

	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 Organization Goals.
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FOR THE YEAR ENDING DECEMBER 31, 2019

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue	\$ 62,354,159	\$ 54,684,217	\$ 51,754,467
Variance		\$ 7,669,942 	\$ 10,599,692 
Overhead Operating Expenses	\$ 40,141,794	\$ 37,591,383	\$ 36,500,699
Variance		\$ 208,692 	\$ 22,863 
Surplus / (Deficit)	\$ 2,244,300	\$ 2,035,608	\$ 2,221,437
Variance		\$ (2,550,412) 	\$ (3,641,095) 
Net Capital Program Spending (%)	60%	90%	80%
Variance		-30% 	-20% 
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0 	0.0 
Average Sick Days Absent	7.3	4.9	6.5
Variance		(2.4) 	(0.8) 
Waste Diverted (%)	70%	90%	84%
Variance		-20% 	-14% 
Electricity Net Grid Consumption (kWh)	8,701,254	14,199,163	19,873,893
Variance		5,497,909 	11,172,639 
COE - Carbon Dioxide Emissions (MT)	9,552	7,609	7,684
Variance		(1,943) 	(1,868) 
Client Satisfaction Rating (%)	82.4%	85.0%	N/A
Variance		-2.6% 	

LEGEND

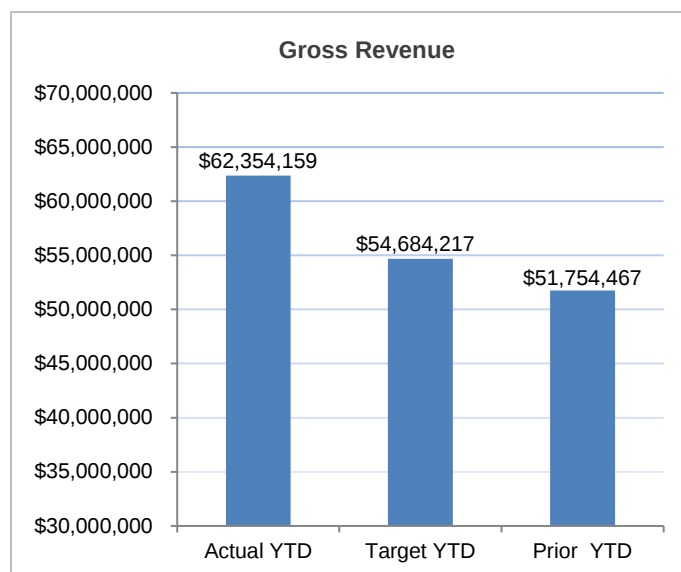
-  Favourable or meeting Budget/Target
-  Unfavourable
-  YTD variance is unfavourable but management believes by year end that we will meet or exceed.

Appendix A Quarterly Dashboard

Gross Revenue

MEASURE: Gross Revenue

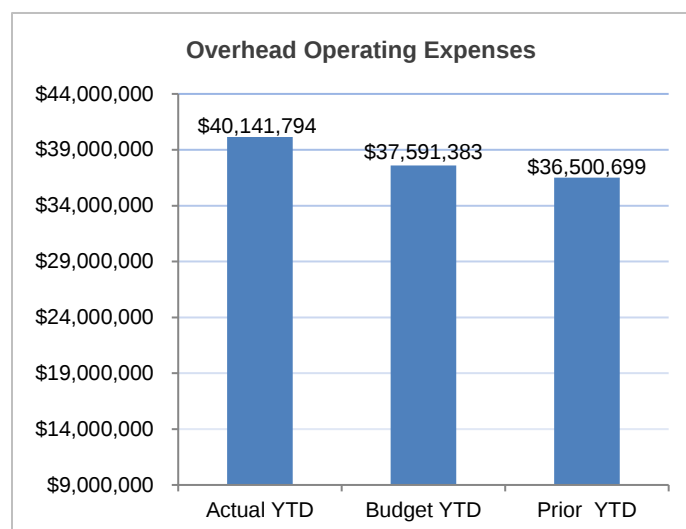
- 1) Target used for this KPI is the actual gross revenue achieved for the year ended December 31, 2016 adjusted for the CPI growth of 3% per year.
- 2) Favourable variance of \$7.7M between Actual and Target is primarily due to increase in event revenues for the non-budgeted events such as Ontario Public Health Conference, Sales Force, Jehovah's Witnesses Conference, Gartner Canada Symposium, Think 2019 Conference, Shopify, and higher than budgeted revenue from the Boat Show.
- 3) YOY favourable variance of \$10.6M primarily due to increase in rent and associated ancillary revenues for non-budgeted events such as Jehovah's Witnesses Conference, Gartner Canada Symposium, Think 2019 Conference, and Shopify.



Overhead Operating Expenses

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

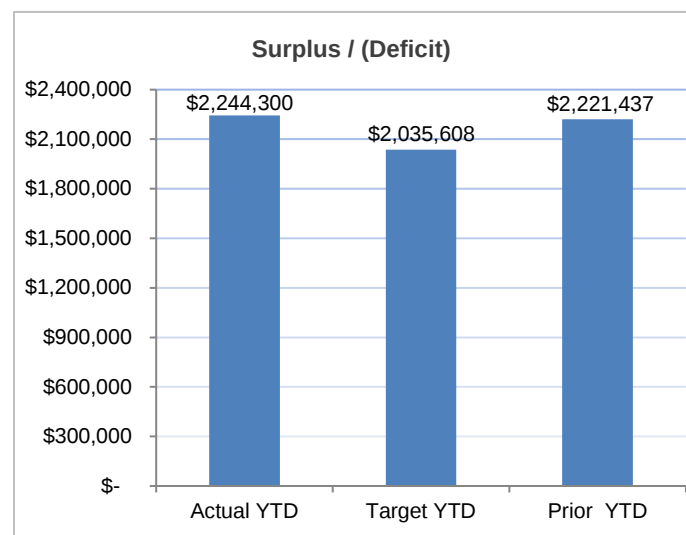
- 1) Unfavourable variance between Actual and Budget of (\$2.5M) is primarily due to unbudgeted expenses of \$1.0M for leasable AV equipment upgrade in Beanfield Centre, and \$1.2M for IT equipment for Collision Toronto event.
- 2) YOY unfavourable variance of (\$3.6M) primarily due to gapping from vacant positions offset by COLA, and purchases of the leasable AV equipment and event related telecommunication equipment.



Surplus / (Deficit)

MEASURE: Net Income

- 1) The Operating Budget surplus approved by City Council is \$173K. 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 growth of 3% per year (internal stretch budget).
- 2) Favourable variance of \$209K between Actual and Target is primarily due to increase in event net income from unbudgeted consumer and conference business, such as Jehovah's Witnesses Conference, Gartner Canada Symposium, and Think 2019 Conference,
- 3) YOY favourable variance of \$0.22K is minimal.

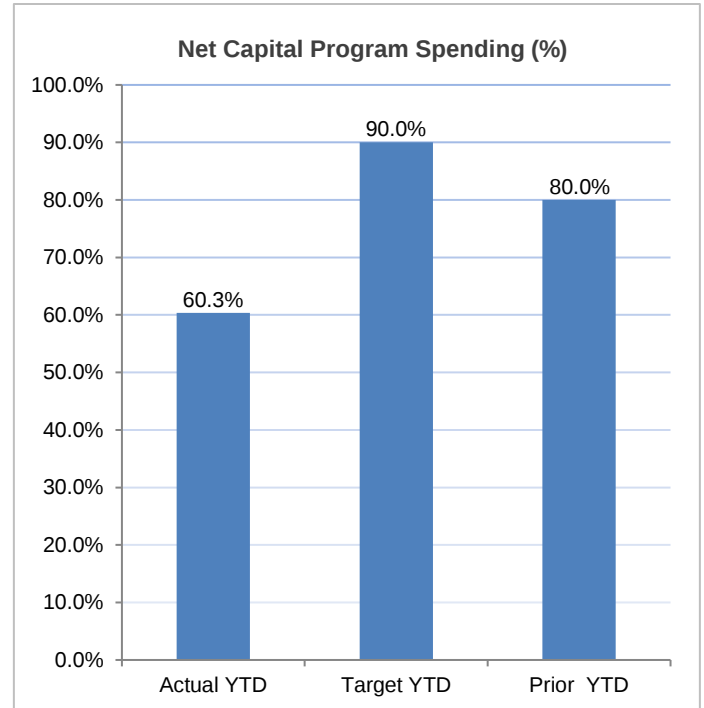


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Net Capital Program Spending (%)

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

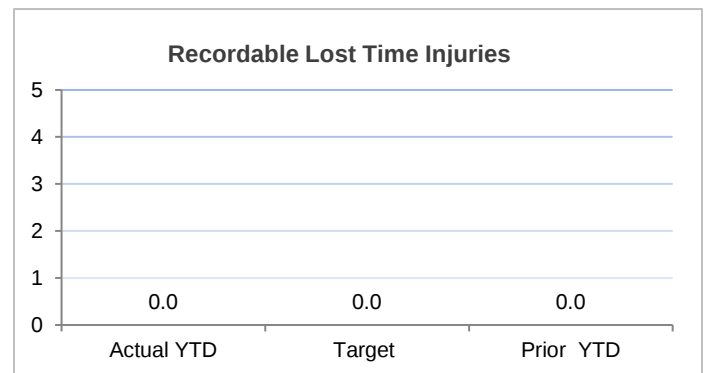
- 1) Target for net capital spend is 90% or more for the year. Throughout the year capital works staff have worked towards meeting targets. There have been some competing projects that have required capital work staff efforts in managing, such as Beanfield AV System upgrade that are not reflective in these numbers.
- 2) The Actual vs. Target unfavourable variance of (30%) is mainly due to late start on the Elevated Pedestrian Bridge between Beanfield Centre and Hotel X, as well as, prioritizing spending on carry forward from prior year funding first before spending on current year budget spending. The Hotel X Bridge budget accounts for 32% of the total new capital projects in 2019 with staff completing only 9% of the project in the year.
- 3) The Year-Over-Year (YOY) unfavourable variance of (19.7%) is mainly due to timing of construction start of major projects such as Hotel X Bridge, and as compared to higher early spend on Cooling Towers project last year, which had an earlier construction schedule.



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.

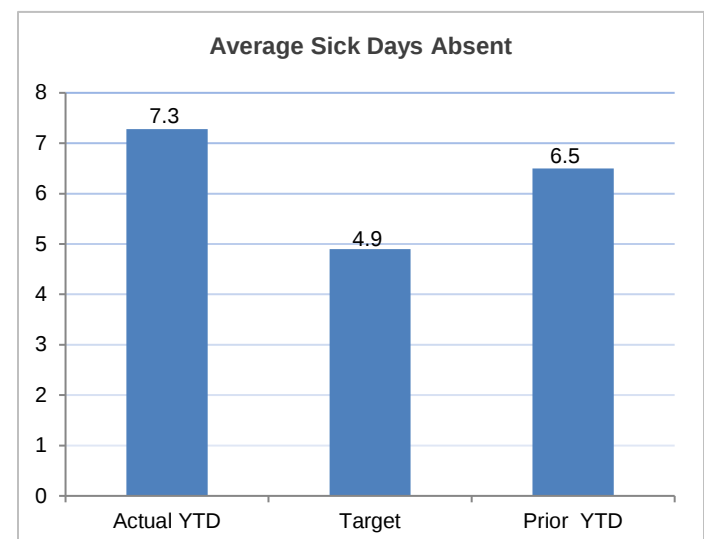
- 1) The 2019 LTI is 0, which is in line with our target and YOY.



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



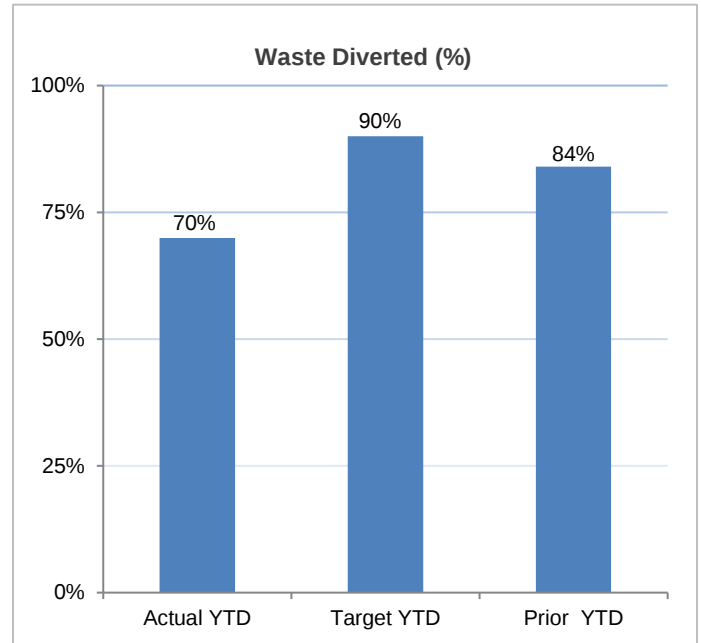
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Waste Diverted (%)

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.

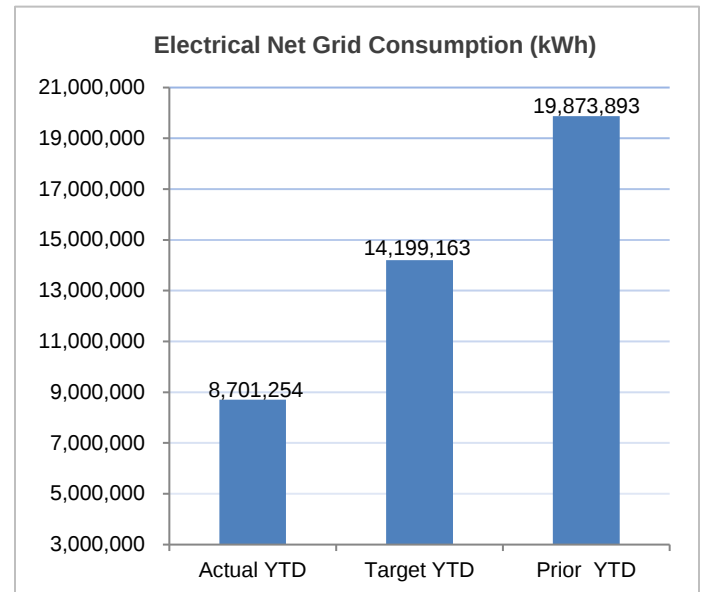
- 1) Strategic Plan Goal is to reach 90% Waste Diversion in 2019.
- 2) The Actual vs. Target is an unfavourable variance of (20%) due to the fact there was no divertible waste from the capital projects in 2019.
- 3) YOY is an unfavourable variance of (14%) primarily due to there being no divertible waste from capital projects in 2019 compared to 2018. In 2018 projects included the removal of the metal water tower and removal of the metal carpentry shoot from General Services that contributed to a higher waste diversion % in 2018.



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 2019 Actual vs. Target is a favourable variance of 5,497,909 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 11,172,639 kWh is primarily due to the Cogen and Steam Turbine being run more often as part of the District Energy System.



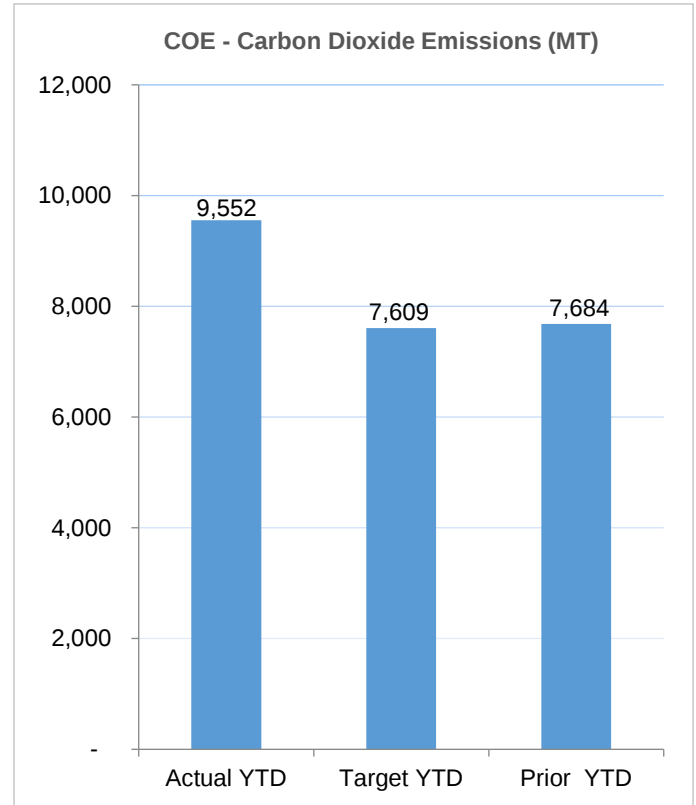
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COE – Carbon Dioxide Emissions (MT)

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 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 (1,943) MT COE. This is primarily due to the running of more gas due to the colder temperatures experienced in 2019 compared to 2018, as well as, increased usage of the Co-generation plant in 2019. Increased natural gas usage for heating and running of the Co-generation plant contributed to higher COE compared to 2018.
- 3) YOY is an unfavourable variance of (1,868) MT. This is primarily due increased usage of natural gas due to colder temperatures and increased usage of the Co-generation plant in 2019 vs. 2018.



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 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 (1.3%). This variance is minimal.
- 3) Management is actively working with our clients to improve CSR.

