



Management Report
for
The Board of Governors of Exhibition Place
May 2014

Executive Summary

000's	Month			YTD			2013
	Actual	Budget	Variance	Actual	Budget	Variance	
Revenues	1,932	1,197	735	3,230	2,492	738	2,005
Expenses	(1,179)	(947)	(232)	(3,610)	(2,982)	(628)	(2,474)
EBITDA/(LBITDA)	753	250	503	(380)	(490)	110	(469)

- For the month ending May 2014, the Operating Profit before Depreciation, Incentives and Rebates for BMO Field of \$753K was \$503K favourable to budget.
- Total revenues of \$1.9M for the month were \$735K favourable to budget mainly due to the International Friendly (\$319K), stronger TFC games (\$298K) and an additional ACC game (\$75K).
- Total operating expenses of \$1.2M for the month were \$232K unfavourable to budget mainly due to higher F&B expenses for TFC games (\$101K), one additional Amway Championship game (\$13K) and an International friendly match (\$55K) in the month as well as savings in Salaries and Benefits (\$24K) and timing of Utilities (\$34K).

May 2014 Financials

BALANCE SHEET

The following provides an analysis of key balance sheet items:

- Cash of \$2.0M was flat year over year.
- Accounts receivable of \$1.9M was made up primarily of the capital reserve receivable from the City of Toronto (\$768K), MLSE receivable (\$618K), Ticketmaster receivable (\$268K), and other operating receivables (\$248K).
- Subsequent receipts as of June 19th were \$68K. BMO Field is currently monitoring receivables and no collection issues have been identified.
- The year over year increase in accounts receivable of \$871K was mainly due to an increase in the capital reserve receivable from the City of Toronto (\$627K), MLSE receivable (\$164K) and Ticketmaster receivable (\$85K).
- Accounts payable and accrued liabilities of \$3.2M were primarily made up of MLSE cost recoveries (\$1.2M), ticket liabilities (\$760K), operating payables (\$715K) and general liabilities (\$275K).
- The year over year increase in accounts payable and accrued liabilities of \$568K was mainly due to timing of payment of MLSE cost recoveries (\$411K) and operating payables (\$473K), partially offset by a decrease in ticket liabilities (\$265K) and general liabilities (\$62K).

PROFIT & LOSS

The operating profit for the month ending May 31, 2014 of \$753K was \$503K favourable to budget. During the month there was one additional Amway Canadian Championship (ACC) game originally budgeted in April and one International friendly which was not in budget. The following provides an analysis of the significant variances in the month.

- Ticketmaster rebates were \$96K favourable to budget mainly due to an International friendly (\$90K), stronger TFC games (\$4K) and timing of one ACC game (\$2K).
- Food and beverage revenues were \$474K favourable to budget mainly due to the timing of one ACC game and higher stipe and per cap for both ACC (\$251K) games, an International friendly (\$128K) and 3 TFC games (\$83K)
- Cost of goods sold was \$124K unfavourable to budget for the month mainly due to the timing of the ACC game originally budgeted for April (\$30K), higher food and beverage sales for 2 ACC and 3 TFC games (\$39K) and an International friendly (\$38K). Gross margin of 71.1% was 1.9% favourable to Plan for the month.
- Food and beverage third party commissions were \$24K favourable to budget primarily due to the timing of the ACC game (\$8K) and stronger sales for the other matches in the month (\$15K).
- Suites were \$31K favourable to budget mainly due to higher suites rentals (\$45K) offset by lower suite license fee revenues (\$8K), adopt-a-suites revenues (\$4K) and additional tickets (\$2K).
- TFC usage fees were \$17K favourable to budget mainly due to timing of the ACC game.
- CRF was \$41K favourable to budget mainly due to an International friendly (\$23K) and timing of the ACC game (\$14K).
- Other usage fees were \$23K favourable to budget mainly due to the International friendly (\$38K) offset by timing of building cable rental (\$14K).
- Other revenue was \$21K favourable to budget mainly due to an International friendly.
- Food and beverage royalties were \$87K unfavourable to budget primarily due to the timing of the ACC game (\$48K) and higher royalties paid due to higher sales from the 2 ACC and 3 TFC games (\$43K).
- Part-time wages were \$54K unfavourable to budget for the month mainly due the timing of the ACC game (\$24K) and the International friendly (\$38K)
- Supplies and services expenses were \$11K unfavourable to budget mainly due to timing of food and beverage equipment purchases (\$10K) and additional uniform costs for new staff (\$6K) offset by higher credit card recovery for an International friendly (\$7K).
- Utilities were \$34K favourable to budget mainly due to timing of water and hydro billings (\$46K) offset by higher gas expense (\$13K).
- Other Expenses were \$14K favourable to budget mainly due to timing of telephone billings.

Submitted by:

Peter Church
General Manager

BMO FIELD
BALANCE SHEET
as at May 31, 2014

	May 31, 2014	May 31, 2013
ASSETS		
Current Assets		
Cash	\$ 2,004,036	\$ 1,998,317
Accounts receivable	1,938,908	1,067,059
Taxes recoverable	-	13,570
Prepaid expenses & deposits	83,804	176,029
Inventory	128,316	229,167
	4,155,064	3,484,138
Capital Assets	42,529	32,269
	\$ 4,197,593	\$ 3,516,407
LIABILITIES AND RETAINED EARNINGS		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 3,155,000	\$ 2,586,532
Taxes payable	181,379	-
Deferred revenue	1,018,259	833,787
	4,354,638	3,420,319
Long-Term Suite Deposits	213,454	204,704
Retained Earnings	(370,499)	(108,616)
	\$ 4,197,593	\$ 3,516,407
STATEMENT OF RETAINED EARNINGS		
Opening Retained Earnings	\$ 437,015	\$ 368,252
Net Loss	(389,910)	(476,868)
Distribution of Excess Cash to BOG	(417,604)	
Closing Retained Earnings	\$ (370,499)	\$ (108,616)

BMO FIELD
INCOME STATEMENT
For the Five Months Ending May 31, 2014

	Month			YTD			2013
	Actual	Budget	Variance \$	Actual	Budget	Variance \$	
Revenues							
Ticketmaster Rebates	\$ 108,342	\$ 12,120	\$ 96,222	\$ 115,297	\$ 21,210	\$ 94,087	\$ 29,689
Club Fees	\$ 8,246	\$ 9,783	(1,537)	\$ 24,737	\$ 29,350	(4,613)	\$ 26,319
Sponsorship	\$ 107,428	\$ 109,408	(1,980)	\$ 322,284	\$ 328,224	(5,940)	\$ 242,771
Contra Sponsorship	\$ -	\$ 2,500	(2,500)	\$ 29,934	\$ 12,500	17,434	\$ 2,830
Food and Beverage	\$ 1,145,093	\$ 671,128	473,965	\$ 1,647,188	\$ 1,152,335	494,853	\$ 904,620
F&B Third Party Commissions	\$ 64,043	\$ 39,648	24,395	\$ 89,874	\$ 68,670	21,204	\$ 48,428
Event Merchandise	\$ 27,022	\$ 14,435	12,587	\$ 43,062	\$ 25,158	17,904	\$ 18,854
Suites	\$ 197,300	\$ 166,166	31,134	\$ 499,653	\$ 483,738	15,915	\$ 396,644
TFC Usage Fee	\$ 86,780	\$ 69,524	17,256	\$ 121,492	\$ 121,667	(175)	\$ 102,960
CRF	\$ 104,372	\$ 63,360	41,012	\$ 138,218	\$ 110,880	27,338	\$ 87,439
Parking	\$ 91	\$ -		\$ 91	\$ -	91	\$ -
Other Usage Fee	\$ 57,640	\$ 34,200	23,440	\$ 147,782	\$ 130,472	17,310	\$ 131,807
Other Revenue	\$ 25,864	\$ 4,400	21,464	\$ 49,918	\$ 7,700	42,218	\$ 12,240
Total Revenues	\$ 1,932,221	\$ 1,196,672	\$ 735,458	\$ 3,229,530	\$ 2,491,904	\$ 737,626	\$ 2,004,601
Expenses							
Cost of Goods Sold	\$ 331,396	\$ 207,242	\$ (124,154)	\$ 512,209	\$ 360,585	\$ (151,624)	\$ 291,744
Food & Beverage Royalties	\$ 266,662	\$ 179,316	(87,346)	\$ 399,625	\$ 307,982	(91,643)	\$ 237,113
Suite Royalties	\$ 88,251	\$ 73,256	(14,995)	\$ 224,465	\$ 213,127	(11,338)	\$ 184,398
Full-Time Salaries	\$ 58,256	\$ 73,218	14,962	\$ 298,774	\$ 318,843	20,069	\$ 267,715
Part-Time Wages	\$ 205,098	\$ 150,960	(54,138)	\$ 422,624	\$ 363,575	(59,049)	\$ 269,307
Benefits	\$ 10,731	\$ 13,737	3,006	\$ 56,470	\$ 59,235	2,765	\$ 49,245
Travel and Entertainment	\$ 2,584	\$ 2,746	162	\$ 8,947	\$ 14,618	5,671	\$ 3,608
Supplies and Services	\$ 126,600	\$ 115,338	(11,262)	\$ 1,027,198	\$ 705,970	(321,228)	\$ 506,962
Insurance	\$ 18,042	\$ 11,858	(6,184)	\$ 65,474	\$ 59,288	(6,186)	\$ 58,125
Realty Tax	\$ 2,000	\$ 2,000	-	\$ 10,000	\$ 10,000	-	\$ 58,000
Utilities	\$ 9,972	\$ 44,200	34,228	\$ 214,903	\$ 196,400	(18,503)	\$ 182,255
Capital Reserve	\$ 35,333	\$ 35,333	-	\$ 176,665	\$ 176,663	(2)	\$ 173,200
Management Fee	\$ 19,089	\$ 19,250	161	\$ 95,445	\$ 96,252	807	\$ 94,365
Other	\$ 4,810	\$ 18,821	14,011	\$ 96,989	\$ 99,540	2,551	\$ 97,911
Total Operating Expenses	\$ 1,178,824	\$ 947,275	\$ (231,549)	\$ 3,609,788	\$ 2,982,078	\$ (627,710)	\$ 2,473,948
Operating Profit/(Loss)	\$ 753,397	\$ 249,397	\$ 503,909	\$ (380,258)	\$ (490,174)	\$ 109,916	\$ (469,347)
Depreciation	2,263	3,333	1,070	9,652	16,667	7,015	7,521
Net Profit/(Loss)	\$ 751,134	\$ 246,064	\$ 502,839	\$ (389,910)	\$ (506,841)	\$ 102,901	\$ (476,868)
F&B Gross Margin %	71.1%	69.1%	1.9%	68.9%	68.7%	0.1%	67.7%

**BMO FIELD
STATEMENT OF CASH FLOWS**

NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES	Five months ending	
	May 31, 2014	May 31, 2013
OPERATING	\$ 503,387	\$ 409,203
FINANCING	8,750	(36,000)
	\$ 491,855	\$ 375,063
Net Cash Inflow during the period	\$ 491,855	\$ 375,063
Cash, beginning of period	1,512,181	1,623,254
Cash, end of period	\$ 2,004,036	\$ 1,998,317
 OPERATING		
Net Loss	\$ (389,910)	\$ (476,868)
Amortization of capital assets	-	-
Cash invested in non cash working capital items	1,310,901	886,067
	\$ 920,991	\$ 409,199
 FINANCING		
Long-term deposits	\$ 8,750	\$ (36,000)
Distribution of excess cash to owner	-	-
	\$ 8,750	\$ (36,000)
 Changes in non-cash working capital balances related to operations		
Accounts receivable	\$ (464,286)	\$ (715,925)
Taxes recoverable	271,882	(7,331)
Prepaid expenses	(79,283)	(172,044)
Inventory	(84,354)	(211,165)
Accounts payable and accrued liabilities	1,412,612	1,582,915
Deferred revenue	716,876	797,560
	\$ 1,310,901	\$ 886,067
 Excess Cash Paid paid to BOG between May 31, 2013 and May 31, 2014		
		(751,728)
 Incentives and Rebates paid to MLSE & CSA between May 31, 2013 and May 31, 2014		
		(805,547)
 Total Incentives, Rebates and Excess Cash paid		
		\$ (1,557,275)
 Cash from Operations between May 31, 2013 to May 31, 2014		
		1,582,051
 Cash from Investments between May 31, 2013 to May 31, 2014		
		(27,803)
 Cash from Financing between May 31, 2013 to May 31, 2014		
		8,750
 Total Cash from Operations		
		\$ 1,562,998
 Total change in Cash between May 31, 2013 to May 31, 2014		
		\$ 5,723