

## Appendix A Annual Dashboard



### Exhibition Place June 30, 2021 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.

In the second year of the Covid-19 pandemic the City of Toronto has continued to cancel programs and events due to risk to public health and safety. Nearly every Exhibition Place Show Organizer and Meeting Planner client has invoked their Force Majeure clause in their License Agreement to cancel or postpone their 2021 events. The same meeting and event cancellation is occurring in every convention centre across Canada. In addition to the cancellation of shows/meetings, many of our Tenants operations have been completely closed while other tenants have opened in very limited capacity, therefore the loss of related ancillary revenue, such as Parking and Show Services from their closure.

### FOR THE SIX MONTHS ENDED JUNE 30, 2021

|                                               | Actual YTD    | Budget / Target YTD | Prior YTD      |
|-----------------------------------------------|---------------|---------------------|----------------|
| <b>Gross Revenue</b>                          | \$ 7,948,221  | \$ 27,710,422       | \$ 13,406,661  |
| <b>Variance</b>                               |               | \$ (19,762,201)     | \$ (5,458,440) |
| <b>Overhead Operating Expenses</b>            | \$ 16,239,806 | \$ 18,224,943       | \$ 17,295,029  |
| <b>Variance</b>                               |               | \$ 1,985,137        | \$ 1,055,224   |
| <b>Surplus / (Deficit)</b>                    | \$ 2,678,938  | \$ 937,374          | \$ (1,787,031) |
| <b>Variance</b>                               |               | \$ 1,741,564        | \$ 4,465,969   |
| <b>Net Capital Program Spending (%)</b>       | 26%           | 20%                 | 20%            |
| <b>Variance</b>                               |               | 6%                  | 6%             |
| <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>               | 2.6           | 2.5                 | 3.7            |
| <b>Variance</b>                               |               | (0.1)               | 1.1            |
| <b>Events and Grounds Waste Diverted (%)</b>  | 30%           | 70%                 | 37%            |
| <b>Variance</b>                               |               | -40%                | -7%            |
| <b>Capital Works Waste Diverted (%)</b>       | 100%          | 75%                 | 100%           |
| <b>Variance</b>                               |               | 25%                 | 0%             |
| <b>Electricity Net Grid Consumption (kWh)</b> | 4,266,898     | 5,622,921           | 1,017,952      |
| <b>Variance</b>                               |               | 1,356,023           | (3,248,946)    |
| <b>COE - Carbon Dioxide Emissions (MT)</b>    | 2,664         | 4,529               | 5,124          |
| <b>Variance</b>                               |               | 1,865               | 2,460          |
| <b>Client Satisfaction Rating (%)</b>         | -             | 85.0%               | 83.7%          |
| <b>Variance</b>                               |               | -                   | -              |

### LEGEND

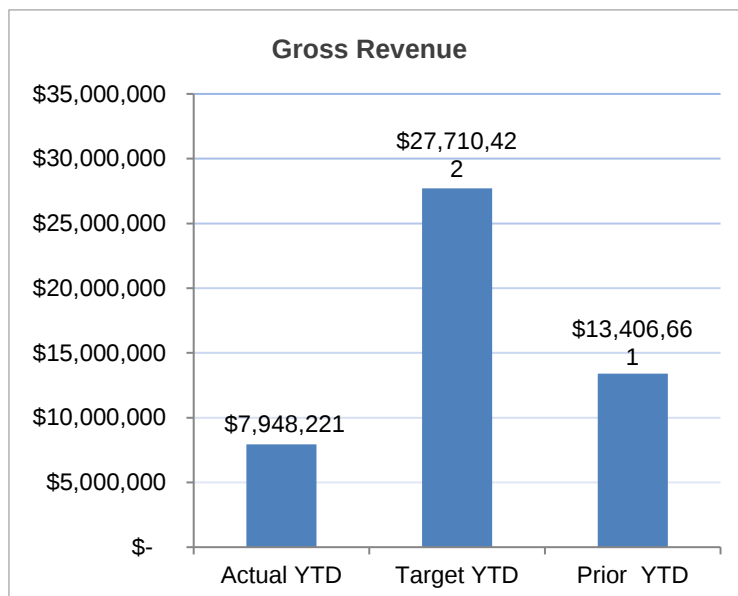
- Favourable or meeting Budget/Target
- Unfavourable
- YTD variance is unfavourable but management believes by year end that we will meet or exceed.

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### Gross Revenue

MEASURE: Gross Revenue before Subsidy Revenue Funding from the City of Toronto.

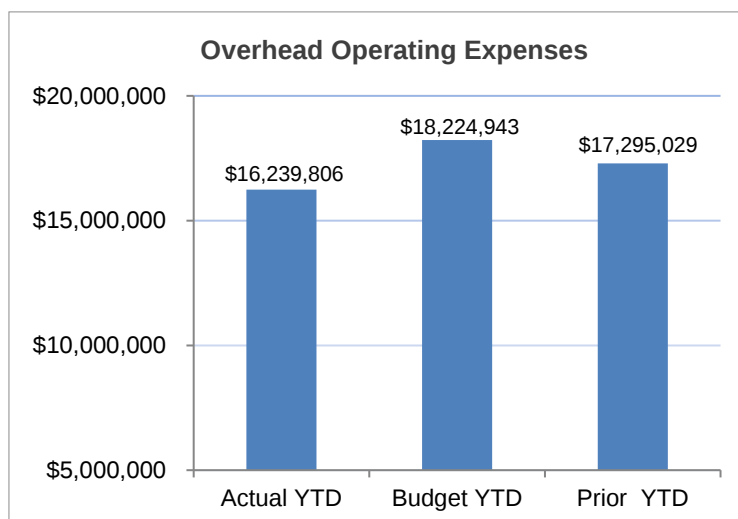
- 1) Target used for this KPI is the actual gross revenue achieved for the six months ended June 30, 2016 adjusted for the CPI of 3% per year.
- 2) Unfavourable variance of (\$19.8M) between Actual and Target is due to the loss of events and closure of Tenant operations from the global COVID-19 pandemic. The Gross Revenue does not include \$12.3M of Subsidy Revenue funding from the City of Toronto to fund cash shortfall from operations.
- 3) YOY unfavourable variance of (\$5.5M) is due to cancellation of events commencing in January 2021 caused by the global COVID-19 pandemic. There were trade and consumer shows and meetings in January, February, and early March 2020.



### Overhead Operating Expenses

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

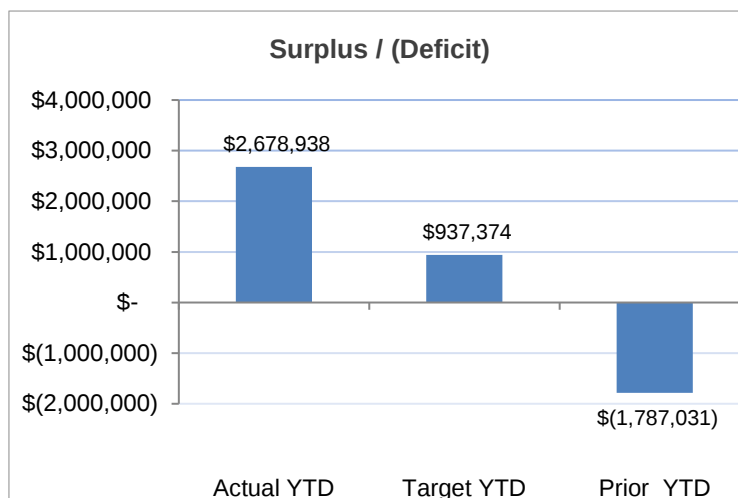
- 1) Favourable variance between Actual and Budget of \$2.0M is from continued cost cutting measures due to COVID-19, lower direct expenses due to event cancellations, lower salaries and benefits due to staff gapping, and lower utilities due to the energy savings initiatives.
- 2) YOY favourable variance of \$1.1M is primarily due to continued cost cutting measures due to COVID-19, lower direct expenses due to event cancellations, and lower utilities due to the energy savings initiatives compared to prior year.



### Surplus / (Deficit)

MEASURE: Net Income

- 1) Target used for this KPI is the actual surplus achieved for the six months ended June 30, 2016 adjusted for the CPI growth of 3% per year.
- 2) Surplus of \$2.7M is favourable to Target Surplus by \$1.7M due to reduced Operating Expenses; and City funding of \$12.3M received due to COVID-19 pandemic.
- 3) YOY favourable variance is \$4.5M due to continued reduction of Operating expenses, Toronto Hydro one-time rebate, and City funding.

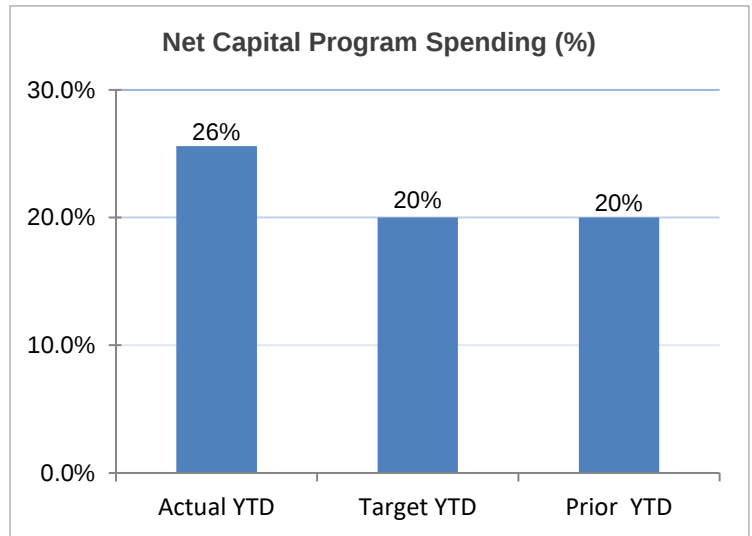


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### Net Capital Program Spending (%)

MEASURE: Achievement of Exhibition Place's current year capital work program as a percentage of City of Toronto capital funding. This includes both carry-forward and current year capital.

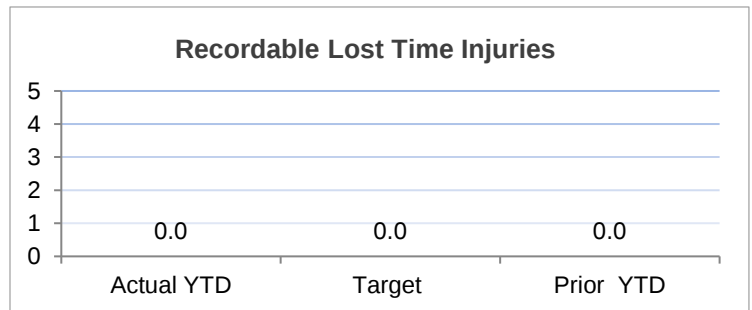
- 1) Target for net capital spend is 90% or more for the year with a Q2 target being set at 20% or more.
- 2) The Year-To-Date (YTD) actual vs target favourable variance of 6%. Generally, spending on carry forward from prior year funding is prioritized first before spending on current year budget.
- 3) Year-Over-Year (YOY) favourable variance of 6% is primarily due to the construction of the Eneracre Centre chiller and Hall A floor projects.



### 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.

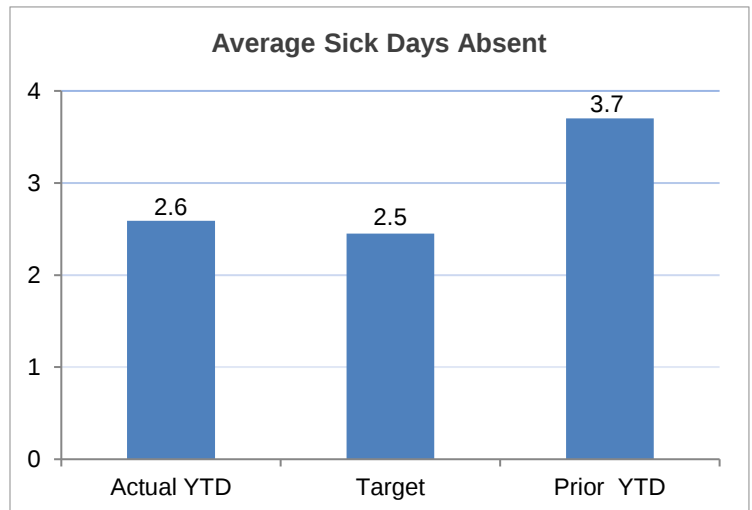
- 1) The Q2 2021 LTI is 0, which is in line with our target and YOY.



### 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 (0.1) day.
- 3) YOY there is a favourable variance of 1.1 day.



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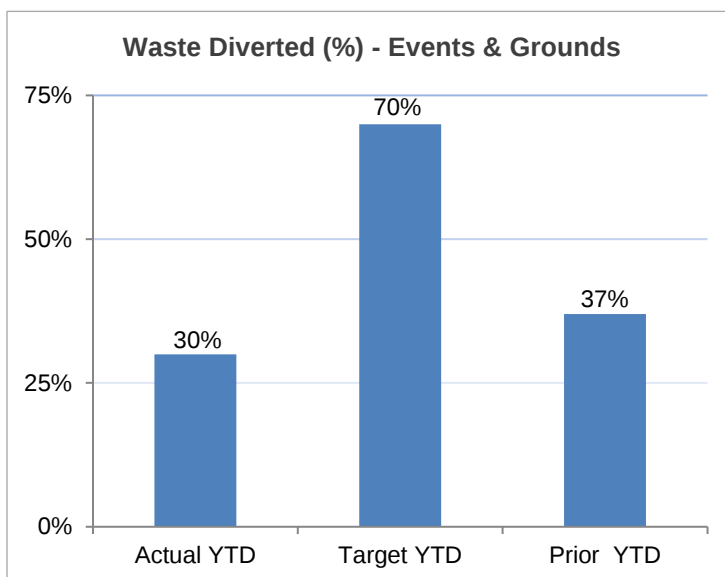
### Waste Diverted (%) – Events and Grounds

**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) The Actual vs. Target is an unfavourable variance of (40%). Since the outbreak of the pandemic and cancellation of many events the diverted waste % is significantly lower due to the fact that most of divertable waste originates from the trade and consumer show events taking place at Exhibition Place.

2) YOY is an unfavourable variance of (7%) primarily due to the continued cancellation of events as a result of the ongoing global COVID-19 pandemic.



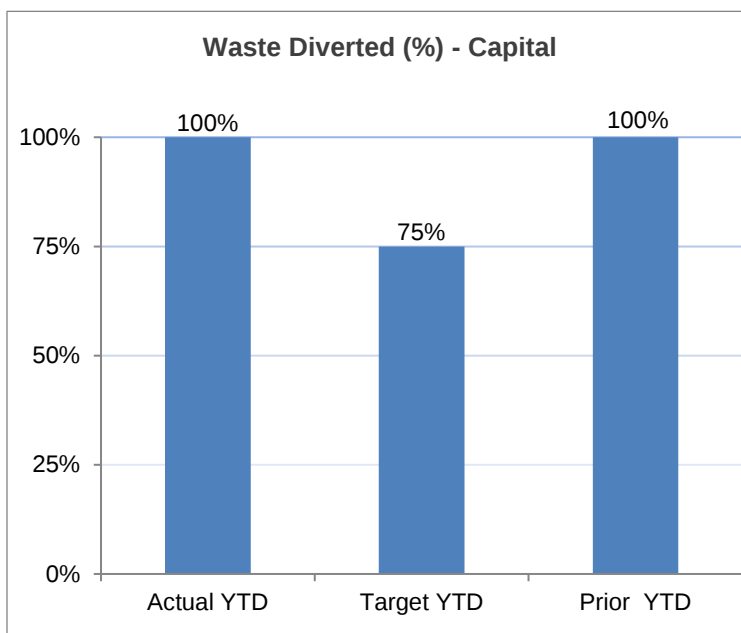
### Waste Diverted (%) - Capital

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

Exhibition Place staff continue to emphasis recycling and reducing waste. Staff work through the tender process ensuring the successful contractors to have strong recycling programs which includes timely reporting.



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### Electrical Net Grid Consumption (kWh)

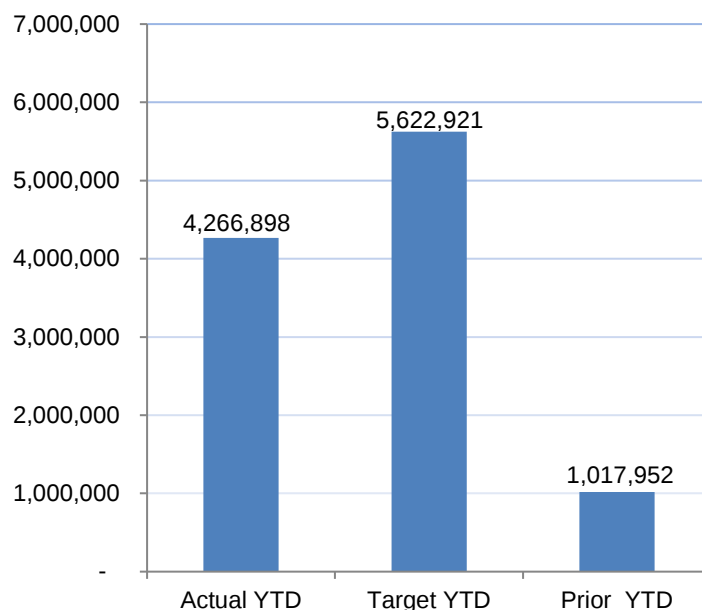
**MEASURE:** Electricity purchased from the grid less Solar Production, Renewable Energy purchased, and recoveries from tenants.

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 2021 Actual vs. Target is a favourable variance of 1,356,023 kWh primarily due to 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 are still significant factors leading to the reported favorable variance.

3) The YOY unfavourable variance of (3,248,946) kWh is primarily due to the decreased use of the Cogeneration plant in Q2 of 2021 due to maintenance compared to Q2 of 2021. For reference, the Cogen produced 4,952,303 kWh in Q2 2020 YTD compared to 581,201 kWh in Q2 2021 YTD.

### Electrical Net Grid Consumption (kWh)



### 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.

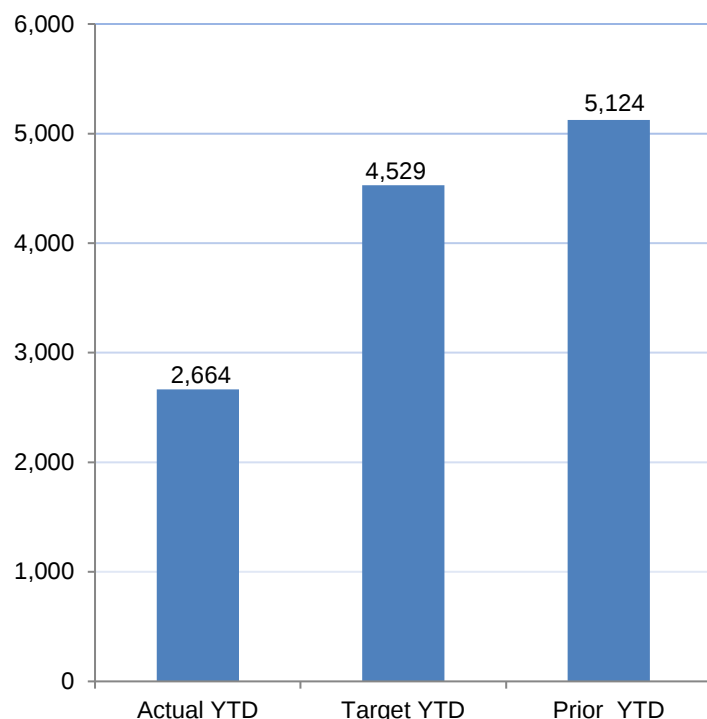
**Definition:** The total amount of CO2 Metric Tons released by burning carbon fuels and consumption of electricity. The carbon fuels included are gas, propane, diesel, and electricity.

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% a year from the base year in 2018.

2) The Q2 2021 Actual vs. Target is a favourable variance of 1,865 CO2e tons. This is primarily due to curtailment efforts for both electrical and natural gas use in response to the ongoing COVID-19 pandemic in comparison to Q2 of 2018 (base year).

3) YOY is a favourable variance of 2,460 CO2e tons. This is primarily due to the decreased use of the Cogeneration plant in Q2 of 2021 compared to Q2 of 2020.

### Carbon Dioxide Emissions (MT)



**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) Events cancelled due to the COVID-19 pandemic. There were no surveys in 2021.

