRECTOR (Staff)**  
Pacific National Exhibition  
Vancouver, BC  
**PH:** (604) 251 7729

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**EXECUTIVE DIRECTOR:** KAREN OLIVER

**ADMINISTRATOR:** LILY KILLINGBECK

### About CAFE

The Canadian Association of Fairs & Exhibitions (CAFE) is a nonprofit organization established in 1924 and largely funded by membership fees. We represent Canadian rural and urban fairs and exhibitions, festivals, rodeos, agricultural societies, provincial associations, industry service providers and affiliate associations with a direct interest in the industry.

We work with members, industry, and government towards building a financially secure and sustainable industry that directs its resources toward improving and advancing the economic, social and cultural life of Canadian communities. CAFE provides advocacy, programs, services and leadership to coordinate, unify and advance the industry so that it can adapt to changes and build for the future to meet the needs and priorities of the communities our industry serves.





## CAFE Vision Statement:

The Canadian Association of Fairs & Exhibitions will provide significant benefits to the communities its members serve by leading a thriving national industry that possesses cultural, traditional and motional connections to all Canadians.

## Who Are We?

Fairs are living reflections of the life and times around them, rooted in agriculture and volunteer driven. They hold deep cultural, traditional and emotional connections to the people of their local area and define a sense of community that grows social capital and quality of life. Fair organizations positively impact their communities through events they plan, the assets they hold and the traditions and values they nurture.

Our members are comprised of the agricultural societies and organizations that produce fairism and those fairs' partners in production, such as exhibitors, vendors and entertainers.

## Values:

The Canadian Association of Fairs & Exhibitions (CAFE) will be guided in all its actions by the following organizational values:

- Accountability
- Cooperation
- Innovation
- Integrity
- Pride
- Transparency
- Respect
- Fiscal Responsibility

## CAFE Mission Statement:

The mission of the Canadian Association of Fairs & Exhibitions (CAFE) is to foster excellence in leadership within the Canadian Fair Industry by:

- Developing programs, resources and services
- Building relationships and partnerships with key stakeholders
- Encouraging collaboration and innovation
- Collectively raising the awareness and profile of the industry



## CONTENTS

- 4 President's Report
- 5 Executive Director's Report
- 6 2014 Canadian Fair Champions | 2014 National Award Winners
- 7 Statement of Financial Position
- 8 Statement of Operations & Members' Equity | Statement of Cash Flows
- 9 Notes to Financial Statements



# PRESIDENT'S REPORT

2014-15 has been a year that exceeded our expectations in so many ways, and we thank each of you – our members – for your ongoing support of this industry and our organization.

Our executive director Karen Oliver, now entering into her second year in the role and assisted by her professional staff, has done an outstanding job delivering on the aspirations of our organization. Karen hit the ground running last year, having been on the inside of our industry and indeed the C.A.F.E. organization for many years. As we all hit our stride together, it feels like this year's positive results – both financially and by so many other measures – are just the beginning. Thank you Karen for your leadership, passion and serious “real deal” skills!



Partnered with Karen every step of the way and leading this organization forward is your board of directors. It is rare to find such a dedicated, wise, experienced and passionate group. Comprised of performers, volunteers, carnival operators, provincial associations, and fair management from organizations of all sizes, urban and rural, our board truly cares about the prosperity of all aspects of the industry. The diversity of viewpoints creates lively meetings that truly produce the best outcomes for our industry.

**As a board, we continue to use our Strategic Plan as our guide. As you know, our plan is to:**

1. ensure the relevance of the organization
2. champion the Canadian Fair Industry at the federal government level
3. enhance resources and delivery to members, and
4. strengthen strategic alliances with provincial associations and other affiliated industry organizations.
5. create a fiscally sound and stable organization.

**We continued to make excellent progress towards our goals in the past year. There were an incredible number of positive developments, but here are some highlights:**

- We stabilized our finances and had revenue exceed expenses
- We saw a modest increase in staff resources to better serve our members and provide the services you expect
- We are underway in developing our E-Coli Prevention and Research project.
- We established our industry's stake in the Federal Government's Livestock Traceability initiative
- We submitted a comprehensive and exciting proposal for a nation-wide Canada 150 initiative
- We significantly increased the number of online resources in our web library – a great place to view forms, policies and more from member organizations. No sense re-inventing wheels!
- We engaged the next generation of leaders to champion our Young Professionals program
- We significantly increased our social media presence on Facebook and Twitter
- We created numerous marketing materials for growing our membership and building the support of stakeholders
- We influenced Temporary Foreign Worker policy to help make it more practical for fairs and service members
- We made many changes and improvements to our communication with members, including regular e-newsletters, and a right-sized and relevant Canadian Fair News.

Through all of this work, we have been reminded that the fair industry is important to Canadians. Approximately 15 million Canadians per year attend our venues for an event, but most importantly, they make an emotional connection with us and

with each other while they're there. Far beyond the commerce and business opportunities, I believe this bond is largely why we do what we do.



As I write this, it is hard to believe that we are days away from completing my first convention as your president. I have very much enjoyed the opportunity to serve as your president this year, and am grateful to my member organization, the Calgary Stampede, for their support in the endeavor.

In closing, congratulations to one and all for your efforts to strengthen this industry which is so important to Canadian culture and commerce. I know that by working together through C.A.F.E. we will be able to achieve much more in the months and years to come, for our work is far from done.

JIM LAURENDEAU, PRESIDENT  
CANADIAN ASSOCIATION OF FAIRS & EXHIBITIONS

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## EXECUTIVE DIRECTOR'S REPORT

A year has come and gone in the blink of an eye! And I feel much more confident about my role as Executive Director than I did when I wrote this report for 2014. I have gained a better understanding of the Industry across Canada and have begun to see some of the ways that CAFE can better serve its membership. In his President's Report, Jim has talked about the progress we have made during the past year, so I will not repeat it. I will just say, "It feels like the pieces are really starting to fall into place!"

Recently the CAFE Board has spent time looking carefully at data – trends in membership and attendance, correlation between convention locations and membership, post-convention surveys, etc. We asked our members why they joined CAFE and we asked non-members why they have NOT joined. The results have been fascinating and will help us to prioritize our efforts in the future. One of the most interesting findings to me was that while members did identify membership benefits that they valued, many said they join CAFE because they feel it is their responsibility to the industry.

And you know, that is what the Fair Community is about. We are not afraid to accept responsibility, and we look out for one another, both in our communities and outside of them. We look past our own immediate needs to the greater good. It is encouraging to see that our members understand that CAFE is working on behalf of EVERYONE – small fairs, big fairs, midways, performers, concessionaires – and that by supporting the work of CAFE, they are supporting the entire industry. Together, we are stronger.

Norman Vincent Peale said, "The more you lose yourself in something bigger than yourself, the more energy you will have." That is so true. Thanks to our members for your unselfish support, and for acknowledging that we are all part of something bigger.

In closing, I want to thank the CAFE Board of Directors for their hard work and dedication. They are truly an incredible bunch with so much wisdom, and a great concern for all parts of our Fair Community. I especially want to thank Virginia Ludy and Jim Laurendeau who have each filled the role of President during the past year, and have provided me with so much encouragement and support. And I must thank my colleague Lily Killingbeck, who joined me on the CAFE team last spring. Lily is an organizational whiz, and has all the skills that I do not... together we are dynamite!

Unfortunately CAFE does not have a budget for extensive travel, so I probably will not be visiting your fair in the coming year, but I certainly enjoy getting to know you through your phone calls and emails, and hope we can work together to do bigger and better things. Don't be a stranger!

KAREN OLIVER, EXECUTIVE DIRECTOR  
CANADIAN ASSOCIATION OF FAIRS & EXHIBITIONS





## 2014 Canadian Fair Champions

- 1 SUSAN PAGE,  
LONE PINE AGRICULTURAL SOCIETY, DIDSBURY, AB
- 2 WANDA AULTMAN,  
POWASSAN AGRICULTURAL SOCIETY, POWASSAN, ON  
ACCEPTED BY KATHRYN LAMBERT (OAAS)
- 3 LESLIE STIRLING,  
NORTH THOMPSON FALL FAIR, NORTH THOMPSON, BC

## 2014 National Award Winners

- 4 BEST POSTER/ADVERTISING, MEDIUM FAIR:  
FREDERICTON EX, FREDERICTON, NB
- 5 BEST POSTER/ADVERTISING, LARGE FAIR:  
WESTERN FAIR DISTRICT, LONDON, ON
- 6 BEST OF SHOW:  
EXPO DE SAINT-HYACINTHE,  
SAINTE-HYACINTHE, QC
- 7 JACK LIBBERTT MEMORIAL  
SERVICE MEMBER OF THE YEAR:  
FUSION TALENT
- 8 VOLUNTEER OF THE YEAR:  
SHIRLEY NEUDORF, PROVINCIAL EXHIBITION OF  
MB, BRANDON, MB
- 9 ROLL OF HONOUR:  
DONNA KIBBLE, NORTH THOMPSON FALL FAIR,  
NORTH THOMPSON, BC





CANADIAN ASSOCIATION OF FAIRS AND EXHIBITIONS/  
ASSOCIATION CANADIENNE DES FOIRES ET EXPOSITIONS

# STATEMENT OF FINANCIAL POSITION

AS AT JULY 31, 2015

| ASSETS  | 2015              | 2014              |
|---|-------------------|-------------------|
| <b>CURRENT</b>                                    |                   |                   |
| Cash  | \$ 126,712        | \$ 104,990        |
| Short-term investments (note 4)                   | 37,427            | 99,037            |
| Accounts receivable (note 5)                      | 17,301            | 25,748            |
| Prepaid expenses                                  | 20,180            | 21,931            |
|   | <u>\$ 201,620</u> | <u>\$ 251,706</u> |
| <b>LIABILITIES</b>                                |                   |                   |
| <b>CURRENT</b>                                    |                   |                   |
| Accounts payable and accrued liabilities (note 6) | \$ 10,519         | \$ 53,905         |
| Deferred revenue (note 7)                         | 70,336            | 79,745            |
|   | <u>80,855</u>     | <u>133,650</u>    |
| <b>MEMBERS' EQUITY</b>                            |                   |                   |
| BALANCE - END OF YEAR                             | 120,765           | 118,056           |
|   | <u>\$ 201,620</u> | <u>\$ 251,706</u> |

Approved on behalf of the Board of Directors:



JIM LAURENDEAU  
PRESIDENT



CANADIAN ASSOCIATION OF FAIRS AND EXHIBITIONS/  
ASSOCIATION CANADIENNE DES FOIRES ET EXPOSITIONS

## STATEMENT OF OPERATIONS & MEMBERS' EQUITY

FOR THE YEAR ENDED JULY 31, 2015

CANADIAN ASSOCIATION OF FAIRS AND EXHIBITIONS/  
ASSOCIATION CANADIENNE DES FOIRES ET EXPOSITIONS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JULY 31, 2015

|   | 2015              | 2014              |
|---|-------------------|-------------------|
| <b>REVENUE</b>                          |                   |                   |
| Memberships                             | \$ 98,950         | \$ 116,023        |
| Convention (note 8)                     | 181,680           | 206,527           |
| Fair News and directory                 | 9,411             | 10,882            |
| E-Coli Project                          | 31,772            | -                 |
| Donations                               | 366               | 3,289             |
| Special project:<br>member contribution | 50,000            | 28,500            |
| Merchandise and other                   | 44,163            | 24,226            |
|   | <u>416,342</u>    | <u>389,447</u>    |
| <b>EXPENSES</b>                         |                   |                   |
| Management and administration           | 182,108           | 257,119           |
| Convention (note 8)                     | 132,638           | 130,124           |
| Fair News and directory                 | 12,880            | 19,891            |
| Special Project                         | 50,000            | 28,500            |
| E-Coli Project                          | 35,846            | -                 |
| Merchandise and other                   | 161               | 716               |
|   | <u>413,633</u>    | <u>436,350</u>    |
| NET REVENUE (EXPENSES)<br>FOR THE YEAR  | <u>2,709</u>      | <u>( 46,903)</u>  |
| MEMBERS' EQUITY -<br>BEGINNING OF YEAR  | <u>118,056</u>    | <u>164,959</u>    |
| MEMBERS' EQUITY -<br>END OF YEAR        | <u>\$ 120,765</u> | <u>\$ 118,056</u> |

|   | 2015              | 2014              |
|---|-------------------|-------------------|
| <b>CASH PROVIDED BY (USED FOR)<br/>OPERATING ACTIVITIES</b>                     |                   |                   |
| Net revenue (expenses)<br>for the year  | \$ 2,709          | \$ ( 46,903)      |
| Change in non-cash working capital  |                   |                   |
| - decrease (increase) in<br>accounts receivable                                 | 8,447             | ( 61)             |
| - decrease (increase) in<br>prepaid expenses                                    | 1,751             | 5,139             |
| - increase (decrease) in accounts<br>payable and accrued liabilities            | ( 43,386)         | 40,238            |
| - increase (decrease) in<br>deferred revenue                                    | ( 9,409)          | 25,727            |
|   | <u>( 42,597)</u>  | <u>71,043</u>     |
| <b>INCREASE (DECREASE) IN<br/>CASH AND CASH EQUIVALENTS<br/>DURING THE YEAR</b> | <u>( 39,888)</u>  | <u>24,140</u>     |
| Cash and cash equivalents<br>- beginning of year                                | 204,027           | 179,887           |
| <b>CASH AND CASH EQUIVALENTS - END OF YEAR</b>                                  | <u>\$ 164,139</u> | <u>\$ 204,027</u> |
| <b>CASH AND CASH EQUIVALENTS</b>  |                   |                   |
| Cash  | \$ 126,712        | \$ 104,990        |
| Short-term investments  | 37,427            | 99,037            |
|   | <u>\$ 164,139</u> | <u>\$ 204,027</u> |





CANADIAN ASSOCIATION OF FAIRS AND EXHIBITIONS/ASSOCIATION CANADIENNE  
DES FOIRES ET EXPOSITIONS

## NOTES TO FINANCIAL STATEMENTS

JULY 31, 2015

### 1. ORGANIZATION

The Canadian Association of Fairs and Exhibitions/ Association canadienne des foires et expositions (CAFE/ACFE) is the national association representing fairs, exhibitions and agricultural society organizations and such other firms, organizations and enterprises as may rely on the Canadian Fair Industry for an important part of their continuing livelihood.

The CAFE/ACFE was originally incorporated under Part II of the Canada Corporations Act as a notfor-profit organization and qualifies as a registered charity under the Income Tax Act. The Organization has received certification of continuance under the Canada Not-for-profit Corporations Act.

### 2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are prepared in accordance with Canadian accounting standards for notfor-profit organizations. The Organization's significant accounting policies are as follows:

#### (a) Revenue Recognition

Revenue collected and expenses incurred towards hosting of the conference are reflected in deferred revenue and prepaid expenses respectively, until the fiscal year in which the conference occurs.

Revenue collected for the subsequent membership period are reflected in deferred revenue until the subsequent fiscal year.

Advertising revenue collected for publications yet to be issued are deferred until the fiscal year in which they are issued.

The Association follows the deferral method of accounting for contributions. The Association receives contributions from various sources to fund the costs of projects which it undertakes. The unexpended portion of a project contribution is included in deferred revenue until such time as the project is completed and all related costs have been incurred.

#### (b) Contributed Services

Contributed costs are recognized when the fair value can be reasonably estimated and when the materials and services are used in the normal course of the Organization's operations and would otherwise have been purchased.

### 2. SIGNIFICANT ACCOUNTING POLICIES (Cont'd.)

#### (c) Financial Instruments

The Organization's financial instruments consist of cash, short-term investments, accounts receivable and accounts payable and accrued liabilities.

#### Measurement

Financial instruments are recorded at fair value on initial recognition.

The Organization subsequently measures its financial instruments as follows:

Cash, accounts receivable, and accounts payable and accrued liabilities are subsequently measured at amortized cost.

Short-term investments are subsequently measured at fair value. Changes in fair value are recognized in net revenue (expenses).



### **Impairment**

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of any write-down or subsequent recovery is recognized in net revenue (expenses).

### **(d) E-Coli Project**

As per the project contract with Agriculture and Agri-Food Canada (AAFC), contributions are subject to certain terms and conditions regarding the expenditure of the funds, with expenditures charged against these contributions being subject to audit by the Minister. As a result, adjustments may be made to the original contributions received. The effect on net revenue or expenditure of any adjustment arising from such audits, if any, will be reflected in the year in which the audits are completed.

### **(e) Use of Estimates**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses and disclosure of contingent assets and liabilities. These estimates are reviewed periodically and adjustments are made to net revenue (expenses) as appropriate in the year they become known.

### **(f) Volunteer Services**

The Organization receives the services of volunteers, the cost of which cannot be reasonably estimated. Therefore, no representation of this expense has been included in these financial statements.

## **3. FINANCIAL RISKS AND CONCENTRATION OF RISKS**

It is management's opinion that the Organization is not exposed to significant interest rate, liquidity, market or currency risks arising from its financial instruments. There has been no change to the risk exposure from 2014.

### **Credit Risk**

Credit risk arises from the potential that a customer or member may default on its contractual obligations resulting in a financial loss. The Organization is exposed to credit risk through accounts receivable. The Organization obtains deposits from customers, when required, to mitigate credit risk.

There has been no change to the risk exposure from 2014.

## **4. SHORT-TERM INVESTMENTS**

The Association has pledged \$10,000 of the short-term investments as collateral against its operating bank account's overdraft protection.

## **5. ACCOUNTS RECEIVABLE**

Accounts receivable are presented net of allowance for doubtful accounts of \$1,885 (2014 - \$1,885).

## **6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

Included in accounts payable and accrued liabilities are government remittances payable of \$nil

(2014 - \$10,869), which includes amounts payable for payroll related taxes.

## **7. DEFERRED REVENUE**

Deferred revenue includes \$nil (2014 - \$25,500) of member contributions deferred for use on project activities to take place after July 31, 2014.

## **8. CONVENTION**

The convention revenue and expense recorded in the fiscal period relates to the convention held in Vancouver, British Columbia (2014 - Ottawa, Ontario).



## 9. COMMITMENT

The Organization has accepted a contribution agreement with Agriculture and Agri-Food Canada (AAFC). This contribution agreement includes specific terms and conditions that the Organization fund a portion of the expenses required for the project from internal resources. The total anticipated expenses from internal resources by the Organization, over the term of the project from April 1, 2015 to March 31, 2017, is approximately \$106,582. As of July 31, 2015, the Organization has funded approximately \$4,074 of these anticipated expenses.

## 10. BOARD REPRESENTATIVE PROGRAM - SERVICE MEMBER

During the 2011 fiscal year, the Association initiated a policy for which monies are collected from Service Members and are used to reimburse travel costs of Service Member representatives. Monies collected up to July 31, 2015 in excess of reimbursements totalled \$383.

## 11. BOARD REPRESENTATIVE PROGRAM - PROVINCIAL ASSOCIATIONS

During the 2011 fiscal year, the Association initiated a policy for which monies are collected from Provincial Associations and are used to reimburse travel costs of Provincial representatives. During the 2015 fiscal year, the Association revised the policy where by the reimbursement of travel would be handled directly by the Provincial Associations. All unspent funds from the program were returned to the Provincial Associations.







Canadian Association of Fairs and Exhibitions Association canadienne des foires et expositions

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