EP15.5 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 2020-2021 Strategic Plan with a primary focus on our Financial, Environmental, Safety, and Organization Goals.

Q3 Dashboard Overview

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

The Board's 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 Q3 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 NINE MONTHS ENDING SEPTEMBER 30, 2020

	Actual YTD	Budget / Target YTD	Prior YTD
Gross Revenue	$ 28,754,220	$ 41,486,047	$ 46,721,480
Variance		$ (12,731,827) ◆	$ (17,967,260) ◆
Overhead Operating Expenses	$ 25,040,478	$ 29,613,899	$ 28,427,121
Variance		$ 4,573,421 ●	$ 3,386,643 ●
Surplus / (Deficit)	$ (1,466,897)	$ 435,731	$ 2,708,433
Variance		$ (1,902,628) ◆	$ (4,175,330) ◆
Net Capital Program Spending (%)	50.1%	50%	31%
Variance		0.1% ●	19% ●
Recordable Lost Time Injuries	0.0	0.0	0.0
Variance		0.0 ●	0.0 ●
Average Sick Days Absent	4.8	3.7	6.7
Variance		(1.2) ◆	1.9 ●
Events and Grounds Waste Diverted (%)	41%	70%	50%
Variance		-29% ◆	-9% ◆
Capital Works Waste Diverted (%)	100%	75%	0%
Variance		25% ●	100% ●
Electricity Net Grid Consumption (kWh)	1,309,300	10,490,142	6,126,446
Variance		9,180,842 ●	4,817,146 ●
COE - Carbon Dioxide Emissions (MT)	5,695	5,244	6,769
Variance		(451) ◆	1,074 ●
Client Satisfaction Rating (%)	83.7%	85.0%	83.3%
Variance		-1.3% ◆	0.4% ●

LEGEND

● Favourable or meeting Budget/Target

◆ Unfavourable

Appendix A
Quarterly Dashboard

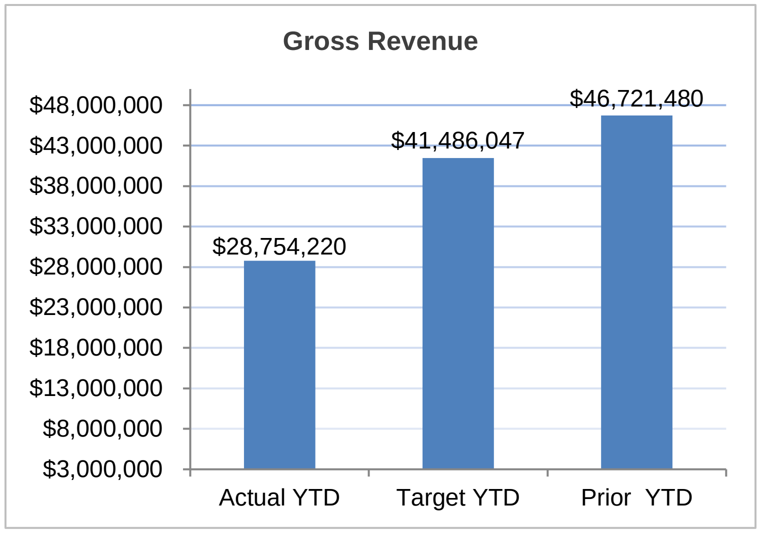
Gross Revenue

MEASURE: Gross Revenue

1) Target used for this KPI is the actual gross revenue achieved for the year ended September 30, 2016 adjusted for the CPI of 3% per year.

2) Unfavourable variance of ($12.7M) between Actual and Target is due to cancellation of all events beginning early March as a result of a rise of the global COVID-19 pandemic. The Actual Gross Revenue of $28.7M includes $10.4M of City funding.

3) YOY unfavourable variance of ($17.9M) is due to cancellation of all events caused by the global COVID-19 pandemic.

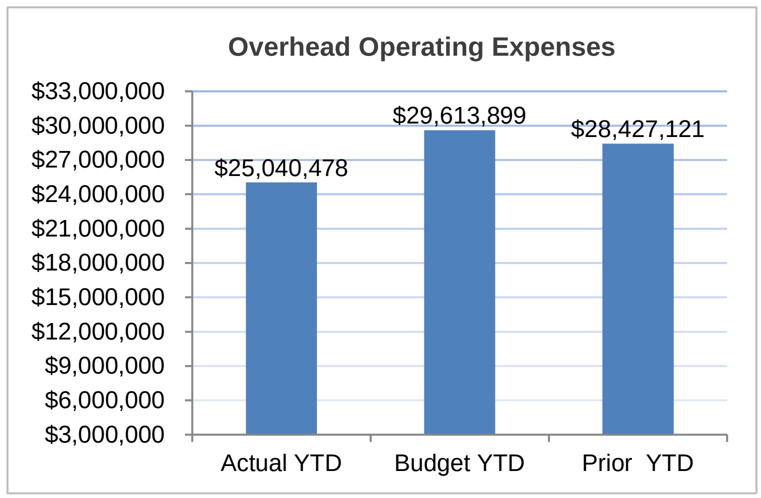


Overhead Operating Expenses

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

1) Favourable variance between Actual and Budget of $4.6M is due to preliminary cost cutting measure due to COVID-19, lower direct expenses due to events cancellation, and lower utilities due to the energy savings initiatives.

2) YOY favourable variance of $3.4M is primarily due to cost cutting measure due to COVID-19, lower direct expenses due to events cancellation, and lower utilities due to the energy savings initiatives compared to prior year.



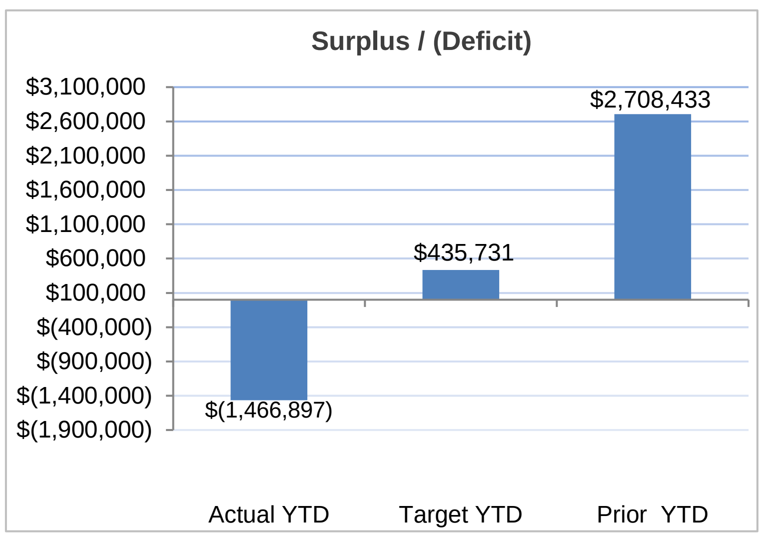
Surplus / (Deficit)

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 June 30, 2016 adjusted for the CPI growth of 3% per year (internal stretch budget).

2) The Deficit of ($1.47) net of City funding of $10.4M is unfavourable to the Target Surplus by ($1.9M). The unfavourable variance is due to cancellation of all events as a result of the ongoing global COVID-19 pandemic.

3) YOY unfavourable variance of ($4.2M) is primarily due to cancellation of all events as a result of the rise in the global COVID-19 pandemic.



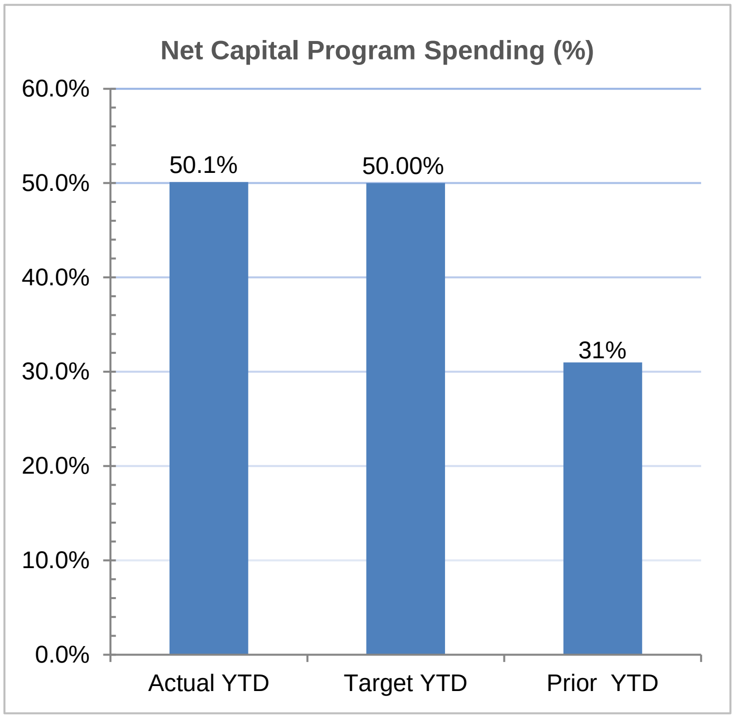
Net Capital Program Spending (%)

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 Q3 target being set at 50%. In April, due to COVID-19, the City worked with staff to reduce our capital expenditures by $6.2 million to a capital spend of $7.8 million of which $5.0 million is allocated for current year and $2.8 million for carry-forward capital. 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.

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

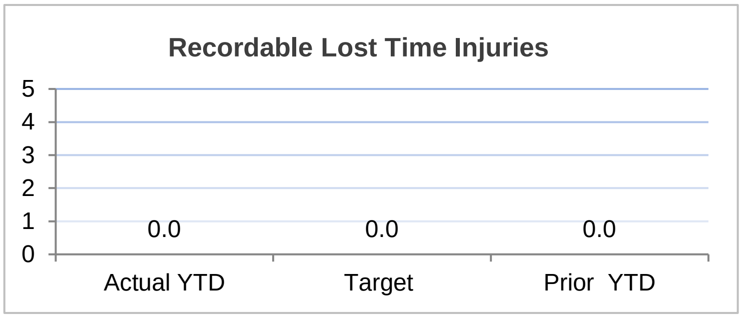
3) The Year-Over-Year (YOY) favourable variance is 19.6%. Given the reduction of capital spend by the City, staff have been able to exceed prior year spend.



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 Q3 2020 LTI is 0, which is in line with our target and YOY.



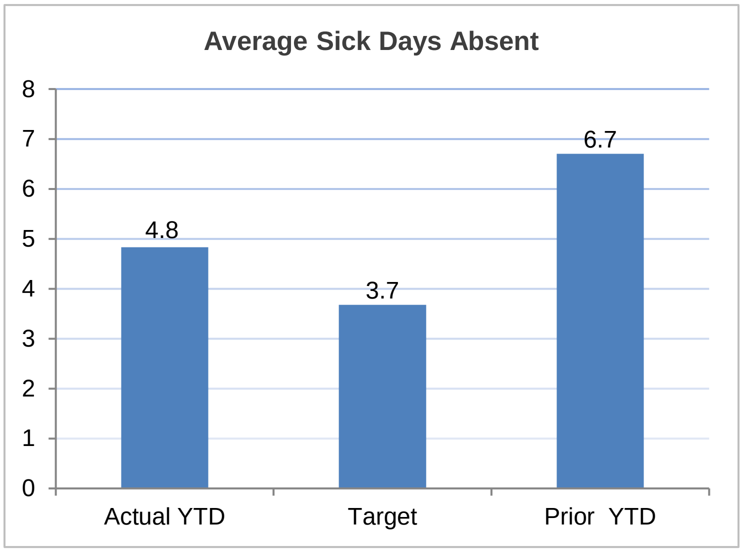
Average Sick Days Absent

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 of 4.9 days as the 2020 Target.

2) The Actual vs. Target is an unfavourable variance of (1.2) days.

3) YOY there is a favourable variance of 1.9 day.



Waste Diverted (%) – Events and Grounds

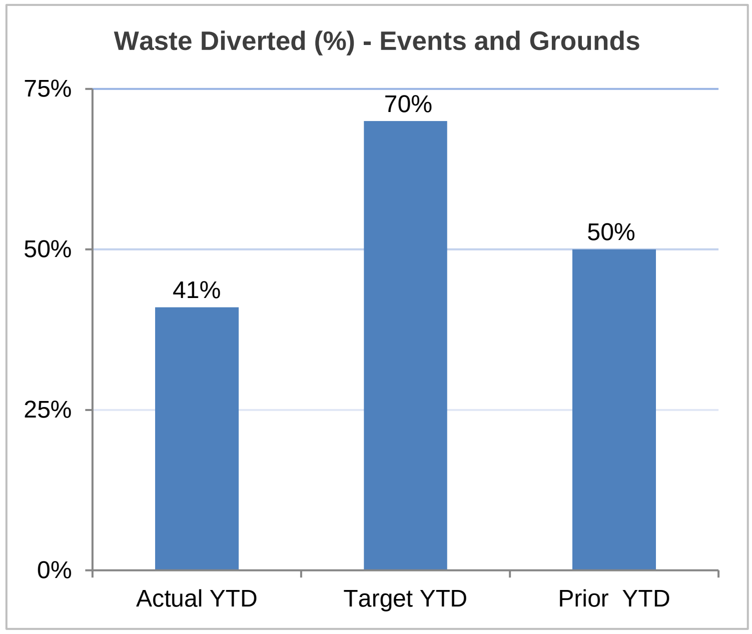
MEASURE: Percentage of all waste produced from events, grounds, and buildings that was diverted.

Definition: The total amount of waste diverted from events, grounds and buildings in kilograms is divided by the total of waste from events, grounds and buildings (diverted and not diverted) and multiplied by 100.

1) Strategic Plan Goal is to reach 90% Waste Diversion for the grounds, events, and capital works waste in 2020. The Target set in 2020 for events, grounds, and buildings waste diversion is 70%,

2) The Actual vs Target is an unfavourable variance of (29%) is primary due to cancellation of all events. Shows and events generate most of the divertible waste such as organics, plastic, mixed paper, etc.

3) YOY is an unfavourable variance of (9%) primarily due to cancellation of all events as a result of the ongoing global COVID-19 pandemic.



Waste Diverted (%) - Capital

MEASURE: Percentage of waste produced from capital works that was diverted.

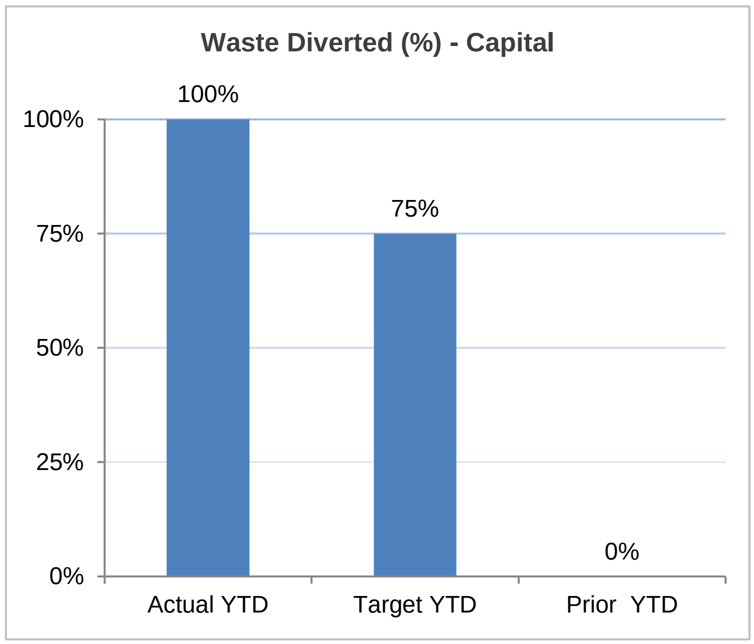
Definition: The total amount of waste diverted from capital works in kilograms is divided by the total of waste from capital works (diverted and not diverted) and multiplied by 100.

1) Strategic Plan Goal is to reach 90% Waste Diversion for the grounds, events and capital works waste in 2020. The Target set in 2020 specifically for the capital works waste diversion is 75%.

2) The Actual vs Target is a favourable variance of 25%.

3) YOY favourable variance of 100% is due to the fact that there was no divertible waste from capital works in 2019.

4) Staff forecast that we will exceed our year-end waste diversion target of 75%.



Electrical Net Grid Consumption (kWh)

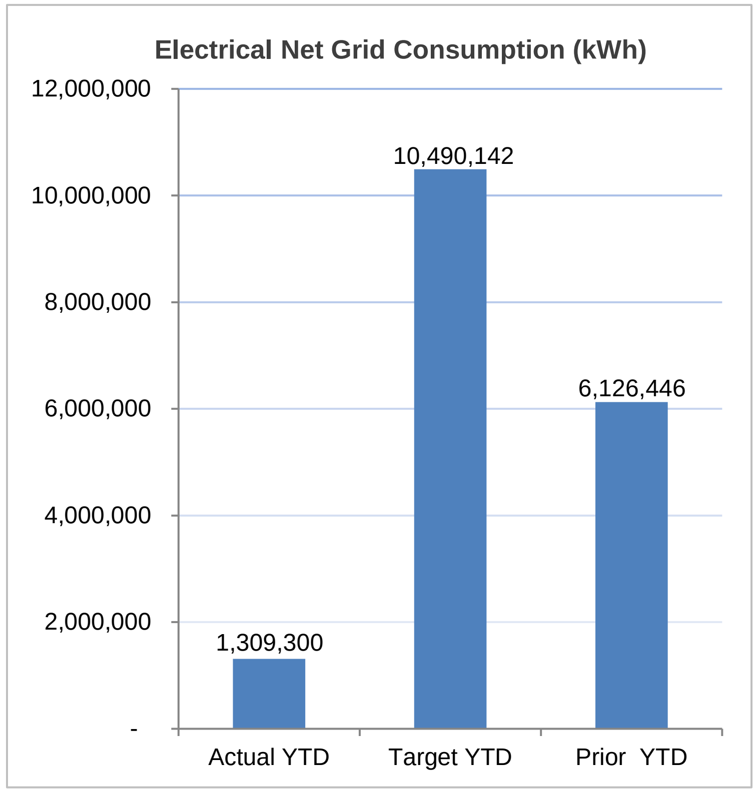
MEASURE: Electricity purchased from grid less Solar Production, Renewable Energy purchased, and recoveries from tenants.

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 2020 Actual vs Target is a favourable variance of 9,180,842 kWh primarily due to reduction in events and curtailment efforts in response to the ongoing COVID-19 pandemic. The Enercare Centre's new high efficiency chiller, District Energy System Production (DES), and new GREENSmart lighting policy are secondary, yet still significant factors leading to the reported favorable variance.

3) The YOY favourable variance of 4,817,146 kWh is primarily due to reduction in events and curtailment efforts in response to the ongoing COVID-19 pandemic.

4) Primarily due to the reduction of events, staff forecast we will significantly exceed both the target and prior years kWh consumption.



COE – Carbon Dioxide Emissions (MT)

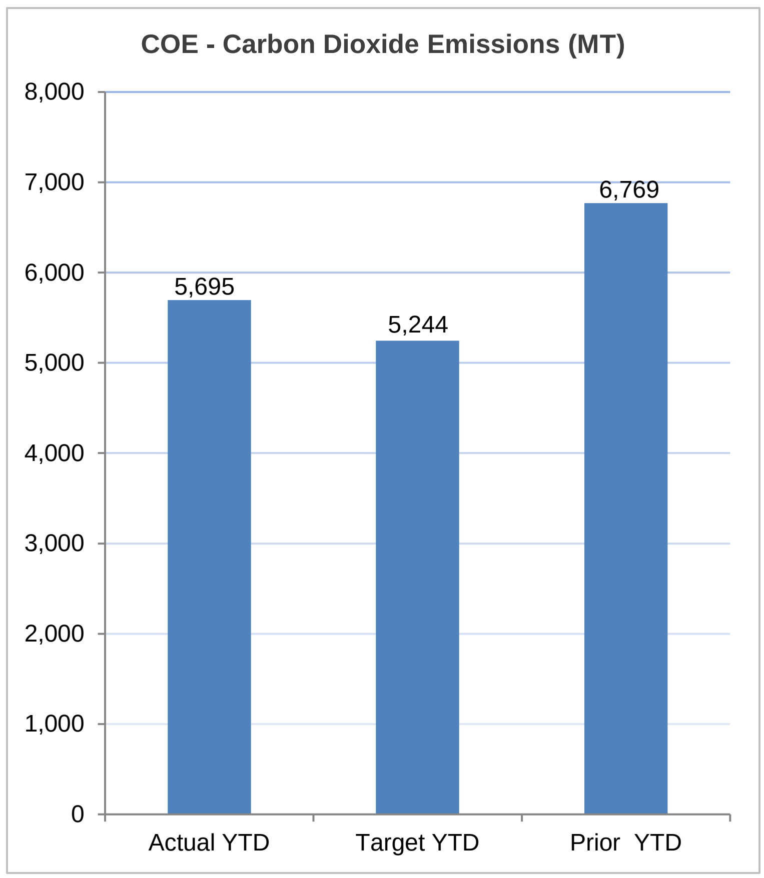
MEASURE: Greenhouse gas (COE) is a measure of how much we contribute to climate change, and is measured in metric tons of carbon dioxide released.

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

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 2020 over a base year of 2018.

2) The 2020 Actual vs Target is an unfavourable variance of 451 CO2e tons. This is primarily due to the increased use of the cogeneration plant in Q3 of 2020 compared to Q3 of 2018 (base year). The Cogen has run significantly more in 2020 than in the 2018 target year, for reference, the Cogen contributed 1,391 tons of CO2e in Q3 2020 YTD compared to 590 tons in Q3 2018 YTD.

3) YOY is a favourable variance of 1,074 CO2e tons.This is primarily due to curtailment efforts for both electrical and natural gas use in response to the ongoing COVID-19 pandemic.



Appendix A
Quarterly Dashboard

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, Wi-Fi, 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%). Due to the ongoing COVID-19 pandemic all events were cancelled and there was no change from Q1.