EP2.1 Appendix A

Exhibition Place

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 THREE MONTHS ENDED MARCH 31, 2019

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue	$ 13,194,562	$ 13,292,537	$ 13,030,414
Variance		$ (97,975) ▲	$ 164,148 ●
Surplus / (Deficit)	$ 843,870	$ 984,502	$ 972,370
Variance		$ (140,632) ▲	$ (128,500) ▲
Overhead Operating Expenses	$ 9,830,702	$ 10,152,711	$ 9,593,570
Variance		$ 322,009 ●	$ (237,133) ▲
Net Capital Program Spending (%)	5.2%	5.0%	5.1%
Variance		0.2% ●	0.1% ●
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0 ●	0.0 ●
Average Sick Days Absent	1.7	1.2	2.7
Variance		(0.50) ▲	1.0 ●
Waste Diverted (%)	45%	90%	72%
Variance		-45% ▲	-27% ▲
Electricity Net Grid Consumption	3,294,313	3,309,918	3,514,408
Variance		15,606 ●	220,095 ●
COE - Carbon Dioxide Emissions	1,822	1,893	1,912
Variance		71 ●	90 ●
Net Promoter Score	78.9%	85.0%	N/A
Variance		-6.1% ▲	

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

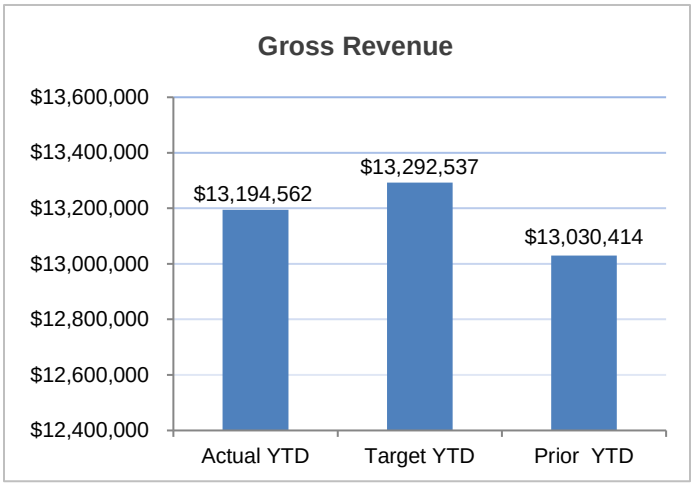
Gross Revenue

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 ($97K) between Actual and Target is primarily due to timing of new business.

3) YOY favourable variance of $164K primarily due to timing of new events.



Surplus / (Deficit)

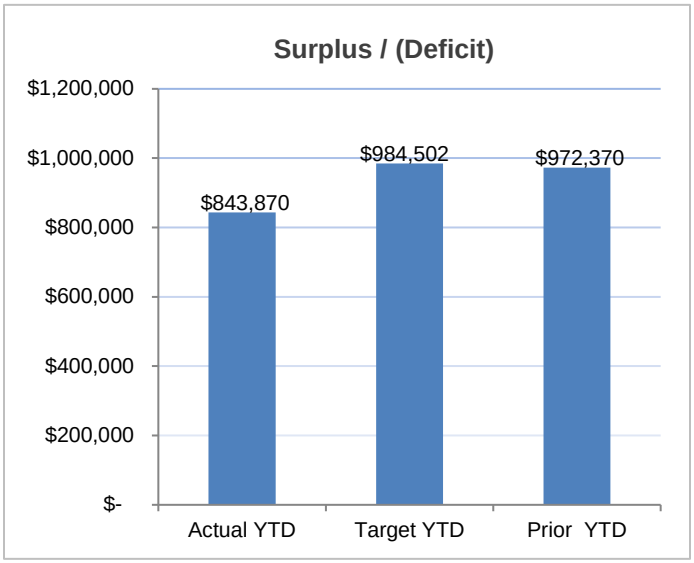
MEASURE: Net Income

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) Unfavourable variance of ($140K) between Actual and Target is primarily due to timing of new business and expenditures.

3) YOY unfavourable variance of ($129K) is primarily due to timing of new business and expenditures.

4) Management believes by year end we will meet or exceed the Target.



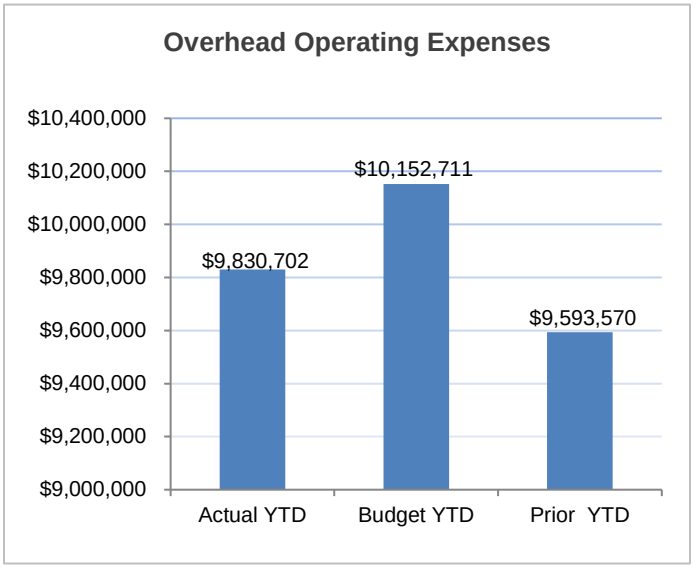
Overhead Operating Expenses

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

1) Favourable variance between Actual and Budget of $322K primarily due to timing of budgeted expenses offset by lower utilities due to various energy savings initiatives.

2) YOY unfavourable variance of ($237K) primarily due to timing of expenditures.

3) Management believes we will meet or exceed the Budget.



Appendix A
Quarterly Dashboard

Net Capital Program Spending (%)

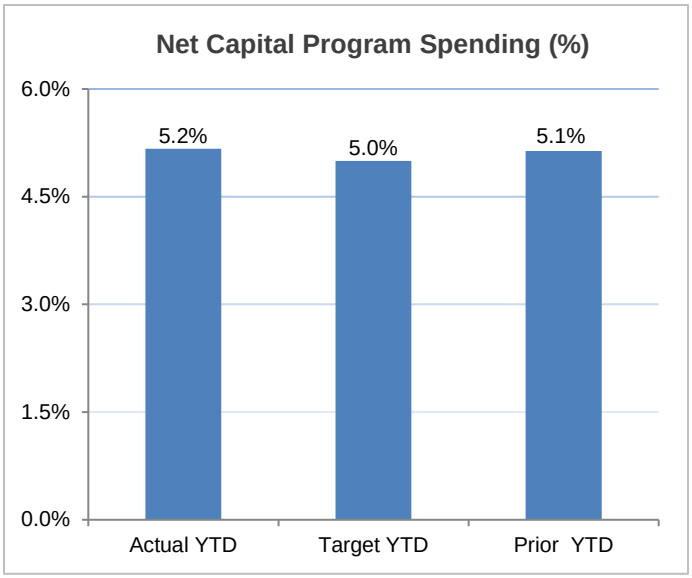
MEASURE: Achievement of Exhibition Place's current year capital work program as a percentage of City of Toronto capital funding.

1) Target for net capital spend is 90% or more for the year with a Q1 target being set at 5%.

2) The Actual vs. Target favourable variance is minimal. Generally, spending on carry forward from prior year funding is prioritized first before spending on current year budget.

3) The YOY favourable variance is minimal.

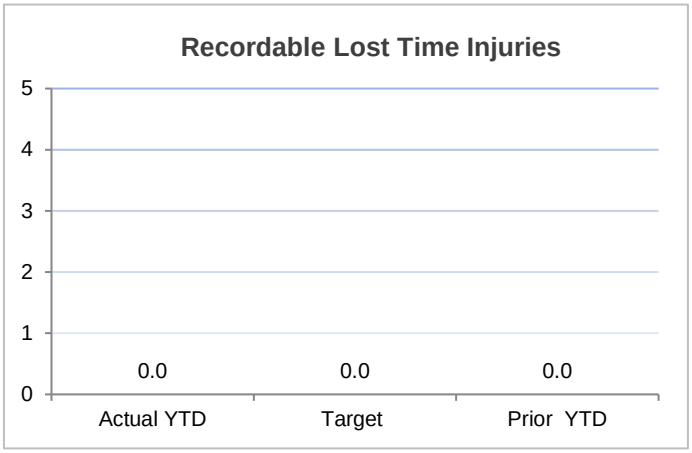
4) Management believes by year end we will meet or exceed Target.



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 2019 LTI is 0, which is in line with our target and YOY.



Average Sick Days Absent

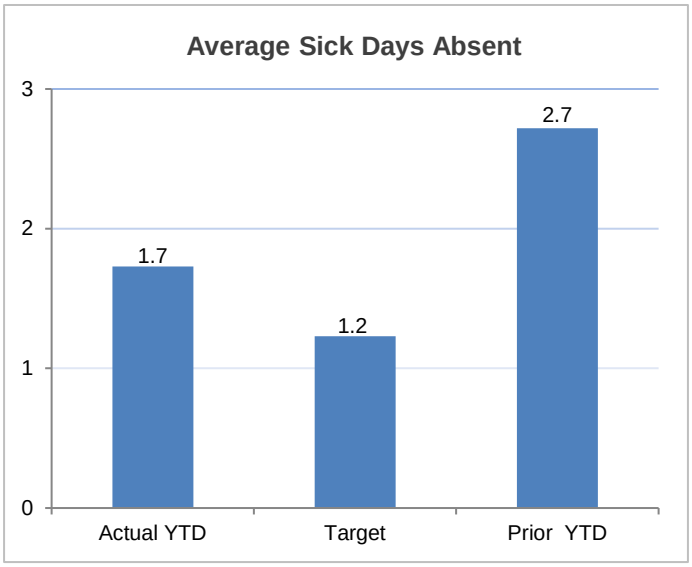
MEASURE: Average days absent per employee. This includes all Short-Term Disability Benefits (100%, 75%, and dependent) and Unpaid Sick Days.

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 (0.5) days.

3) YOY there is a favourable variance of 1.0 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.

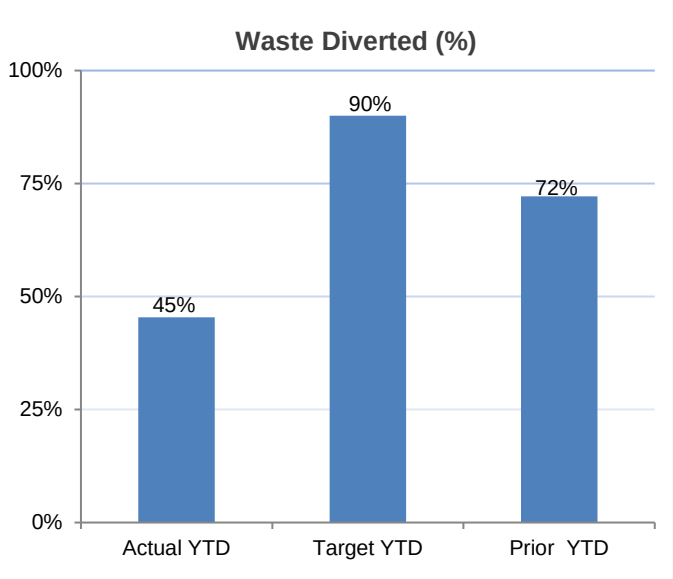
Definition: The total amount of waste diverted from the landfill in kilograms is divided by the total of ALL waste (diverted and not diverted) and multiplied by 100.

1) Strategic Plan Goal is to reach 90% Waste Diversion in 2019.

2) The Actual vs Target is an unfavourable variance of (45%) due to the fact there was less divertible waste from the capital projects. 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 Q1 2018.

3) YOY is an unfavourable variance of (27%) 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.

4) Management believes by year end we will meet or exceed Target.



Electricity Net Grid Consumption (kWh)

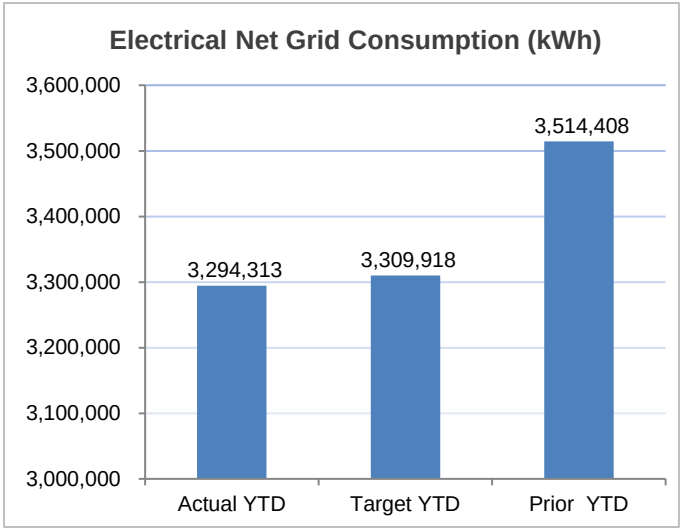
MEASURE: Electricity purchased from grid less Solar Production, less Renewable Energy purchase (DE), and less recoveries from tenants.

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 15,605 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 220,095 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)

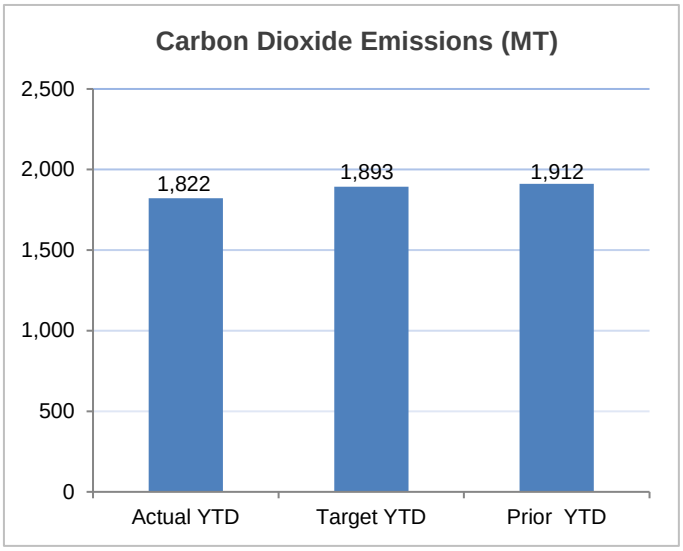
MEASURE: Greenhouse gas (COE) is a measure of how much we contribute to climate change and is measured in metric tons of carbon dioxide released.

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 an aggressive target 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 a favorable variance of 71 Tons COE.

3) The YOY is a favorable variance of 90 Tons COE.

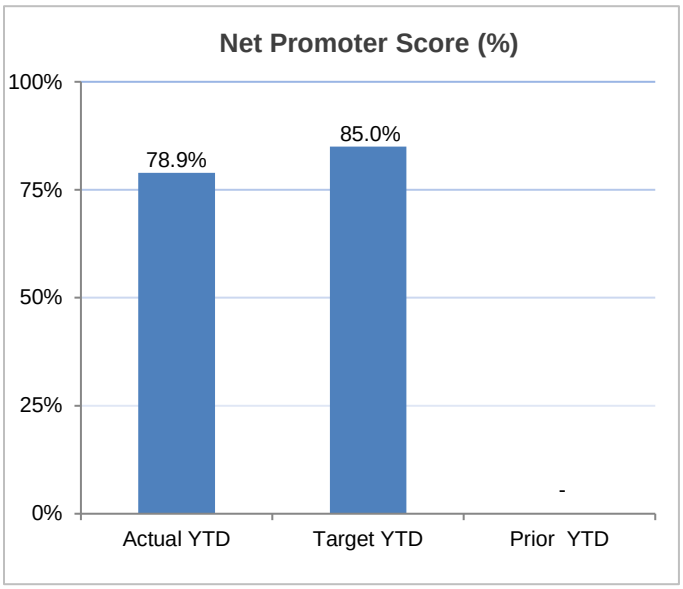


Net Promoter Score (%)

MEASURE: Net Promoter Score (NPS) is an industry wide measure of customer loyalty, satisfaction, and relationship. NPS 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 NPS target is 85% with a survey return rate from clients of 25%. The higher the score the higher the customer satisfaction and loyalty. Generally, a score of 50% is deemed excellent in the industry and a score of 70% is deemed exceptional.

1) To achieve the Strategic Plan objective to grow event activity at Enercare Centre and Beanfield Centre, Exhibition Place developed a Net Promoter Score (NPS) measurement which represents customer satisfaction. As this is a new measurement for Exhibition Place, there is no comparable data for previous years.

2) The Actual vs. Target is an unfavourable variance of (6.1%).

3) Management believes by year end we will meet or exceed the Target.