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| <br><b>Exhibition Place</b> | <p><b>Exhibition Place Quarterly Dashboard</b></p> <p>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.</p> |
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**FOR THE YEAR ENDING DECEMBER 31, 2018**

|   | Actual YTD    | Budget / Target YTD  | Prior YTD   |
|---|---------------|--|---|
| <b>Gross Revenue</b>                          | \$ 51,690,625 | \$ 53,091,473  | \$ 51,016,126   |
| <b>Variance</b>                               |               | \$ (1,400,847)  | \$ 674,499     |
| <b>Surplus / (Deficit)</b>                    | \$ 2,155,500  | \$ 1,976,319   | \$ 2,240,684  |
| <b>Variance</b>                               |               | \$ 179,181      | \$ (85,184)    |
| <b>Overhead Operating Expenses</b>            | \$ 36,500,699 | \$ 36,831,844  | \$ 36,139,580   |
| <b>Variance</b>                               |               | \$ 331,145      | \$ (361,119)   |
| <b>Net Capital Program Spending (%)</b>       | 80%           | 90%  | 77%   |
| <b>Variance</b>                               |               | -10%           | 3%            |
| <b>Recordable Lost Time Injuries</b>          | 0.0           | 0.0  | 0.0   |
| <b>Variance</b>                               |               | 0.0           | 0.0          |
| <b>Average Sick Days Absent</b>               | 6.5           | 4.9  | 5.7   |
| <b>Variance</b>                               |               | (1.58)        | (0.81)       |
| <b>Waste Diverted (%)</b>                     | 84%           | 85%  | 84%   |
| <b>Variance</b>                               |               | -1%           | 0%           |
| <b>Electricity Net Grid Consumption (kWh)</b> | 19,873,893    | 17,604,892   | 17,616,284  |
| <b>Variance</b>                               |               | (2,269,001)   | (2,257,609)  |

**LEGEND**

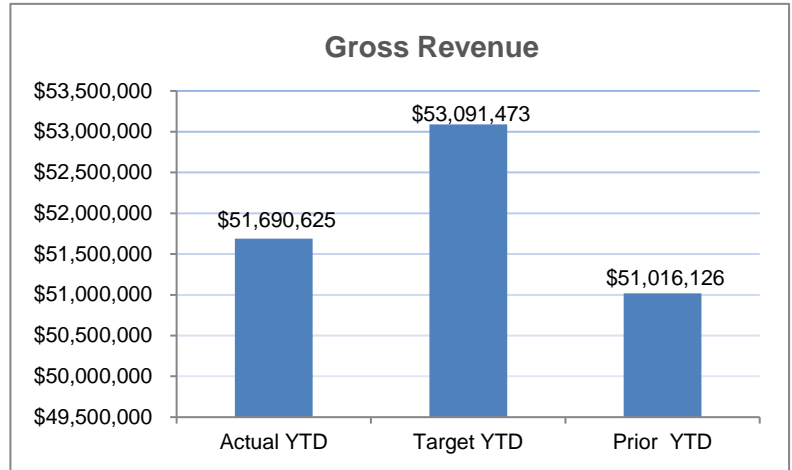
-  Favourable or meeting Budget/Target
-  Unfavourable
-  YTD variance is unfavourable but management believes by year end that we will meet or exceed.

## Appendix A Quarterly Dashboard

### Gross Revenue

MEASURE: Gross Revenue

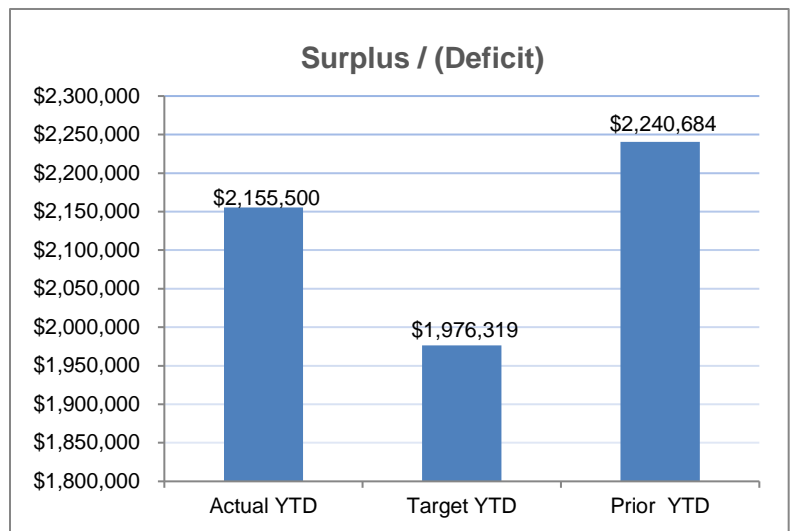
- 1) Target used for this KPI is the actual gross revenue achieved for the year ended December 31, 2016 adjusted for the CPI of 3% per year.
- 2) Unfavourable variance of (\$1.4M) between Actual and Target is primarily due to the fact that in 2016 revenue was much higher due to the unique one time events of NBA's All-Star Jam Session event held at Enercare Centre and the Perfect China event held at Beanfield Centre.
- 3) YOY favourable variance of \$36K is minimal.



### Surplus / (Deficit)

MEASURE: Net Income

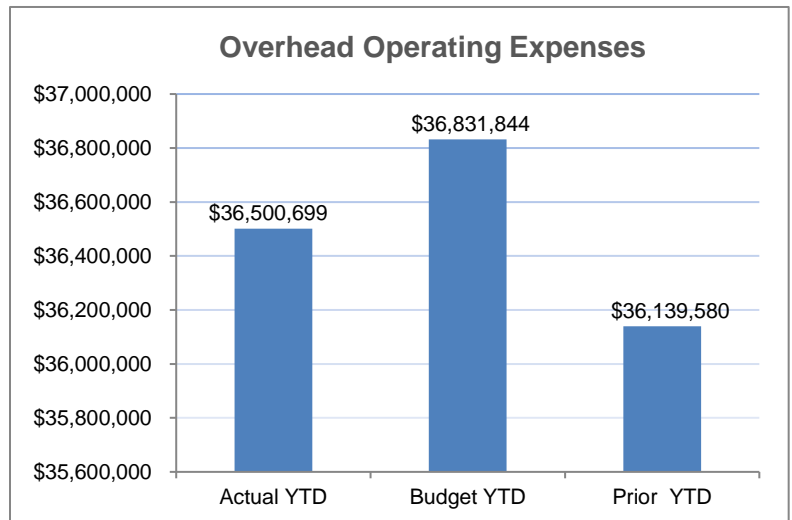
- 1) The Operating Budget surplus approved by City Council is \$.150M. However, the target used for this KPI is not the Council approved operating budget but the actual surplus achieved for the year ended December 31, 2016 adjusted for the CPI of 3% per year. The Board has a favorable variance of \$1.5M as compared to the City submitted Budget.
- 2) Favourable variance of \$0.179 between Actual and Target is primarily due to higher rental income offset by lower parking revenue due to less Argo and TFC games.
- 3) YOY unfavourable variance of \$.085M is minimal.



### 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 \$0.993M primarily due to cost saving from staffing re-organization and staff gapping.
- 2) YOY unfavourable variance of (\$0.301M) primarily due to increase in YOY utilities.

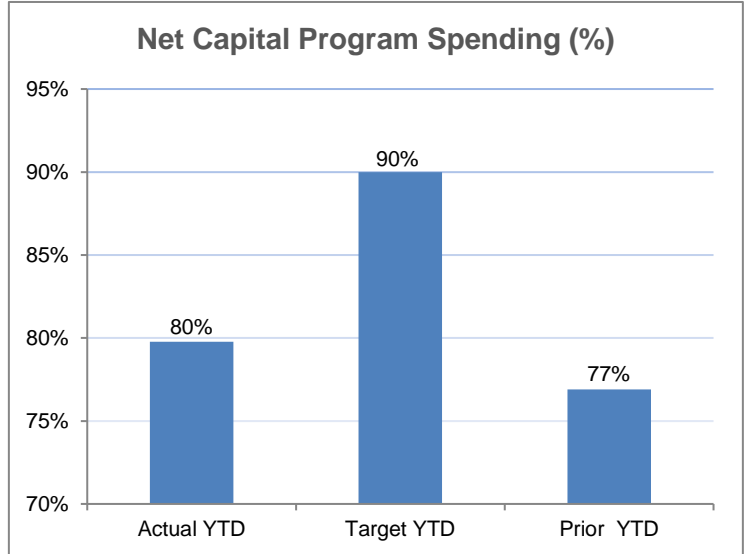


## Appendix A Quarterly Dashboard

### Net Capital Program Spending (%)

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

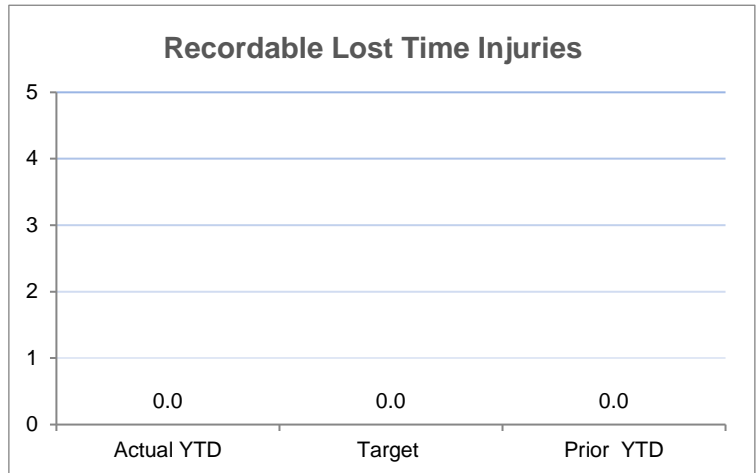
- 1) The Actual vs. Target is an unfavourable variance of (10.2%) primarily due to tendering processes, election year at the City, weather, and scheduling SOGR between timing of shows. Generally, the spending on carry forward projects of prior year funding (now completed) is prioritized first before spending on current year budget.
- 2) YOY favorable variance of 2.9% is primarily due to the early award of some contracts and agreements for which the process had begun last year before the official budget approval by City Council.



### 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.

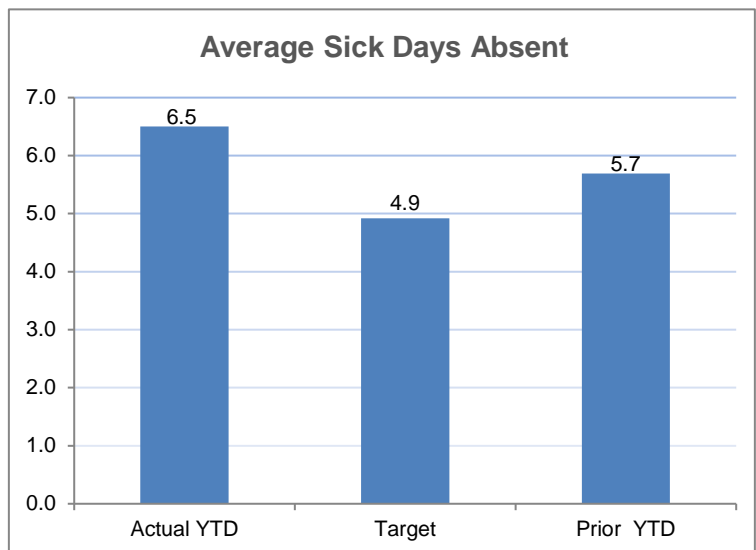
- 1) The 2018 LTI is 0.0 (nil). This is in line with our target as well as YOY.
- 2) 2018 is the second consecutive year that the Board has had Recordable Lost Time Injuries of 0.00 (nil). In addition to this, the Boards 2018 WSIB cost of \$129K represents a savings of \$11K from 2017 which was \$140K and \$36K savings from 2016 which was \$165K.



### 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 (1.6) days.
- 3) YOY there is an unfavourable variance of (0.8) days.
- 4) Management is reviewing and consulting with City the details of our final results in an effort to reducing Average Sick Days.



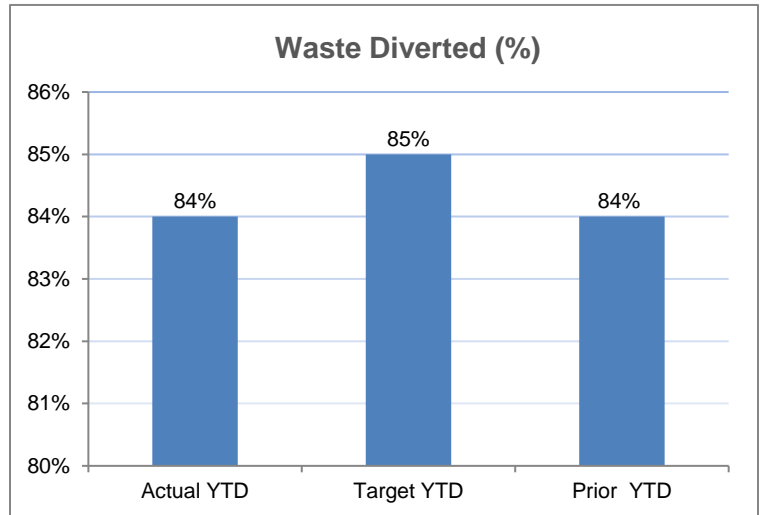
## Appendix A Quarterly Dashboard

### 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 (1%). The action plan to meet or achieve our target, staff provided all the large shows a waste diversion chart from their prior show indicating the mix of waste and recyclable material. Next steps will be to follow-up with these shows in 2019 and work with show management to increase their waste diversion for the show.
- 3) YOY waste diverted is consistent.



### Electricity Net Grid Consumption (kWh)

**MEASURE:** Electricity purchased from grid plus green energy production less tenants' recoveries

- 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 an unfavourable variance of (2,269,001 kWh). 2018 is the first year that the District Energy System is operational in supporting Hotel X, Enercare Centre, Beanfield Centre and Coca-Cola Coliseum. Staff are reviewing the overall efficiency based on kWh load as well as distribution of kWh to these buildings in an effort to reduce the consumption in 2019 and achieve 2019 target.
- 3) The YOY is an unfavourable variance of (2,257,609 kWh).

