



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 SIX MONTHS ENDED JUNE 30, 2019

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue	\$ 29,035,934	\$ 25,926,675	\$ 22,652,650
Variance		\$ 3,109,260 ●	\$ 6,383,284 ●
Surplus / (Deficit)	\$ 1,165,448	\$ 883,565	\$ (332,987)
Variance		\$ 281,883 ●	\$ 1,498,435 ●
Overhead Operating Expenses	\$ 19,874,107	\$ 19,424,878	\$ 17,663,004
Variance		\$ (449,229) ▲	\$ (2,211,103) ▲
Net Capital Program Spending (%)	18%	20%	37%
Variance		-2% ▲	-19% ▲
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0 ●	0.0 ●
Average Sick Days Absent	4.5	2.5	3.0
Variance		(2.0) ▲	(1.5) ▲
Waste Diverted (%)	50%	90%	86%
Variance		-40% ▲	-36% ▲
Electricity Net Grid Consumption (kWh)	4,501,448	5,737,089	5,377,948
Variance		1,235,641 ●	876,500 ●
COE - Carbon Dioxide Emissions (MT)	5,560	4,621	4,668
Variance		(939) ▲	(892) ▲
Customer Satisfaction Rating (%)	83.3%	85.0%	N/A
Variance		-2% ▲	

LEGEND

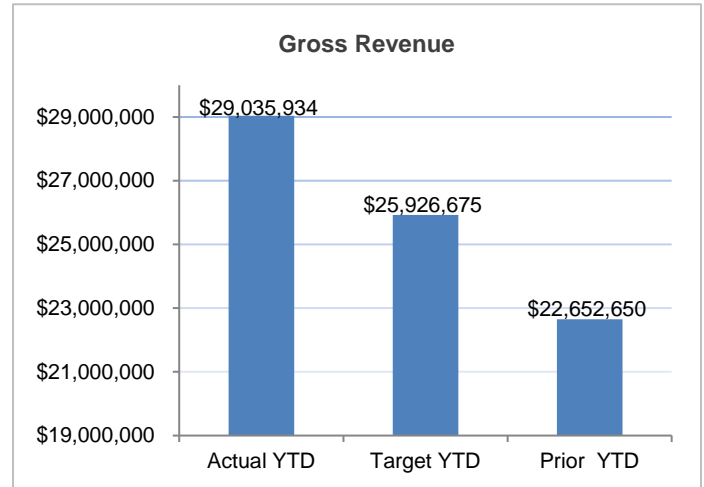
- Favourable or meeting Budget/Target
- ◆ Unfavourable
- ▲ YTD variance is unfavourable but management believes by year end that we will meet or exceed

Quarterly Dashboard

Gross Revenue

MEASURE: Gross Revenue

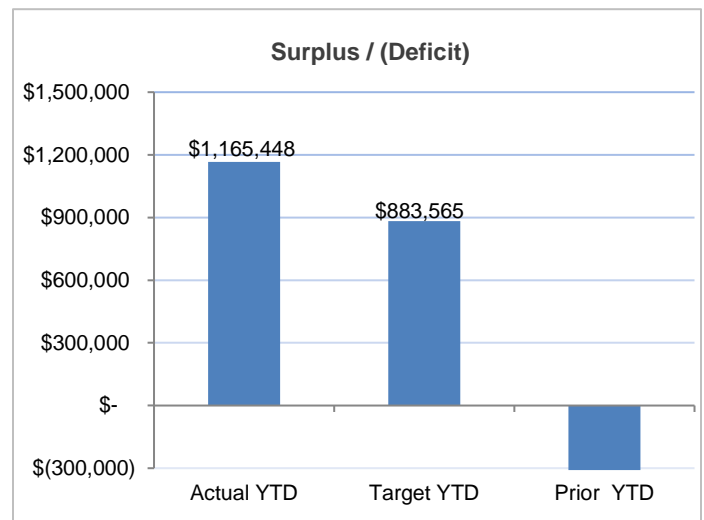
- 1) Target used for this KPI is the actual gross revenue achieved for the six months ended June 30, 2016 adjusted for the CPI of 3% per year.
- 2) Favourable variance of \$3.1M between Actual and Target is primarily due to timing of non-budgeted events such as Manulife Heart & Stroke Ride for Heart, TD SMG 2019, Sales Force & higher than budgeted rental revenue from the Boat Show.
- 3) YOY favourable variance of \$6.4M primarily due to timing of new events.



Surplus / (Deficit)

MEASURE: Net Income

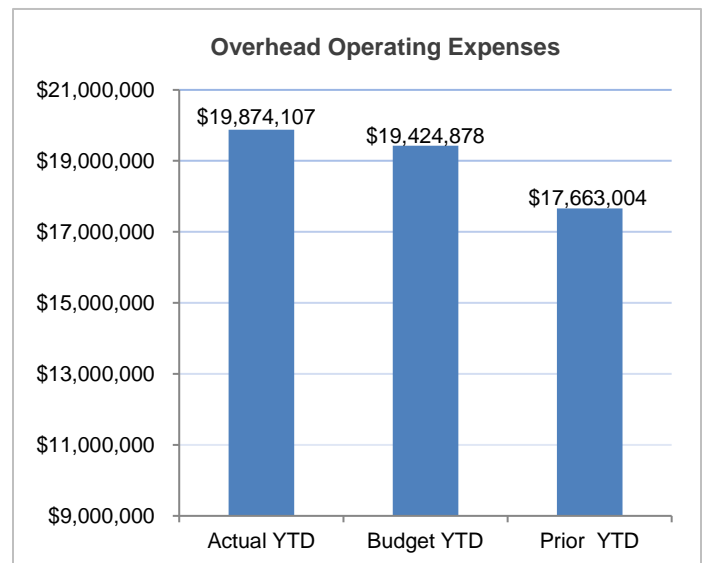
- 1) The Operating Budget surplus approved by City Council is \$160K. However, the target used for this KPI is not the Council approved operating budget but the actual surplus achieved for the year ended December 31, 2016 adjusted for the CPI of 3% per year.
- 2) Favourable variance of \$282K between Actual and Target is primarily due to timing of new business and expenditures.
- 3) YOY favourable variance of \$1.498M 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.

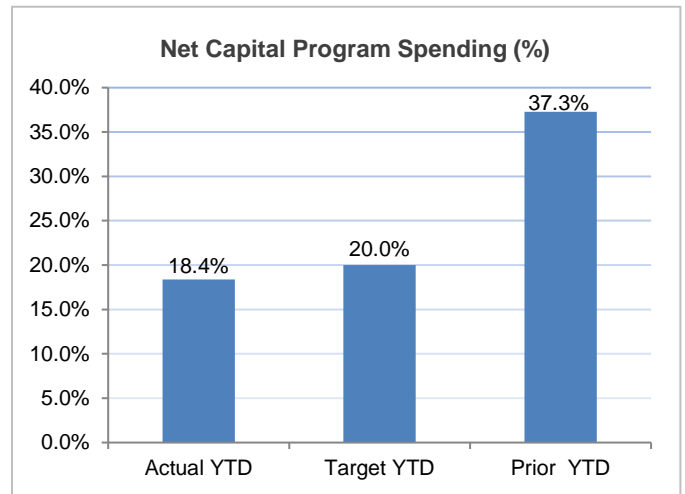
- 1) Unfavourable variance between Actual and Budget of (\$449K) primarily due to timing of budgeted expenses offset by lower utilities due to various energy savings initiatives.
- 2) YOY unfavourable variance of (\$2.211M) primarily due to timing of expenditures.



Net Capital Program Spending (%)

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

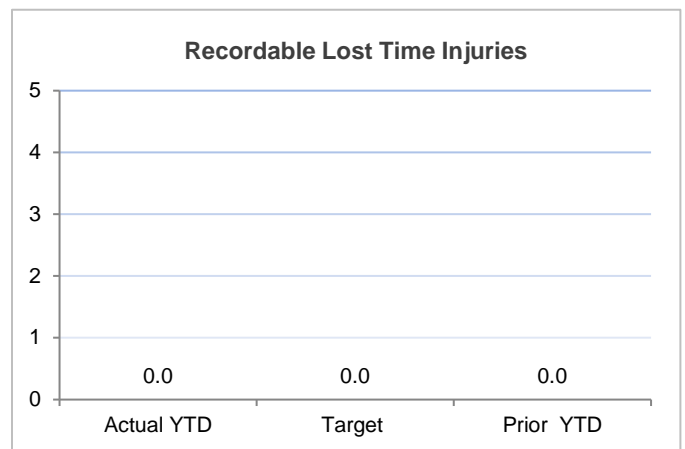
- 1) Target for net capital spend is 90% or more for the year with a Q2 cumulative target being set at 20%.
- 2) The Actual v Target favourable variance is minimal. Generally, spending on carry forward from prior year funding is prioritized first before spending on current year budget.
- 3) YOY unfavourable variance of (18.9%) is mainly due to higher spend on Cooling Towers project last year which had an earlier construction schedule as well as prioritization of spending prior year carry forward funding first.



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.

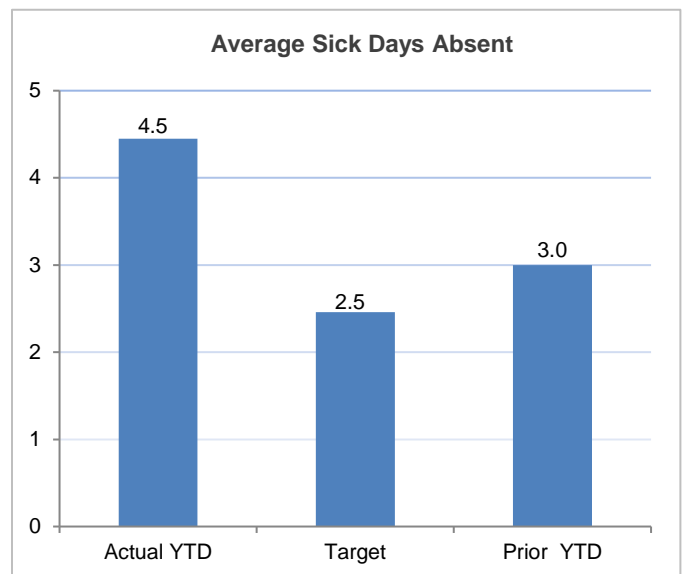
- 1) The Q2 2019 LTI is 0, which is in line with our target and YOY.



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) The City and Exhibition Place implemented the Short-Term Disability Benefits policy in January 2017. Exhibition Place is using the 2016 actual Average Sick Days Absent as the 2019 Target.
- 2) The Actual vs. Target is an unfavourable variance of (2.0) days.
- 3) YOY there is an unfavourable variance of (1.5) day.
- 4) Management is actively monitoring employee sick day absences, especially related to longer periods of absence.

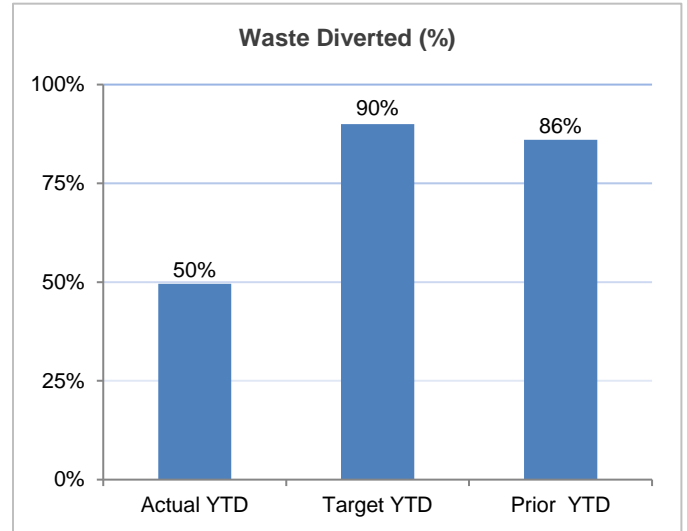


Waste Diverted (%)

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.

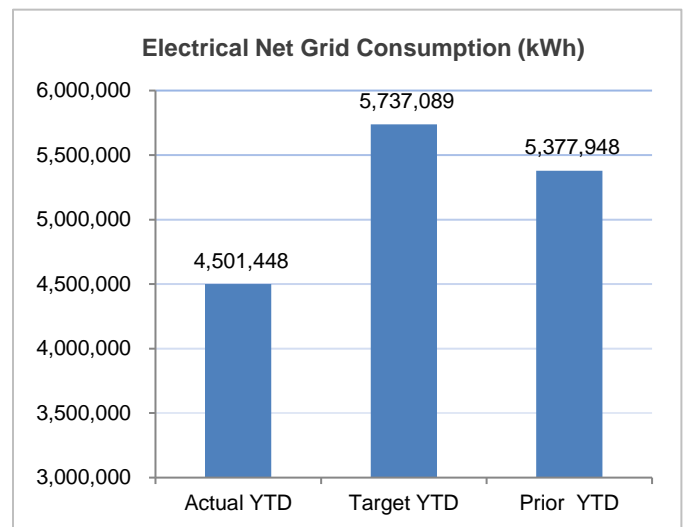
- 1) Strategic Plan Goal is to reach 90% Waste Diversion in 2019.
- 2) The Actual vs. Target is an unfavourable variance of (40%) due to the fact there was less divertible waste from lower capital spend compared to the same time last year. The removal of the metal water tower in 2018 and the removal of the metal carpentry shoot from GS in 2018 produced higher diverted waste % in Q2 2018.
- 3) YOY is an unfavourable variance of (36%) primarily due to the mix of waste versus recyclable material. Management is working closely with events discussing how to reduce waste and have more recyclable material.



Electricity Net Grid Consumption (kWh)

MEASURE: Electricity purchased from grid less Solar Production, less Renewable Energy purchase (DE), and less recoveries from tenants.

- 1) The Strategic Plan set a Goal to aim for Electricity Net Grid Consumption and as a tactic Management set a target to reduce kWh by 1% a year from the base year of 2016.
- 2) The 2019 Actual vs. Target is a favourable variance of 1,235,641 kWh primarily due to Enercare Centre's new high efficiency chiller, District Energy System Production (DES), and the new GREENSmart lighting policy.
- 3) The YOY favourable variance of 876,500 kWh is primarily due to the Cogen and Steam Turbine being run more often as part of the District Energy System.
- 4) Management believes by year end we will meet or exceed the Target.

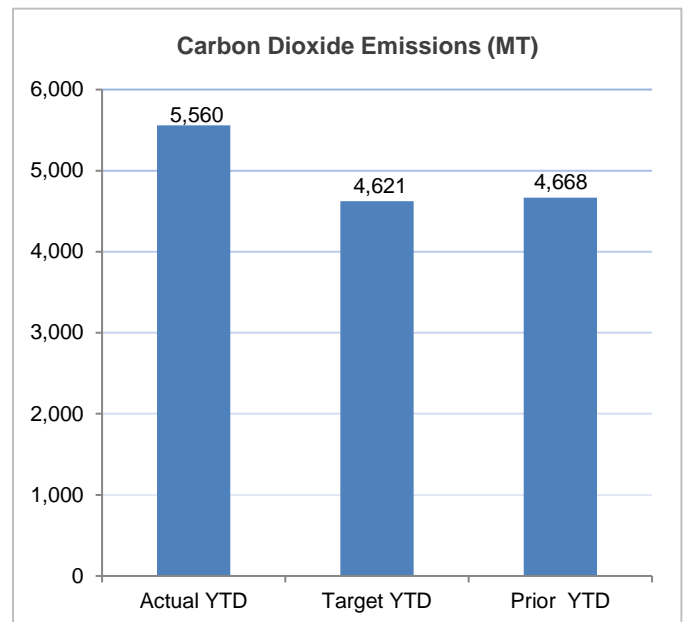


COE – Carbon Dioxide Emissions (MT)

MEASURE: Greenhouse gas (COE) is a measure of how much we contribute to climate change and is measured in metric tons of carbon dioxide released.

Definition: The total amount of CO2 Metric Tons released by burning carbon fuels and consumption of electricity. The carbon fuels included are natural gas, propane, diesel, and gasoline fuel.

- 1) The Strategic Plan set aggressive targets for minimizing environmental impact with a focus of reducing Carbon Dioxide Emissions - COE. Management developed a plan to reduce Carbon Dioxide Emission by 1% in 2019 over a base year of 2018.
- 2) The 2019 Actual vs. Target is an unfavourable variance of 939 tons COE. This is primarily due to the colder temperatures experienced in 2019 compared to 2018. There were 282 more heating degree days recorded by Q2 End in 2019 compared to 2018 YTD, a rise of 13%. These colder temperatures increase the natural gas used for heating, thus contributing to higher COE.
- 3) The YOY is an unfavourable variance of (1,737) Tons COE.



Customer Satisfaction Rating (%)

MEASURE: Customer Satisfaction Rating (CSR) is an industry wide measure of customer loyalty, satisfaction, and relationship. CSR measures the opinion / rating of our client on delivery of the following services in our venue/building: Customer Service, Food & Beverage, Event Services, and Parking.

Definition: The CSR target is 85% with a survey return rate from clients of 25%. The higher the score the higher the customer satisfaction and loyalty.

- 1) To achieve the Strategic Plan objective to grow event activity at Enercare Centre and Beanfield Centre, Exhibition Place developed a Customer Satisfaction Rating (CSR) measurement which measures how services supplied by a company meet or surpass customer expectation. As this is a new measurement, there is no comparable data for previous years.
- 2) The Actual vs. Target is an unfavourable variance of (1.7%).
- 3) Management believes by year end we will meet or exceed the Target.

