



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 MONTHS ENDING SEPTEMBER 30, 2018

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue	\$ 36,290,182	\$ 38,028,497	\$ 36,784,410
Variance		\$ (1,738,314) ▲	\$ (494,228) ▲
Surplus / (Deficit)	\$ 890,711	\$ 410,719	\$ 811,724
Variance		\$ 479,992 ●	\$ 78,987 ●
Overhead Operating Expenses	\$ 29,032,497	\$ 29,860,416	\$ 27,451,857
Variance		\$ 827,918 ●	\$ (1,580,640) ▲
Net Capital Program Spending (%)	51%	45%	15%
Variance		6% ●	36% ●
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0 ●	0.0 ●
Average Sick Days Absent	7.5	3.7	4.3
Variance		(3.78) ◆	(3.16) ◆
Waste Diverted (%)	80%	85%	76%
Variance		-5% ▲	4% ●
Energy Net Grid (kWh)	10,919,361	11,714,540	11,953,612
Variance		795,178 ●	1,034,251 ●

LEGEND

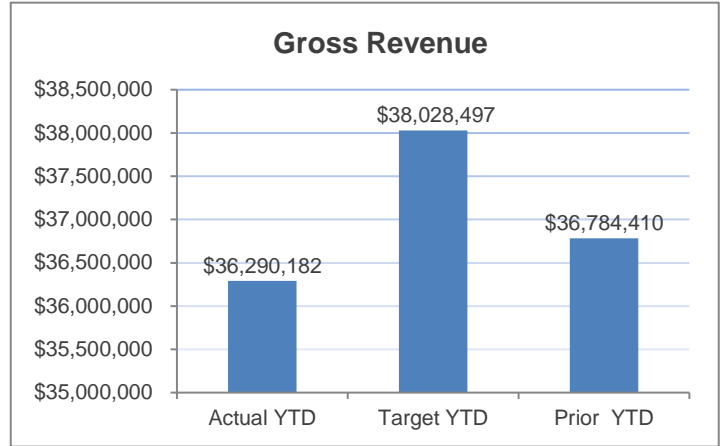
- Favourable or meeting Budget/Target
- ◆ Unfavourable
- ▲ YTD variance is unfavourable but management believes by year end that we will meet or exceed

Quarterly Dashboard

Gross Revenue

MEASURE: Gross Revenue

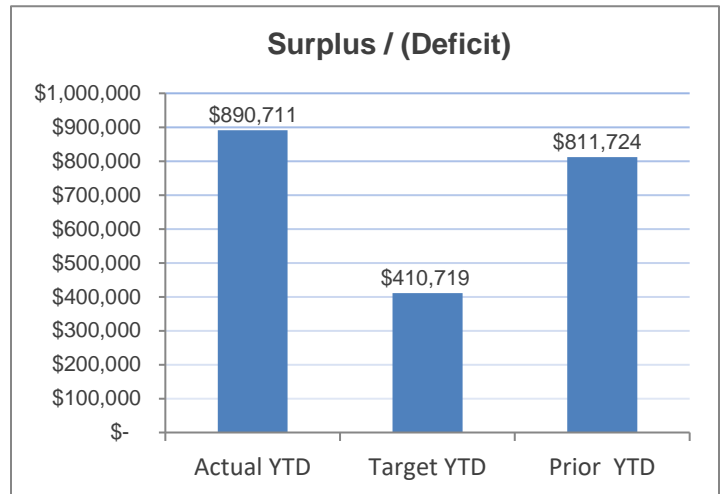
- 1) Target used for this KPI is the actual gross revenue achieved for the nine (9) months of 2016 adjusted for the CPI of 3% per year.
- 2) Unfavourable variance of (\$1.738M) between Actual and Target is primarily due to timing of new business. The NBA's All-Star Jam Session event held at Enercare Centre and the Perfect China event held at Beanfield Centre both took place in the first six months of 2016, and contribute to the unfavourable variance in 2018.
- 3) YOY unfavourable variance of (\$.494M) is primarily due to budget timing of new events.



Surplus / (Deficit)

MEASURE: Net Income

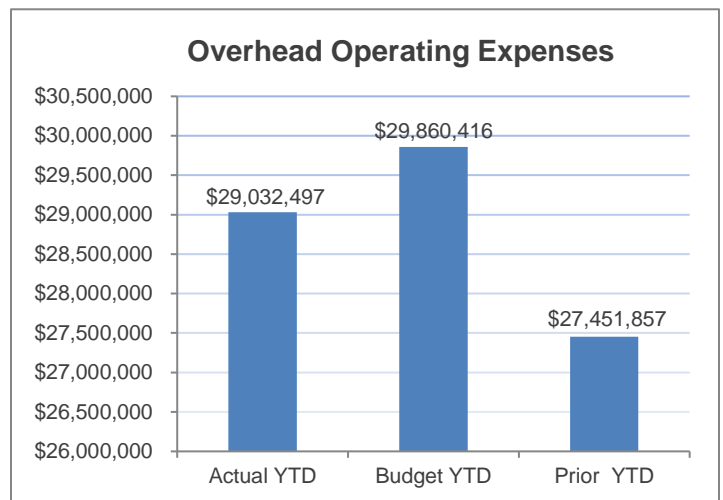
- 1) The Operating Budget surplus approved by City Council is \$.150M. However, the target used for this KPI is not the Council approved operating budget but the actual surplus achieved for the first nine (9) months of 2016 adjusted for the CPI of 3% per year.
- 2) Favourable variance of \$.480M between Actual and Target is primarily due to timing of events and expenditures.
- 3) YOY favourable variance of \$.079M is primarily due to timing of new business and expenditures.



Overhead Operating Expenses

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

- 1) Favourable variance between Actual and Budget of \$.828M primarily due to timing of budgeted expenses offset by lower utilities due to various energy savings initiatives.
- 2) YOY unfavourable variance of (\$1.581M) primarily due to timing of expenditures and COLA.

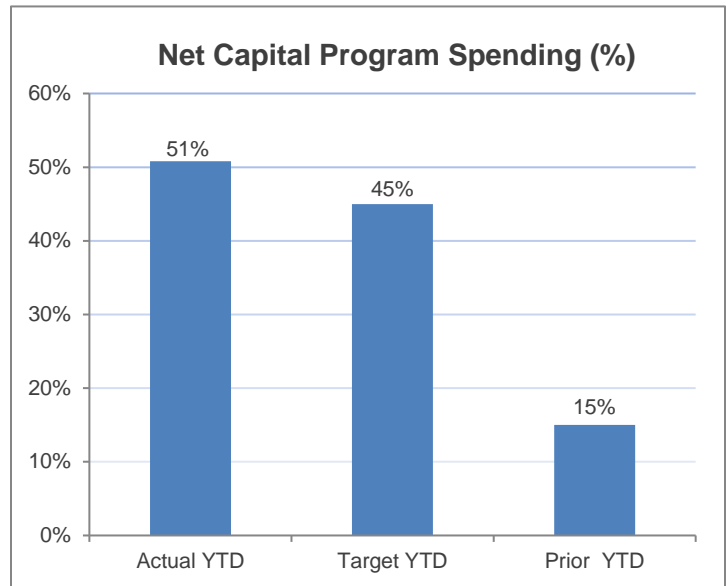


Quarterly Dashboard

Net Capital Program Spending (%)

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

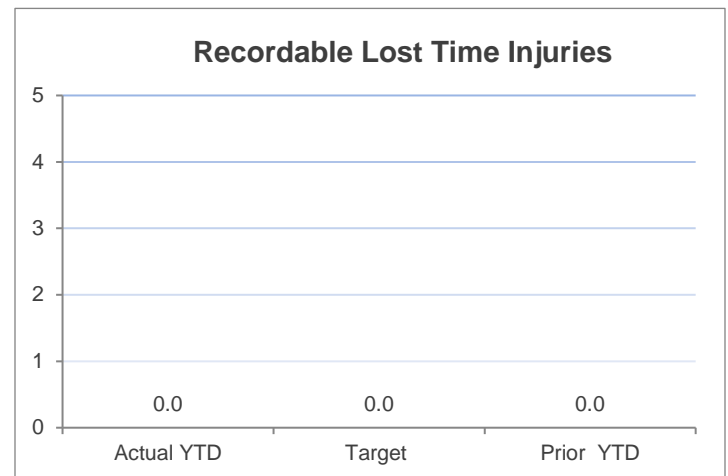
- 1) Target for net capital spend is 90% or more for the year, with a Q3 cumulative target being set at 50%.
- 2) Favourable variance between actual and target of 5.8% exceeds the target. Generally, spending on carry forward from prior year funding (now completed) is prioritized first before spending on current year budget.
- 3) The YOY favourable variance of 36% is primarily due to early start of the net capital spend compared to 2017 as noted above. However, there is one major outstanding capital project for McGillivray Fountain (\$535,000) which may affect year-end achievement.



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.

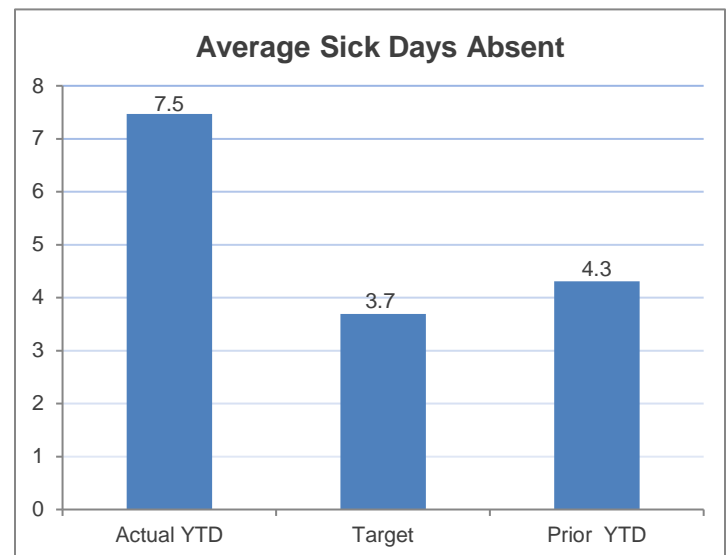
- 1) LTI is reporting 0.0 in Q2 2018 that represents a YOY variance of 0.0.
- 2) The Target is 0.0.



Average Sick Days Absent

MEASURE: Average days absent per employee. This includes all Short-Term Disability Benefits (100%, 75%, and dependent) and Unpaid Sick Days.

- 1) With the City and Exhibition Place implementing their new Short-Term Disability Benefits in January 2017, Exhibition Place is using the 2016 actual Average Sick Days Absent as the 2018 Target.
- 2) The Actual vs. Target is an unfavourable variance of (3.8) days.
- 3) YOY there is a favourable variance of (3.2) days.
- 4) Management are actively monitoring employee sick day absences especially related to longer periods of absences.



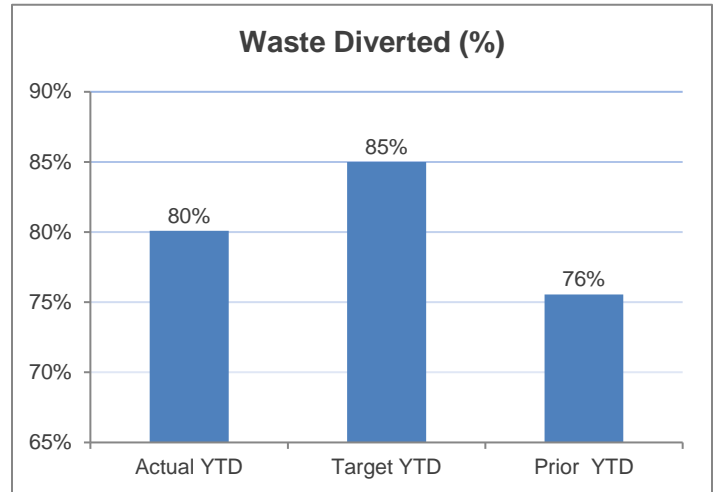
Quarterly Dashboard

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) Strategic Plan Goal is to reach 90% Waste Diversion by 2019 with the Target being set for 2018 at 85%.
- 2) Actual vs. Target is an unfavourable variance of (5%).
- 3) YOY is a favourable variance of 4%.



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 for 2017 to 2019 calculated from the base year of 2016.
- 2) The 2018 Actual vs. Target is a favourable variance of 795,178 kWh is primarily due to Enercare Centre's new high efficiency chiller and new GREENSmart lighting policy.
- 3) The YOY favourable variance of 1,034,251 kWh is primarily due to Co-Gen being run more often as part of District Energy System (DES), new Beanfield Centre lighting retrofit, and Enercare Centre cooling tower optimization project.

