

Appendix A

2020 Strategic Plan – Key Results and Initiatives

Perspective	Strategic Objectives	2020 Key Results and Initiatives
Financial	1. Optimize Profits 2. Increased revenue in targeted segments 3. Targeted Spending on Maximization of Revenue and Infrastructure Integrity	• Developed and implemented COVID-19 Recovery & Rebuild Guidelines and Procedures for use by sales and event staff • Upgraded cloud based ERP Accounting Software – Great Plains • Internal transition and change management of the external auditors from PwC to KPMG, ensuring process controls and changes are documented • Reviewed and implemented an updated approval process of invoice documents in Finance to a paperless online system while ensuring effective oversight, controls, and safeguards • Implemented an out of the box sales program focusing on utilizing outdoor amenities and drive more interest from the film, television, and movie industry, and within the scope of emergency legislation
Customer / Stakeholders	1. Improved Service Delivery Experience 2. Innovate to Solve Customer Problems along Value Chain 3. Advance Brand Identity to Key Customer/Stakeholders	• Championed, attained, and implemented the GBAC STAR accreditation • Achieved the Safe Travels Stamp from the World Travel and Tourism Council (WTTC) and Tourism Industry Association of Ontario (TIAC) • Enercare Centre wins the Centers of Excellence Award, and Best Convention Center (500,000 – 1 million sq. ft.) • Updated and implemented revised Standard Operating Procedures across the divisions and grounds for customer service • Developed a pathway to streamline and minimize client points of contact when hosting an event at Exhibition Place • Developed and implemented a Transportation Plan that improves customer and client entry and exit of the grounds (e.g. finalize reversible lane project)
Internal Business Processes	1. Model customer success as Way-of-Work behaviours 2. Utilize and improve technology and internal systems 3. Make Sustainability the right business decision 4. Increase knowledge sharing between our employees and teams	• Completed an AODA compliant website presenting a better, innovative, more interactive user experience, and user interface • Developed a client facing guidance COVID-19 document for Show Management Teams outlining venue service delivery standards and safe best practice suggestions • Created a training video, establishing safe work practices that will empower staff to work during COVID-19 • Implemented year 2 of CCTV installation plan in the Enercare Centre • Completed the installation of the new Toronto Parking Authority parking technologies

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Learning, Growth and Inclusion	1. Equip, Engage and Empower Employees 2. Foster a Customer-Obsessive Culture 3. Optimize Human Capital 4. Build a culture of Inclusion, Equity and Diversity into our daily work	• Established a Diversity, Equity and Inclusion Committee (DEI) to spearhead and develop a detailed action plan and initiatives commencing in 2021 • Restructured and integrated the Payroll Division under Human Resources, and enhance the capabilities of ADP Workforce Now with HRIS System • Began the development and support of a negotiating strategy with the Trades Unions • Developed and implemented a multi-faceted communication plan for staff, tenants and clients during the COVID-19 crisis