



Exhibition Place Quarterly Dashboard

The Exhibition Place Dashboard provides a quarterly snapshot of Key Performance Indices related to the Goals, Objectives, and Strategies of the 2017-2019 Strategic Plan with a primary focus on our Financial, Environmental, Safety and Organizational Goals.

FOR THE NINE (9) MONTHS ENDING SEPTEMBER 30, 2017

	Actual YTD	Budget / Target YTD	Prior YTD
Consolidated Surplus / (Deficit)	\$ 811,724	\$ 1,397,153	\$ 387,141
Variance		\$ (585,429) ▲	\$ 424,583 ●
Consolidated Overhead Operating Expenses	\$ 26,238,859	\$ 26,516,920	\$ 25,426,564
Variance		\$ (278,061) ●	\$ 812,296 ◆
Net Capital Program Spending (%)	13.47%	36.00%	13.30%
Variance		-22.53% ◆	0.17% ●
Recordable Lost Time Injuries	-	N/A	0.29
Variance		N/A ●	(0.29) ●
Attendance - Sick Days	4.31	3.69	3.69
Variance		0.62 ◆	0.62 ◆
Waste Diverted - %	76%	81%	65%
Variance		-5% ▲	11% ●
Energy Net Grid (kWh)	12,733,922	13,217,851	13,487,603
Variance		(483,929) ●	(753,681) ●

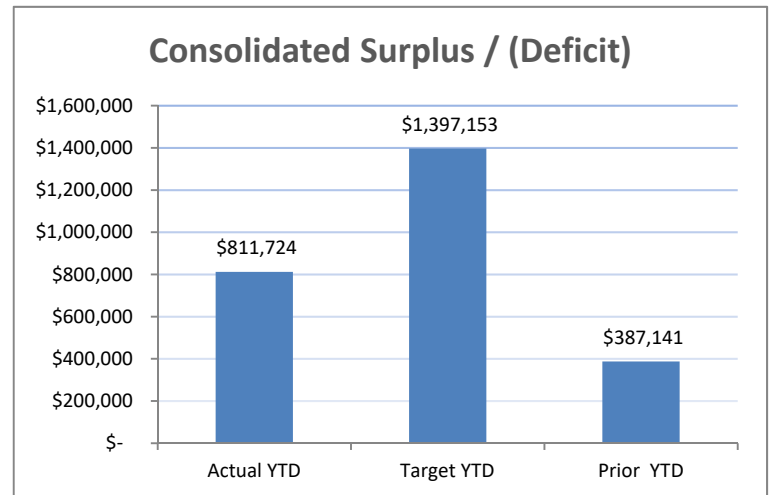
LEGEND

- Favourable
- ◆ Unfavourable
- ▲ YTD variance is unfavourable but management believes by year end that we will meet or exceed.

Consolidated Surplus / (Deficit)

MEASURE: Consolidated Net Income (Loss)

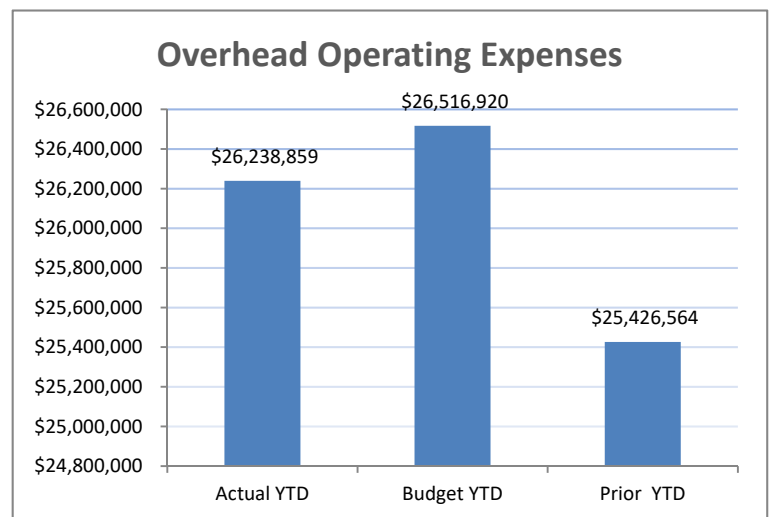
- 1) The Exhibition Place operating budget surplus as approved by City Council is \$.123M. However, the target used for this KPI is not the Council approved operating budget but the actual surplus achieved in 2016 of \$1.862M.
- 2) Actual vs 2016 Target Surplus for the nine (9) months is an unfavourable variance of (\$0.585M) primarily due to timing of net event income and overhead operating costs.
- 3) The YOY increase of \$.425M due to timing of new business.
- 4) Management believes that the Target Surplus will be achieved by year-end.



Overhead Operating Expenses

MEASURE: Consolidated overhead operating expenses before amortization, cost of services, contribution to naming rights, and interest.

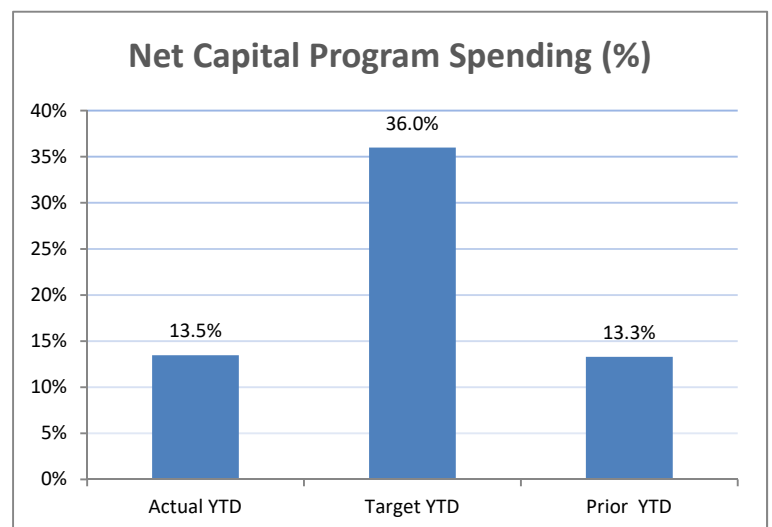
- 1) Favourable variance between Actual vs Budget is minimal.
- 2) YOY unfavourable variance of \$.812M (3%) primarily due to timing of expenditures.
- 3) Management believes that the consolidated overhead will be achieved by year-end.



Net Capital Program Spending (%)

MEASURE: Achievement of Exhibition Place's capital work program as a percentage of City of Toronto capital funding.

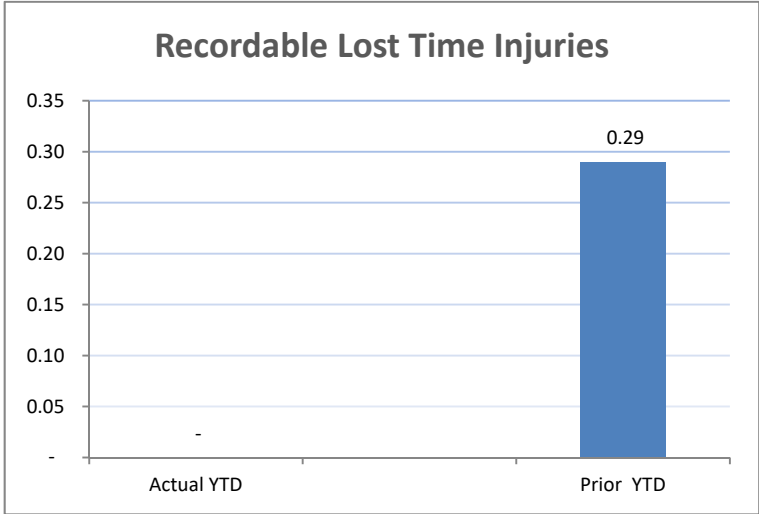
- 1) The Exhibition Place / City target for net capital spend is 90% or more. In previous years, Exhibition Place has measured contract commitment and not actual spend.
- 2) The year to date actual vs target is an unfavourable variance of (22.5%) primarily due to the commencement of spend only after the budget was approved by the City in February 2017 and spending on carry forward funding was prioritized first before 2017 in year spend.
- 3) YOY variance is minimal of 0.2%.
- 4) Management expects not to meet the 90% net capital spend target for 2017. An action plan with timelines is being developed to improve this outcome in 2018.



Recordable Lost Time Injuries

MEASURE: Standard occupational recordable Lost Time Injury (LTI) includes WSIB claims containing lost time opened. Calculation is the number of recordable injuries x 200,000 exposure hours divided by total employee hours worked.

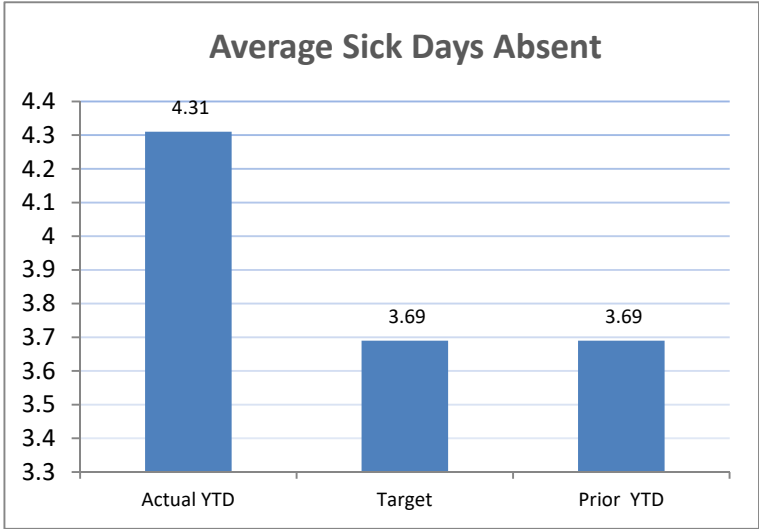
- 1) YOY variance of 0.29 Recordable Lost Time Injuries due to there being none in 2017 vs 1 LTI in 2016.
- 2) As trending for the nine (9) months ending September 30th, and with knowledge of the incidents since September, Management believes that we will meet or improve on 2016 year LTI.



Average Sick Days Absent

MEASURE: Average days absent per employee.

- 1) The 2016 actual nine (9) months ending average sick days absent of 3.69 is used as the 2017 target to compare with actual.
- 2) In 2017, the City and Exhibition Place implemented a new Short-Term Disability Benefit. The 2017 year to date actual vs target is an unfavourable variance of (.62) days.
- 3) YOY there is an unfavourable variance of (.62) days.
- 4) Management is expecting the unfavourable variance to continue to year-end and will be reviewing the details of our final results, the City experience, and any possible impact of the new Short-Term Disability Benefit plan.

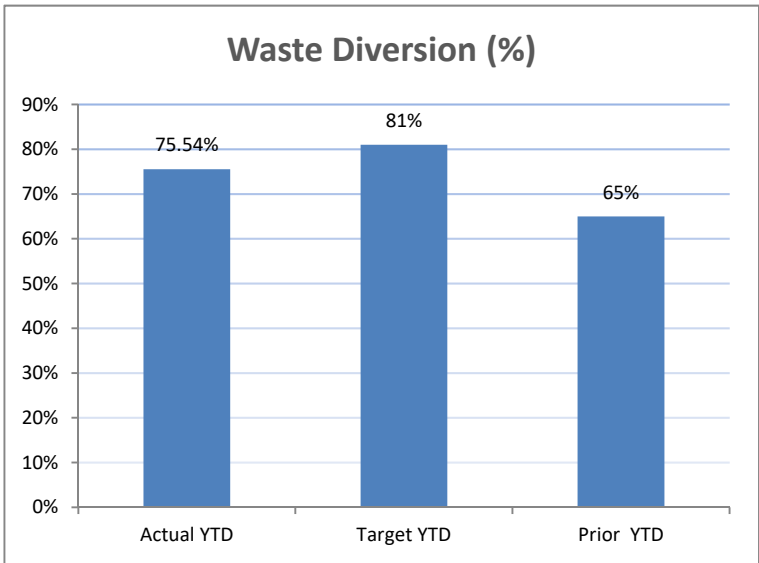


Waste Diverted (%)

MEASURE: Percentage of all waste produced that was diverted from landfill.

Definition: The total amount of waste diverted from the landfill in kilograms is divided by the total of all waste (diverted and not diverted) and multiplied by 100.

- 1) The actual 2016 waste diverted was 77% and the Strategic Plan Goal is to reach 90% by 2019 with the 2017 target being 81%; 2018 being 85% and 2019 at 90%.
- 2) The actual vs target is an unfavourable variance of 5.46% primarily due to mix of divertible materials.
- 3) YOY favourable variance of 10.54% is primarily due to the mix of divertible materials from events and capital projects.
- 4) Management believes that by year end that we will meet the target of 81%.



Energy Net Grid (kWh)

MEASURE: Energy consumed net grid including green energy, excluding tenants.

- 1) The Strategic Plan set a Goal to aim for Energy Net Grid and as a tactic Management set a target to reduce kWh by 2% a year from 2017 to 2019 calculated from the base year of 2016.
- 2) The actual vs target is a favourable variance of 483,929 kWh primarily due to Eneccare Centre's new high efficient chiller and new GREENSmart lighting policy. With the loss of the Demand Response program, the Co-Gen has run more often compared to the prior year; and lighting intensity reductions were implemented in the Ballpark and Eneccare Centre escape tunnel.
- 3) The YOY change reflects a favourable variance of 753,681 kWh primarily due to the same response above.
- 4) Management believes that as trending year to date we will meet our target Energy Net Grid kWh for year end.

