



Management Report  
for  
The Board of Governors of Exhibition Place  
April 2011

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## Executive Summary

| 000's                  | April 2011 |            |          | Year to date |            |          | 2010<br>Actual |
|------------------------|------------|------------|----------|--------------|------------|----------|----------------|
|                        | Actual     | Plan       | Variance | Actual       | Plan       | Variance |                |
| <b>Revenues</b>        | \$ 1,208   | \$ 1,254   | \$ (46)  | \$ 1,518     | \$ 1,577   | \$ (59)  | \$ 1,088       |
| <b>Expenses</b>        | \$ (975)   | \$ (1,019) | \$ 44    | \$ (2,120)   | \$ (2,075) | \$ (45)  | \$ (1,744)     |
| <b>EBITDA (LBITDA)</b> | \$ 233     | \$ 235     | \$ (2)   | \$ (602)     | \$ (498)   | \$ (104) | \$ (656)       |

- For the month ending April 30, 2011, the operating profit for BMO Field of \$233K was \$2K unfavourable to budget.
- Total revenues of \$1.2M for the month were \$46K unfavourable to budget mainly due to lower Food & Beverage revenues (\$41K) and Merchandise Commissions (\$9K).
- Total operating expenses of \$975K for the month were \$44K favourable to budget mainly due to lower Cost of Goods Sold (\$24K) and Full-time and Part-time Salaries & Benefits (\$30K), partially offset by higher Supplies and Services (\$24K).

Events hosted by BMO Field:

|   | April 2011 |      |          | 2011   |      |          | 2010 |
|---|------------|------|----------|--------|------|----------|------|
|   | Actual     | Plan | Variance | Actual | Plan | Variance |      |
| <i>TFC Games (MLS, Friendly &amp; CONCACAF)</i> | 4          | 4    | -        | 5      | 5    | -        | 3    |
| <i>CSA Games</i>                                | -          | -    | -        | -      | -    | -        | -    |
| <i>International Games</i>                      | -          | -    | -        | -      | -    | -        | -    |
| <i>Other Events</i>                             | -          | -    | -        | -      | -    | -        | -    |
| <b>TOTAL</b>                                    | 4          | 4    | -        | 5      | 5    | -        | 3    |

## March 2011 Financials

### BALANCE SHEET

The following provides an analysis of key balance sheet items:

- Cash of \$2.8M increased by \$56K from April 30, 2010. The increase was due to cash from operations of \$808K partially offset by the payment of the incentives, rebates and excess cash distributions relating to 2009 of \$756K.
- Accounts Receivable of \$766K is made up primarily of TFC April event settlements (\$343K) to be finalized in May, Corporate Sponsorship receivable which will be collected at the end of the season (\$117K), capital expenditures reimbursement from the City of Toronto (\$102K) to be invoiced in May, marketing and signage sponsorship (\$79K) and expense recoveries from MLSE (\$51K) received in May. BMO Field is currently monitoring receivables and no collection issues are anticipated.
- Accounts Payable and Accrued Liabilities of \$2.8M was made up primarily of \$1.2M payable to MLSE for shared cost recoveries and TFC ticket liability, \$741K in current payables and accruals and TFC's share of suite revenue payable at the end of the season (\$521K).
- Deferred Revenue of \$688K was primarily made up of 2011 suites revenue which will be recognized over the course of the TFC season (April – October).
- Incentives & rebates payable of \$345K will be paid upon completion of the 2010 year-end audit.

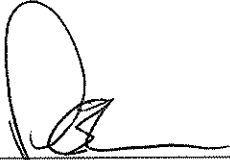
### PROFIT & LOSS

The Operating Profit for BMO Field for the month ending April 30, 2011 was \$233K. The following provides an analysis of the significant variances in the month:

- Food and Beverage revenues were \$41K or 5% negative to budget in the month as a result of lower average stipe count (16,178 actual versus 18,320 budgeted) at the four TFC games in the month resulting in lower sales. The lower sales were partially offset by a higher average F&B quick serve per cap of \$11.14 actual versus \$10.69 budgeted.
- Costs of Goods Sold were \$24K favourable to budget in the month as a result of lower food and beverage sales. For the month, the gross margin percentage was 65.9% versus 64.6% budgeted.
- Full-time salaries & benefits were \$12K positive to budget in the month (year to date, \$35K) due to vacancies.
- Part-time wages were \$18K positive to budget in the month mainly due to lower F&B labour cost for the four TFC games in the month.

- Supplies and Services expenses were \$24K unfavourable to budget in the month (year to date, \$132K) mainly due to higher than anticipated opening costs for the facility due to the early start to the Toronto FC season.

Submitted by:



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Peter Church  
General Manager  
BMO Field

**BMO FIELD**  
**BALANCE SHEET**  
as at April 30, 2011

|  | <u>April 30, 2011</u> | <u>April 30, 2010</u> | <u>December 31, 2010</u> |
|--|-----------------------|-----------------------|--------------------------|
| <b>ASSETS</b>                                |                       |                       |                          |
| <b>Current Assets</b>                        |                       |                       |                          |
| Cash   | \$ 2,839,988          | \$ 2,784,067          | \$ 2,043,961             |
| Accounts receivable                          | 766,269               | 687,173               | 263,101                  |
| Prepaid expenses & deposits                  | 88,056                | 38,978                | 63,572                   |
| Inventory                                    | 171,406               | 188,282               | 52,364                   |
|  | <u>3,865,719</u>      | <u>3,698,500</u>      | <u>2,422,998</u>         |
| <br>Capital Assets                           | <br>43,310            | <br>66,668            | <br>59,971               |
|  | <u>\$ 3,909,029</u>   | <u>\$ 3,765,168</u>   | <u>\$ 2,482,969</u>      |
| <br><b>LIABILITIES AND RETAINED EARNINGS</b> |                       |                       |                          |
| <b>Current Liabilities</b>                   |                       |                       |                          |
| Accounts payable and accrued liabilities     | \$ 2,839,462          | \$ 2,836,231          | \$ 1,399,061             |
| Taxes payable                                | 28,337                | 42,853                | 111,995                  |
| Deferred revenue                             | 688,384               | 513,655               | -                        |
| Incentives & rebates payable                 | 344,819               | 344,819               | 344,819                  |
|  | <u>3,901,002</u>      | <u>3,737,558</u>      | <u>1,855,875</u>         |
| <br>Long-Term Suite Deposits                 | <br>243,159           | <br>239,109           | <br>243,159              |
| <br>Retained Earnings                        | <br>(235,132)         | <br>(211,499)         | <br>383,935              |
|  | <u>\$ 3,909,029</u>   | <u>\$ 3,765,168</u>   | <u>\$ 2,482,969</u>      |
| <br>Opening Retained Earnings                | <br>\$ 383,935        | <br>\$ 458,110        | <br>\$ 458,110           |
| Operating Profit (Loss)                      | (619,067)             | (669,609)             | 303,935                  |
| Distribution of Excess Cash                  | -                     | -                     | (378,110)                |
| Closing Retained Earnings                    | <u>\$ (235,132)</u>   | <u>\$ (211,499)</u>   | <u>\$ 383,935</u>        |

**BMO FIELD**  
**INCOME STATEMENT**  
**For the Four Months Ending April 30, 2011**

|   | April 30, 2011      |                     |                    |                     | YTD                 |                     |
|---|---------------------|---------------------|--------------------|---------------------|---------------------|---------------------|
|   | Actual              | Budget              | Variance \$        | Actual              | Budget              | Variance \$         |
| <b>Revenues</b>   |                     |                     |                    |                     |                     |                     |
| Ticketmaster Rebates  | \$ 10,400           | \$ 5,392            | \$ 4,808           | \$ 13,617           | \$ 6,990            | \$ 6,627            |
| Club Fees   | 10,639              | 11,473              | (834)              | 10,639              | 11,473              | (834)               |
| Sponsorship   | 116,813             | 115,399             | 1,414              | 116,813             | 115,399             | 1,414               |
| Contra Sponsorship  | 2,500               | 2,500               | -                  | 10,000              | 10,000              | -                   |
| Food and Beverage   | 722,747             | 763,575             | (40,828)           | 913,763             | 961,606             | (47,843)            |
| F&B Third Party Commissions   | 38,225              | 45,399              | (7,374)            | 49,190              | 57,796              | (8,606)             |
| Event Merchandise   | 12,398              | 21,632              | (9,234)            | 16,808              | 27,040              | (10,232)            |
| Suites  | 98,169              | 97,801              | 368                | 98,825              | 99,519              | (694)               |
| TFC Usage Fee   | 65,416              | 64,640              | 776                | 81,770              | 80,800              | 970                 |
| CSA Usage Fee   | -                   | -                   | -                  | -                   | -                   | -                   |
| CRF   | 69,881              | 71,280              | (1,399)            | 86,656              | 89,056              | (2,400)             |
| Other Usage Fee   | 51,373              | 44,640              | 6,733              | 109,193             | 108,160             | 1,033               |
| Other Revenue   | 10,031              | 10,000              | 31                 | 10,631              | 10,000              | 631                 |
| <b>Total Revenues</b>   | <b>\$ 1,208,592</b> | <b>\$ 1,254,131</b> | <b>\$ (45,539)</b> | <b>\$ 1,517,905</b> | <b>\$ 1,577,839</b> | <b>\$ (59,934)</b>  |
| <b>Expenses</b>   |                     |                     |                    |                     |                     |                     |
| Cost of Goods Sold  | \$ 246,219          | \$ 270,656          | \$ 24,437          | \$ 319,333          | \$ 347,382          | \$ 28,049           |
| Royalty   | 192,434             | 202,136             | 9,702              | 241,857             | 254,636             | 12,779              |
| Full-Time Salaries  | 53,297              | 63,974              | 10,677             | 197,077             | 233,899             | 36,822              |
| Part-Time Wages   | 153,769             | 171,953             | 18,184             | 301,588             | 323,579             | 21,991              |
| Benefits  | 9,984               | 10,829              | 845                | 41,144              | 39,357              | (1,787)             |
| Travel and Entertainment  | 1,379               | 1,926               | 547                | 6,862               | 8,860               | 1,998               |
| Supplies and Services   | 189,504             | 165,652             | (23,852)           | 545,238             | 412,801             | (132,437)           |
| Insurance   | 11,710              | 11,625              | (85)               | 46,841              | 46,500              | (341)               |
| Utilities   | 40,068              | 48,100              | 8,032              | 126,078             | 128,100             | 2,022               |
| Capital Reserve   | 33,333              | 33,333              | -                  | 133,333             | 133,333             | -                   |
| Management Fee  | 18,171              | 17,952              | (219)              | 72,684              | 71,808              | (876)               |
| Other   | 25,461              | 21,003              | (4,458)            | 88,276              | 75,513              | (12,763)            |
| <b>Total Operating Expenses</b>                                       | <b>\$ 975,329</b>   | <b>\$ 1,019,139</b> | <b>\$ 43,810</b>   | <b>\$ 2,120,311</b> | <b>\$ 2,075,768</b> | <b>\$ (44,543)</b>  |
| <b>Operating Profit before Depreciation, Incentives &amp; Rebates</b> | <b>\$ 233,263</b>   | <b>\$ 234,992</b>   | <b>\$ (1,729)</b>  | <b>\$ (602,406)</b> | <b>\$ (497,929)</b> | <b>\$ (104,477)</b> |
| Depreciation  | 4,165               | 3,333               | (832)              | 16,661              | 13,333              | (2,496)             |
| <b>Operating Profit before Incentives &amp; Rebates</b>               | <b>\$ 229,098</b>   | <b>\$ 231,659</b>   | <b>\$ (2,561)</b>  | <b>\$ (619,067)</b> | <b>\$ (511,262)</b> | <b>\$ (106,973)</b> |
| <b>Total</b>  |                     |                     |                    | <b>\$ 2,120,311</b> | <b>\$ 2,075,768</b> | <b>\$ (44,543)</b>  |
|   |                     |                     |                    |                     |                     | <b>\$ 1,744,429</b> |

| NET INFLOW (OUTFLOW) OF CASH RELATED<br>TO THE FOLLOWING ACTIVITIES   | Four months ended   |                     |
|---|---------------------|---------------------|
|   | April 30, 2011      | April 30, 2010      |
| OPERATING   | \$ 796,027          | \$ 907,348          |
| FINANCING   | -                   | 49,109              |
| <b>Net Cash Inflow (Outflow) during the period</b>                    | <b>\$ 796,027</b>   | <b>\$ 956,457</b>   |
| Cash, beginning of period   | 2,043,961           | 1,827,610           |
| <b>Cash, end of period</b>  | <b>\$ 2,839,988</b> | <b>\$ 2,784,067</b> |
| <b>OPERATING</b>  |                     |                     |
| Operating loss after incentives and rebates                           | \$ (619,067)        | \$ (669,609)        |
| Amortization of capital assets  | 16,661              | 13,332              |
| Cash provided by (used in) non cash working capital items             | 1,398,433           | 1,563,625           |
|   | <b>\$ 796,027</b>   | <b>\$ 907,348</b>   |
| <b>FINANCING</b>  |                     |                     |
| Long-term deposits  | \$ -                | \$ 49,109           |
|   | <b>\$ -</b>         | <b>\$ 49,109</b>    |
| Changes in non-cash working capital balances<br>related to operations |                     |                     |
| Accounts receivable   | \$ (503,168)        | \$ (391,998)        |
| Prepaid expenses  | (24,484)            | (22,008)            |
| Inventory   | (119,042)           | (149,258)           |
| Accounts payable and accrued liabilities                              | 1,440,401           | 1,730,565           |
| Incentives & rebates payable  | -                   | (42,201)            |
| Taxes payable   | (83,658)            | (66,915)            |
| Deferred revenue  | 688,384             | 505,440             |
| Cash provided by (used in ) operating activities                      | <b>\$ 1,398,433</b> | <b>\$ 1,563,625</b> |