

## Appendix A

### 2021 Strategic Plan – Key Results and Initiatives

| Perspective                    | Strategic Objectives                                                                                                                                                                                                        | 2021 Key Results and Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>Financial</b>               | <ol style="list-style-type: none"> <li>1. Optimize Profits</li> <li>2. Increased revenue in targeted segments</li> <li>3. Targeted Spending on Maximization of Revenue and Infrastructure Integrity</li> </ol>              | <ul style="list-style-type: none"> <li>• Created a hybrid meeting production facility with Encore for both the Presentation Theatre and Beanfield Centre, incorporating strong marketing collateral on both video and photography promoting Exhibition Place</li> <li>• Developed a Fire, Life &amp; Safety kit for each tenant outlining responsibilities, funding models, and record-keeping expectations</li> <li>• Event operating divisions collaborated to streamline the customer service experience by developing new policies and procedures to address changes in standard operating procedures due to COVID-19</li> <li>• Updated existing Client Branding Guides to maximize value proposition to clients, consolidating two documents into one</li> <li>• Revised the Requirement Safety Manual to be more customer-friendly by reducing regulatory or engineering base terminology</li> <li>• Developed a plan to modernize Parking Services; enhance parking systems, cashless environment, tracking and distribution, and review technological needs</li> <li>• Completed year 2 of the reduction of pipe and curb to secure parking lots by 5% with an alternative solution</li> <li>• Implemented formalized Records &amp; Archives walking tour program with improved online access through Viator, Eventbrite, or other online platforms to increase revenue and promote Exhibition Place branding</li> <li>• Upgraded Great Plains Software (GP2018 Upgrade)</li> <li>• Reduced hard landscaping cost by 5% from 2020</li> </ul> |
| <b>Customer / Stakeholders</b> | <ol style="list-style-type: none"> <li>1. Improved Service Delivery Experience</li> <li>2. Innovate to Solve Customer Problems along Value Chain</li> <li>3. Advance Brand Identity to Key Customer/Stakeholders</li> </ol> | <ul style="list-style-type: none"> <li>• Continue with the evolution, development, and implementation of COVID-19 Recovery Plan for business events resumption</li> <li>• Evaluated common operational and financial pressures for clients, identify areas where pressure points can be reduced or removed with a minimal financial impact</li> <li>• Completed the first phase installation of the graphic wraps in the Enercare Centre and underground garage to assist guests with wayfinding, providing a visual refresh for both the Galleria and garage and assist persons with disabilities to find and locate the most accessible route to their destination. The second phase will focus on pedestrian wayfinding and helping guests navigate the garage once exiting their vehicles. The new graphic wraps featured:</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|                                    |                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>- Hall A, Poppies (historic military base)</li> <li>- Hall B, Water (the Lakeshore waterfront)</li> <li>- Hall C, Leaves (seasonal transitions)</li> <li>- Hall D, Grass (park areas on-site)</li> <li>• Enhanced digital marketing engagement for show producers, creating an experience for attendees</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Internal Business Processes</b> | <ol style="list-style-type: none"> <li>1. Model customer success as Way-of-Work behaviours</li> <li>2. Utilize and improve technology and internal systems</li> <li>3. Make Sustainability the right business decision</li> <li>4. Increase knowledge sharing between our employees and teams</li> </ol> | <ul style="list-style-type: none"> <li>• Completed migration of all of the Exhibition Place network file systems to SharePoint cloud</li> <li>• Completed migration of the HRIS system to the cloud, part of the ADP System</li> <li>• Upgraded Beanfield Centre wireless network to WiFi 6 and Ethernet switching network</li> <li>• Updated Enercare Centre wireless network to WiFi 6</li> <li>• Developed a new site inspection process, EP branding throughout the building, and/or client's name/brand visible throughout the venue screens/monitors</li> <li>• Developed new client-facing manual for Beanfield Centre audio-visual system to support plug and play usage including visual imagery, merging 10 documents into 2 documents (analog &amp; digital)</li> <li>• Collaborated with all divisions to create and deliver the 'See Something, Say Something' enhancement of site security protocols</li> <li>• Successfully negotiated 3 Collective Agreements</li> <li>• Developed and implemented COVID-19 Vaccine Policy and Procedures</li> <li>• Completed implementation of the Recruitment Module - ADP Workforce Now to automate and manage the hiring process electronically</li> <li>• Implemented enhancements of the Exhibition Place Career page to permit flexibility and connectivity to open jobs</li> <li>• Modernized HRIS to incorporate tracking features for personnel records (e.g. vaccine compliance, asset inventory information)</li> <li>• Implemented monthly Health and Safety Inspection Checklist to track and improve Health and Safety Operations Issues</li> </ul> |

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| Perspective                           | Strategic Objectives                                                                                                                                                                                                                                           | 2021 Key Results and Initiatives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <b>Learning, Growth and Inclusion</b> | <ol style="list-style-type: none"> <li>1. Equip, Engage and Empower Employees</li> <li>2. Foster a Customer-Obsessive Culture</li> <li>3. Optimize Human Capital</li> <li>4. Build a culture of Inclusion, Equity and Diversity into our daily work</li> </ol> | <ul style="list-style-type: none"> <li>• Developed a Diversity, Equity &amp; Inclusion Pilot Program to present 8 virtual sessions to staff: moderator and participants were all EP Staff. Subject matter covered: <ul style="list-style-type: none"> <li>- Race and Gender in the Workplace</li> <li>- Mental Health – Behind the Shell</li> <li>- Living and Working with Different Abilities</li> <li>- Cultural Biases – How We Can Overcome Them</li> <li>- PRIDE – The Road to Acceptance &amp; Equality</li> <li>- Bridging the Generation Gap</li> <li>- Home Away from Home</li> <li>- Racism...Surviving the System</li> </ul> </li> <li>• Implemented BOG approved negotiating strategy with the Trades Union for collective agreement renewals</li> <li>• Developed a virtual session to present to Exhibition Place staff on September 30 – National Day for Truth and Reconciliation</li> </ul> |