


## Appendix A Quarterly Dashboard

 Exhibition Place	<b>Exhibition Place Quarterly Dashboard</b> 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 Organization Goals.
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### 1<sup>st</sup> Quarter 2020 - Dashboard Overview

Since the City and Ontario Public Health Officer made the decision to cancel all programs and events up to June 30, 2020 due to the COVID-19 situation, Exhibition Place has been processing many cancellations and postponements of its 2020 events.

The Boards operations are highly dependent on the cash flow and net income from our trade and consumer shows, conferences, conventions, socials, galas, meetings and tenants operations. COVID-19 has effected the Boards operations in every aspect and the impact will be discussed throughout the Q1 Dashboard.

The loss of net income and cash flow is a concern not only to Exhibition Place but to the City of Toronto as the Board operates, manages, and maintains Exhibition Place on behalf of the City, and the City is entitled to any surplus resulting from the Board's activities, and is responsible for any deficit the Board incurs.

#### FOR THE THREE MONTHS ENDING MARCH 31, 2020

	Actual YTD	Budget / Target YTD	Prior YTD
<b>Gross Revenue</b>	\$ 9,712,931	\$ 15,411,071	\$ 13,194,562
<b>Variance</b>		\$ (5,698,140) <span style="color: red;">◆</span>	\$ (3,481,631) <span style="color: red;">◆</span>
<b>Overhead Operating Expenses</b>	\$ 9,031,681	\$ 10,279,576	\$ 9,830,702
<b>Variance</b>		\$ 1,247,895 <span style="color: green;">●</span>	\$ 799,022 <span style="color: green;">●</span>
<b>Surplus / (Deficit)</b>	\$ (1,573,496)	\$ 3,584,185	\$ 843,870
<b>Variance</b>		\$ (5,157,681) <span style="color: red;">◆</span>	\$ (2,417,366) <span style="color: red;">◆</span>
<b>Net Capital Program Spending (%)</b>	4%	5%	5%
<b>Variance</b>		-1% <span style="color: yellow;">▲</span>	-1% <span style="color: red;">◆</span>
<b>Recordable Lost Time Injuries</b>	0.0	0.0	0.0
<b>Variance</b>		0.0 <span style="color: green;">●</span>	0.0 <span style="color: green;">●</span>
<b>Average Sick Days Absent</b>	2.9	1.2	1.7
<b>Variance</b>		(1.7) <span style="color: yellow;">▲</span>	(1.2) <span style="color: red;">◆</span>
<b>Waste Diverted (%)</b>	35%	90%	45%
<b>Variance</b>		-55% <span style="color: red;">◆</span>	-10% <span style="color: red;">◆</span>
<b>Electricity Net Grid Consumption (kWh)</b>	1,068,942	3,276,819	3,294,313
<b>Variance</b>		2,207,877 <span style="color: green;">●</span>	2,225,371 <span style="color: green;">●</span>
<b>COE - Carbon Dioxide Emissions (MT)</b>	2,388	1,874	1,822
<b>Variance</b>		(514) <span style="color: yellow;">▲</span>	(566) <span style="color: red;">◆</span>
<b>Client Satisfaction Rating (%)</b>	83.7%	85.0%	78.9%
<b>Variance</b>		-1.3% <span style="color: yellow;">▲</span>	4.8% <span style="color: green;">●</span>

#### LEGEND

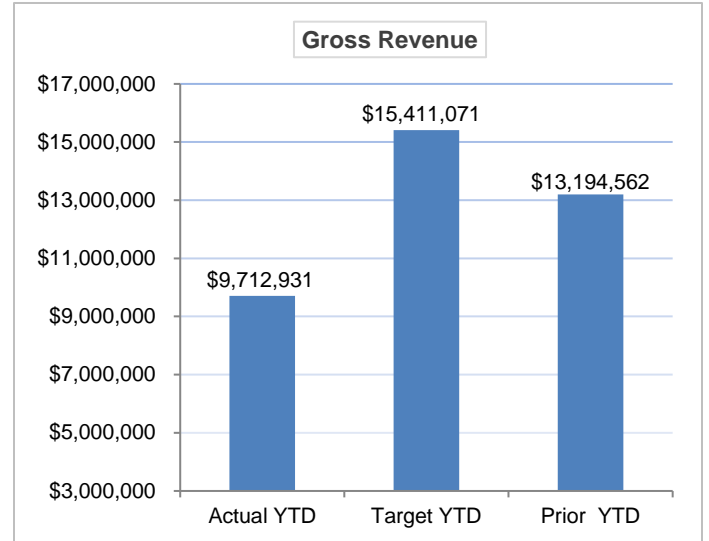
- Favourable or meeting Budget/Target
- ◆ Unfavourable
- ▲ YTD variance is unfavourable but management believes by year end that we will meet or exceed.

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### Gross Revenue

MEASURE: Gross Revenue

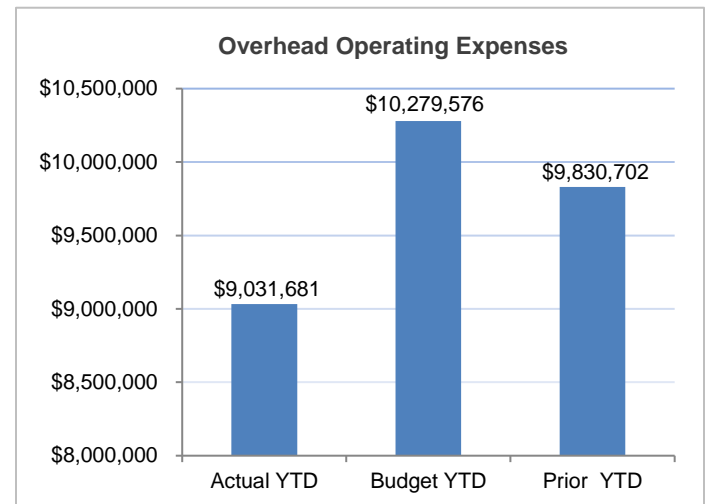
- 1) Target used for this KPI is the actual gross revenue achieved for the year ended March 31, 2016 adjusted for the CPI of 3% per year.
- 2) Unfavourable variance of (\$5.7M) between Actual and Target is primarily due to cancellation of the National Home Show and One of a Kind Spring Show as a result of the global COVID-19 pandemic.
- 3) YOY unfavourable variance of (\$3.5M) primarily due to cancellation of the National Home Show and One of a Kind Spring Show caused by the global COVID-19 pandemic.



### Overhead Operating Expenses

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

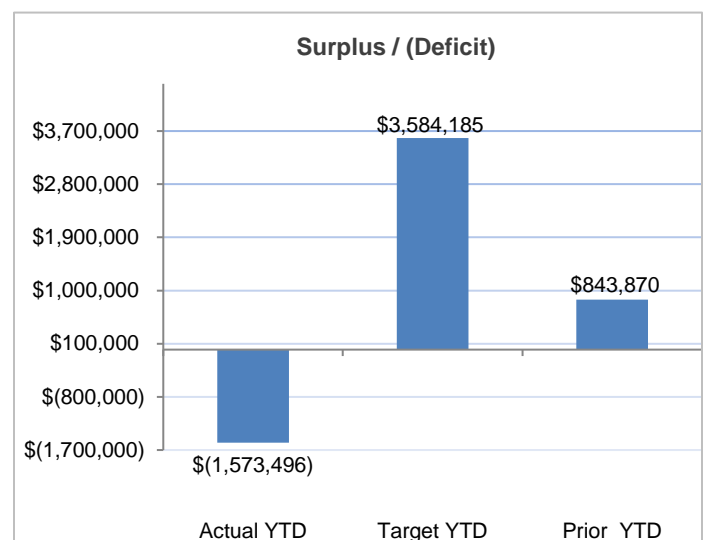
- 1) Favourable variance between Actual and Budget of \$1.2M is primarily due to preliminary cost cutting measures due to COVID-19, lower direct expenses due to cancelled events (e.g. National Home Show and One of a Kind Spring Show), and lower utilities due to the energy savings initiatives.
- 2) YOY favourable variance of \$0.8M primarily due to impact of COVID-19.



### Surplus / (Deficit)

MEASURE: Net Income

- 1) The Operating Budget surplus approved by City Council is \$500K. However, the target used for this KPI is not the Council approved operating budget but the actual surplus achieved for the year ended March 31, 2016 adjusted for the CPI growth of 3% per year (internal stretch budget).
- 2) Unfavourable variance of (\$5.2M) between Actual and Target is primarily due to cancellation of the National Home Show and One of a Kind Spring Show as a result of the global COVID-19 pandemic.
- 3) YOY unfavourable variance of (\$2.4M) is primarily due to cancellation of the National Home Show and One of a Kind Spring Show as a result of the global COVID-19 pandemic.

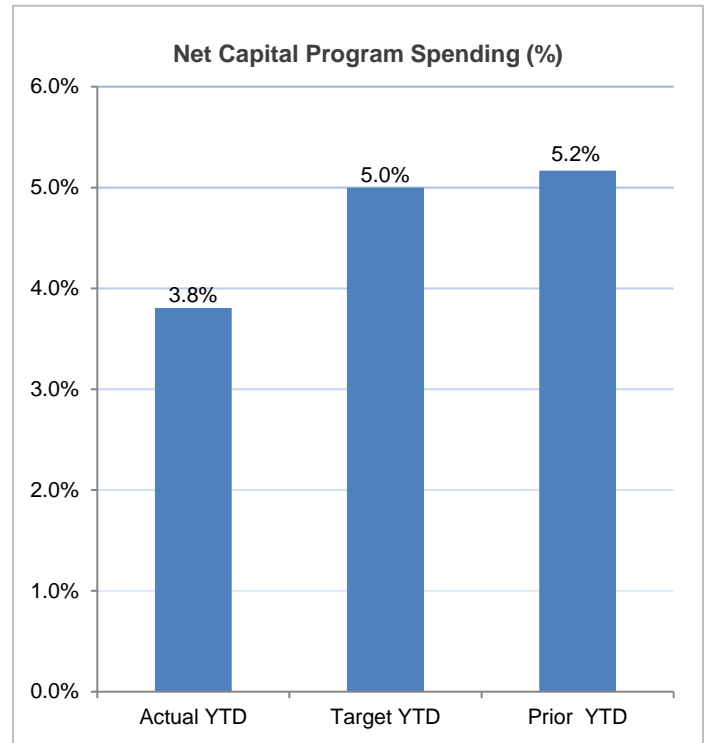


## Appendix A Quarterly Dashboard

### Net Capital Program Spending (%)

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

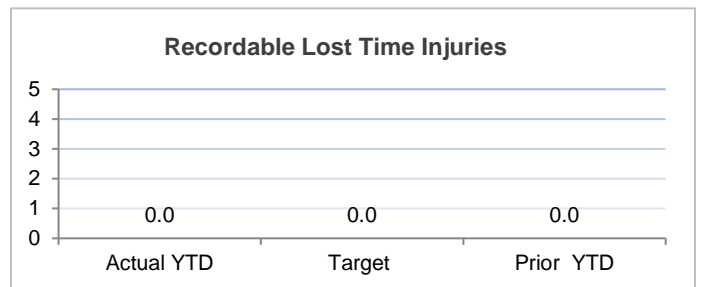
- 1) Target for net capital spend is 90% or more for the year with a Q1 target being set at 5%. The capital spend in March was impacted by COVID-19 due to uncertainty in surrounding the virus.
- 2) The Actual vs. Target unfavourable variance of (1.2%) is mainly due to the COVID-19 global pandemic. Generally, spending on carry forward from prior year funding is prioritized first before spending on current year budget, but in March due to COVID-19 and the uncertainty, project construction slowed down.
- 3) The YOY unfavourable variance of (1.4%) is mainly a result of the rise in the global COVID-19 pandemic.
- 4) In April, due to COVID-19, the City worked with EP staff to reduce our capital expenditures by \$6.2million to a capital spend of \$7.7million. The City's request was to work towards only incurring capital spend from Debt as current funding was ultimately eliminated through the revenue pressures the City was experiencing.



### 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.

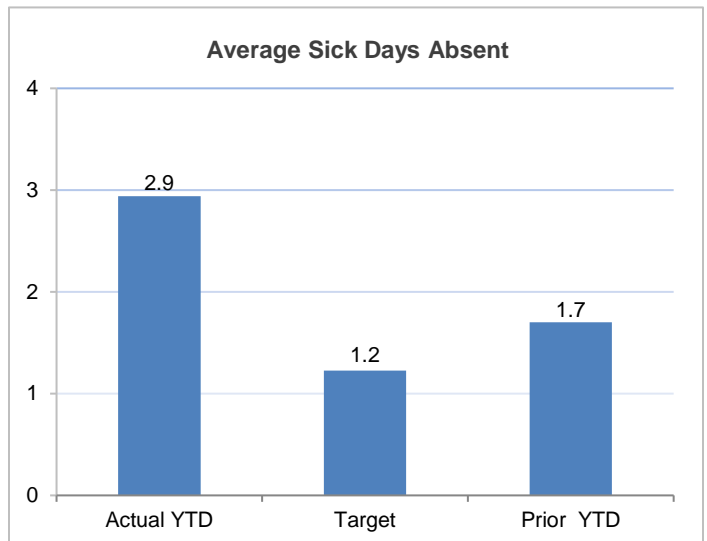
- 1) The Q1 2020 LTI is 0, which is in line with our target and YOY.



### 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 2020 Target.
- 2) The Actual vs. Target is an unfavourable variance of (1.7) days.
- 3) YOY there is an unfavourable variance of (1.2) day.
- 4) Management is actively monitoring sick day absences, especially related to longer periods of absence.



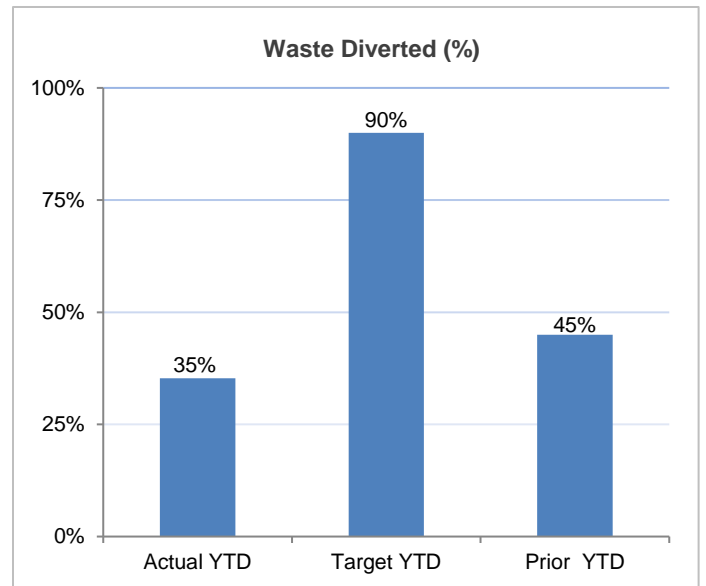
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### Waste Diverted (%)

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

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

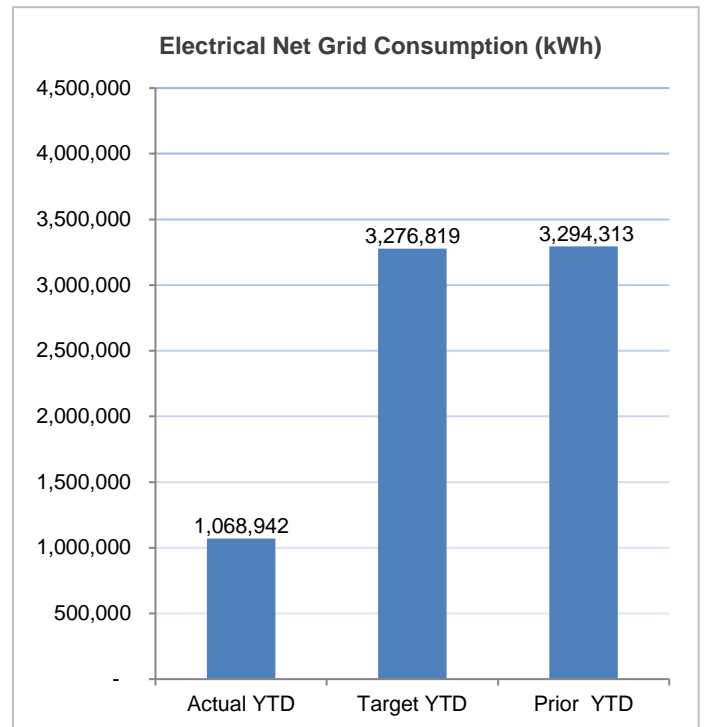
- 1) Strategic Plan Goal is to reach 90% Waste Diversion in 2020.
- 2) The Actual vs. Target is an unfavourable variance of (55%) due to the fact there was no divertible waste from the capital projects in the first quarter.
- 3) YOY is an unfavourable variance of (10%) primarily due to cancellation of the National Home Show and One of a Kind Spring Show as a result of the global COVID-19 pandemic. These cancelled events usually have a higher volume of divertible waste.



### Electricity Net Grid Consumption (kWh)

**MEASURE:** Electricity purchased from grid less Solar Production, Renewable Energy purchased, and 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 Q1 2020 Actual vs. Target is a favourable variance of 2,207,877 kWh primarily due to a reduction in consumption due to COVID-19, and cancelled March events. Also contributing was Enercare's high efficiency chiller, District Energy System Production (DES), and the new GREENSmart lighting policy.
- 3) The YOY favourable variance of 2,225,371 kWh is primarily due to a reduction in consumption due to the COVID-19 pandemic and cancelled March events. Contributing to this favourable variance is running the Cogen and Steam Turbine more often as part of the District Energy System. The Cogen had generated 2,568,955 kWh in Quarter 1 of 2020 compared to 406,223 kWh in Quarter 1 of 2019 .



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### COE – Carbon Dioxide Emissions (MT)

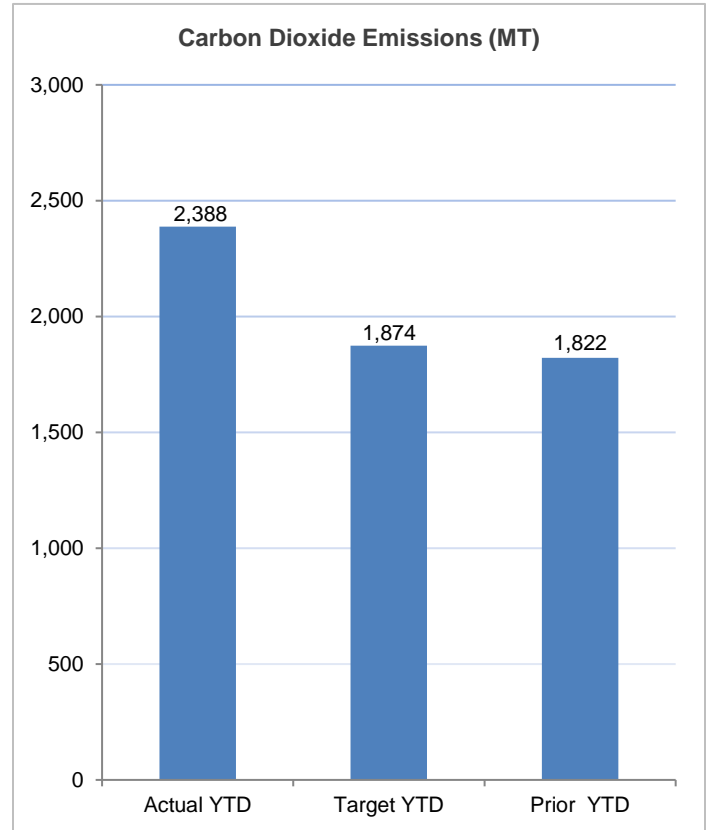
**MEASURE:** Greenhouse gas (COE) is a measure of how much we contribute to climate change, and is measured in metric tons of carbon dioxide released.

**Definition:** The total amount of CO<sub>2</sub> 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 Emissions by 1% in 2020 over a base year of 2018.

2) The 2020 Actual vs. Target is an unfavourable variance of (514) CO<sub>2</sub>e tons. This is primarily due to the increased use of the cogeneration plant in Quarter 1 of 2020 compared to Quarter 1 of 2018 (base year). For reference the cogen contributed 497 tons of CO<sub>2</sub>e in Quarter 1 2020 compared to 135 tons in Quarter 1 2018.

3) YOY is an unfavourable variance of (566) CO<sub>2</sub>e tons. This is primarily due to the increased use of the cogeneration plant in Quarter 1 of 2020 compared to Prior YTD. For reference the cogen contributed 497 tons of CO<sub>2</sub>e in Quarter 1 2020 compared to 78 tons of CO<sub>2</sub>e in Quarter 1 2019.



### Client Satisfaction Rating (%)

**MEASURE:** Customer Satisfaction Rating (CSR) is an industry wide measure of customer loyalty, satisfaction, and relationship. CSR measures the opinion / rating of Exhibition Place by event management on the delivery of the following services in the Enercare Centre, Beanfield Centre, and Exhibition Place: Customer Service, Food & Beverage, Event Services, Parking, ICT (internet, wifi, and telephone), Facilities, 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 Client Satisfaction Rating (CSR) measurement which measures how services supplied by a company meet or surpass client expectation.

2) The Actual vs. Target is an unfavourable variance of (1.3%).

3) YOY is a favourable variance of 4.8%.

