



LA TOUR
CN
TOWER

Capturing and Retaining Seasonal Interest at the CN Tower

November 18th, 2008



Agenda

Canada's National Tower

Employee Breakdown

Historical Recruitment Strategies

Current Targeted Recruitment Strategies

Seasonal Employee Integration

Seasonal Employee Statistics

Seasonal Employee Retention

Seasonal Employee Turnover

Success!

Next Steps



Canada's National Tower

- At 553.33m, world's tallest for over 3 decades
- Defines the Toronto skyline
- The centre of tourism in Toronto
- Approx 2 million visitors per year
- 30th anniversary in 2006
- Exterior lighting program in 2007
- Glass floor panel elevator in 2008



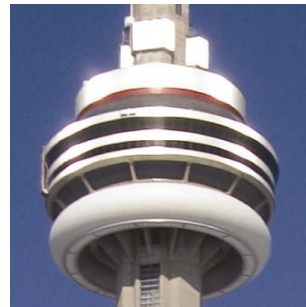
Multiple Businesses



Attractions



Food and Beverage



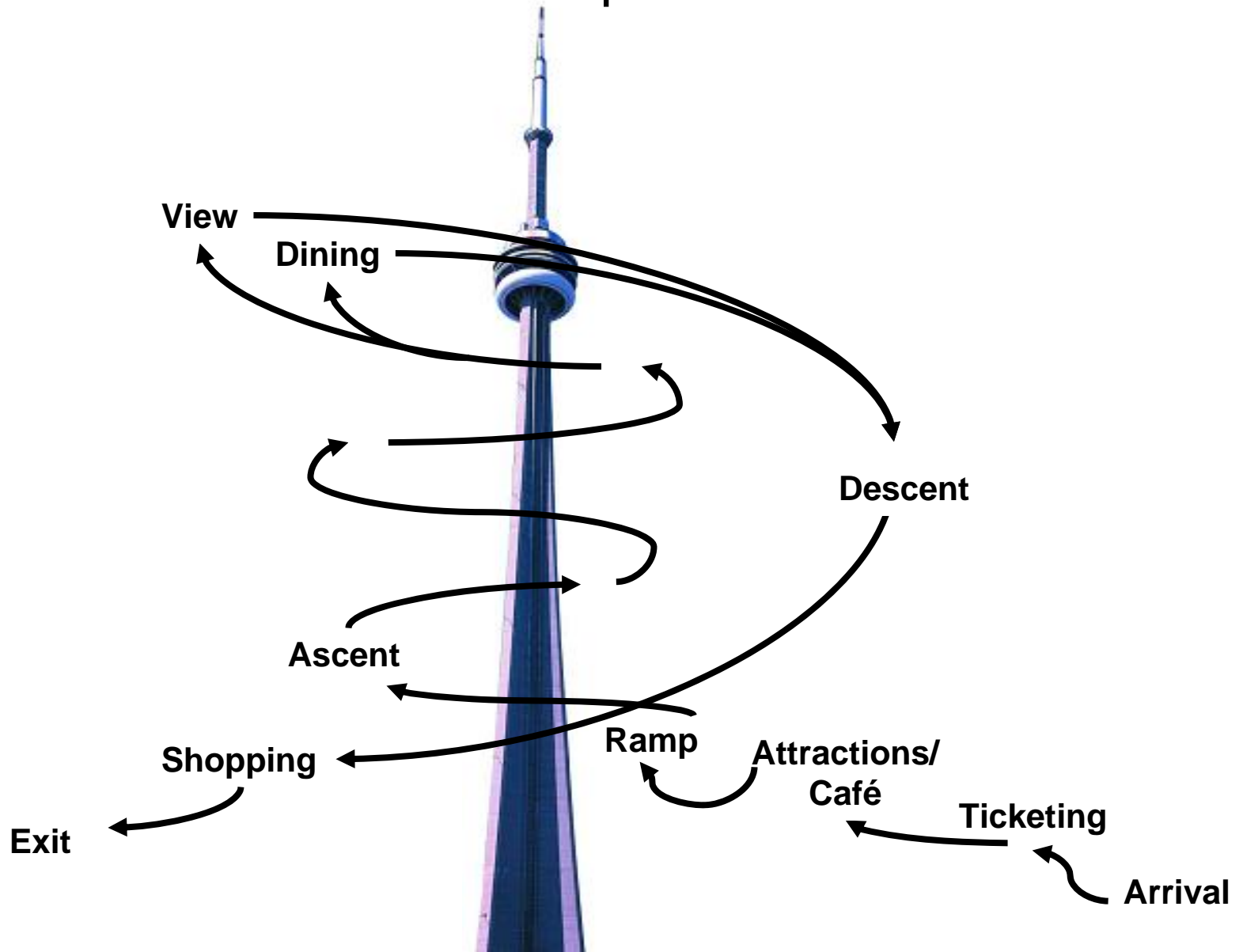
Retail Store
Photography
Broadcasting



Visitor Base

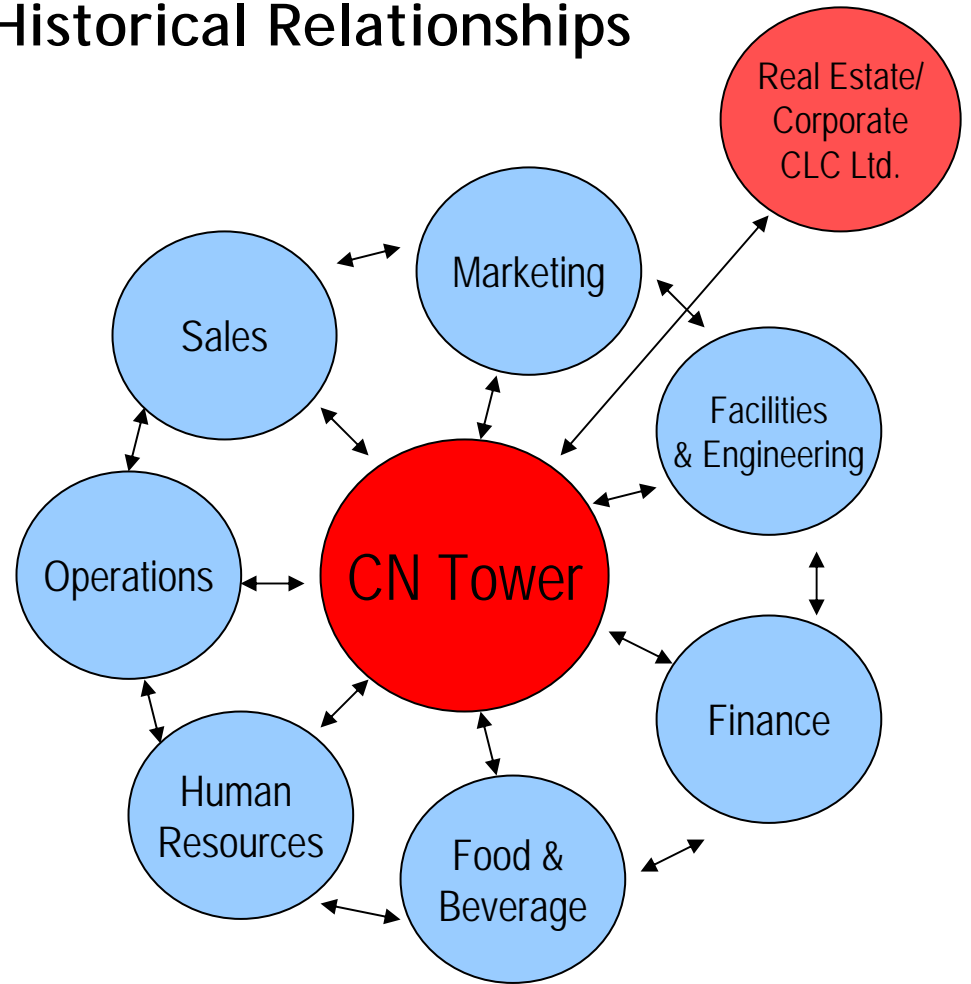
- 80% Visitors to Toronto
20% Local
- Market
 - Canada 49%
 - International 51%
- Walk-in 80%
- Group 20%

The Visitor Experience



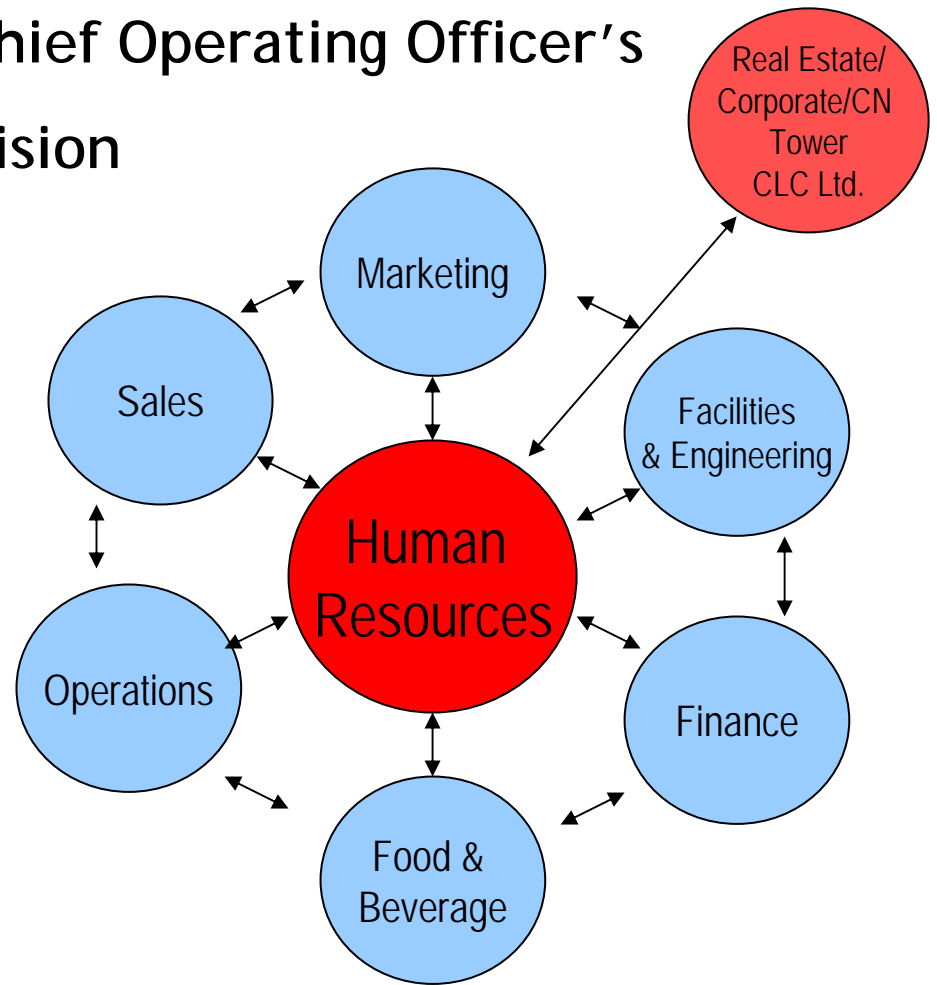


Historical Relationships





Chief Operating Officer's Vision





Employee Breakdown

- 247 Full time
- 186 Part time
- 200 Seasonal

Seasonal Positions

- Cash Management
- Hosting
- Retail
- Reservations
- Kitchen
- Restaurants
- Security
- Marketing
- Gardens



Historical Recruitment Strategies

- 2 Weekend On-site Job Fair
- Candidates needed open availability
- If not a fit for the role applied for, not hired
- Paper based system
- Untargeted position advertising



Current Targeted Recruitment Strategies

- Industry Specific Job Fairs
- Relationships with Schools
- Industry and Job Specific Internships
- Online Recruitment Software
- On-site Seasonal Recruitment Days
- Special Partnerships:
 - Miziwe Biik Aboriginal Employment Training Centre
 - Alternate Youth Centre for Employment
 - City of Toronto Social Services
 - Canadian Forces Transitional Assistance Program
 - Hawkins Institute



Seasonal Employee Integration

- Health and Life Safety and WHMIS training
- JHSC Certification Training
- Award Winning Employee Orientation Training
- On-the-Job Training
- Service Excellence Training
- Basics.fst® Certification Training
- Smart Serve® Certification Training
- Passport to Safety™ Online Training
- English Language Training



Seasonal Employee Statistics

2003-2005	80% of those invited back, returned the following high season
2006	30% were promoted to part time. 50% returned the following high season.
2007-2008	60% were promoted to part time. 15% returned the following high season.



Seasonal Employee Retention

- Reciprocal Program
- CN Tower Discounts
- World Federation of Great Towers
- CN Tower Passes
- Discounted Downtown Toronto Parking
- Free Uniforms (Laundered and Pressed)
- Dedicated Employee Lounges
- Corporate Partnerships and Discounts
- Wellness Education and Events



Seasonal Employee Retention

- Employee Recognition Program
- Ticket and Prize Draws
- Flexible working schedules
- Seasonal Marketing Launch
- Departmental Incentive Programs
- Employee Communication Forums with COO Q&A
- Seasonal Exit Interviews
- Social Responsibility activities
- Promote from within initiatives



Seasonal Employee Turnover

•Exit Interview results tell us:

- 88% of those who leave do so for school
- 80%+ want to return the following season
- 80%+ feel that orientation is great!
- 98% feel the skills learned are portable



Seasonal Success!

- Communication
- Networking
- Trends
- Continuous Learning
- Teamwork



Next Steps

- French Language Training
- Volunteer Program
- More dual-roles
- Job Rotations



Thank You!

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