Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
1	• Ensure Competitively Priced Services and Sustainable Operations	Improved efficiencies in the check-in/out process for production staff through the installation of fixed and mobile time clocks	• 2 mobile time clocks purchased and available for use • Installed 3 new time clocks in high-volume areas	• Internal Processes and Procedures	• Event Management and Production Services Division
2, 3	• Ensure Competitively Priced Services and Sustainable Operations • Exceed Client and Visitor Expectations	Created a standardized event package with built-in cost estimates to support sales staff Created a template that reviews client needs and requirements using a standard quotation tool	• Template created for common event scenarios, with examples for deployment in 2026, used by sales and events teams	• Internal Processes and Procedures • Customer	• Event Management and Production Services Division
4	• Ensure Competitively Priced Services and Sustainable Operations • Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space.	Developed a flat-fee model that simplifies banner installation billing	• Completed analysis and developed flat-fee model.	• Internal Processes and Procedures • Customer	• Event Management and Production Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
5	• Ensure Competitively Priced Services and Sustainable Operations • Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space	Developed and implemented an exhibitor flat-fee billing for AV monitor installation	• $900 savings per exhibitor	• Customer • Financial	• Event Management and Production Services Division
6, 7	• Ensure Competitively Priced Services and Sustainable Operations • Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space	Developed and implemented a new flat fee model for housekeeping that expedites quotations	• Completed analysis of flat fee model for implementation in 2026 • Piloted for 12 events. Cost savings amounts for clients are being analyzed	• Customer • Financial	• Event Management and Production Services Division • Operations, Facilities and Housekeeping Division
8	• Solidify Position as a Leading Convention and Event Space • Exceed Client and Visitor Expectations	Implemented a flat-fee model for housekeeping services for food and beverage events in the Automotive Building	• Reduced time developing quotations from 3 days to an immediate response • Standard rates for full and half ballrooms • 13 events qualified	• Customer • Financial	• Event Management and Production Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
			Cost savings for clients are being analyzed		
9, 10	• Ensure Competitively Priced Services and Sustainable Operations	Implementation of ADP Time & Attendance for production labour – improve payroll processing Implemented ADP Time and Attendance for IATSE staff – improved reconciliation	• Payroll processing time reduced by 1 business day • Total staff in the system - 380	• Internal Processes and Procedures	• Event Management and Production Services Division • Human Resources Division
11	• Enhance Brand Identity and Promotion	Increased public awareness of Sustainability, Diversity, Equity, and Inclusion initiatives through a new social media communications plan	• LinkedIn - 12 posts, 12,926 impressions, 17.88% engagement rate • Facebook - 11 posts, 6622 impressions, 4.98% engagement rate • Instagram - 44 posts, 100,070 impressions, 3.74% engagement rate • Added Diversity, Equity, and Inclusion initiatives to website	• Customer • Diversity, Equity, and Inclusion	• Sales and Marketing Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
12	• Enhance Brand Identity and Promotion	Enhanced sustainability through the implementation of Green Renewable Energy Credits (RECs) for exhibitors	• 28 clients registered; $280 invested in RECs; 28,000 kH offset ($0.01/kH) through Renewable Energy Credits (RECs)	• Customer • Sustainability • Financial	• Sales and Marketing Division
13	• Enhance Brand Identity and Promotion • Solidify our Position as a Lead Convention and Event Space	Expanded the number of potential clients through a multi-venue sales strategy	• 19 multi-venue event leads • 4 multi-venue events contracted • 6 site-inspections with prospective clients	• Customer • Financial • Internal Processes and Procedures	• Sales and Marketing Division
14	• Enhance Brand Identity and Promotion • Solidify our Position as a Lead Convention and Event Space	Promoted tenant events through monthly social media engagement	• LinkedIn-10 posts, 462,260 Impressions, 7,786 Engagements, 37% Engagement Rate • Instagram - 94 posts, 104,925 Impressions, 1,266 Engagements, 0.62% Engagement Rate • Facebook - 23 posts, 19,785 Impressions, 761 Engagements, 4.43% Engagement Rate	• Customer	• Sales and Marketing Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
15, 16	• Solidify our Position as a Lead Convention and Event Space	Mapped out the sales process to identify AI integration opportunities Integrated AI (Microsoft Co-Pilot) to expedite and improve productivity in the sales process	• Reduce time spent on client communication and marketing copy by 5%	• Internal Processes and Procedures	• Sales and Marketing Division
17, 18	• Solidify Position as a Leading Convention and Event Space	Completed rebranding from Beanfield Centre to the Automotive Building Complete the naming transition by updating all internal communications	• Updated all website, external communications, intranet, internal communications, signage and marketing branding to reflect the new name	• Internal Processes and Procedures	• Sales and Marketing Division
19	• Enhance Brand Identity and Promotion	Expanded Ex Place brand visibility and audience reach through new partnerships with 3rd party marketing agencies	• 21 posts • 2.047 million impressions • Click-through rate of 1.69%	• Customer	• Sales and Marketing Division
20	• Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space	Improved the parking experience by fully implementing the mobile pay system	• $4,957,996.72 collected in parking revenue • 223,639 transactions	• Financial • Customer • Internal Processes and Procedures	• Security and Transportation Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
			• All security staff trained in the program testing and enforcement practices • 1 new parking enforcement vehicle • 25 new TPA self-serve machines		
21	• Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space	Enhanced the parking experience by providing centralized information kiosks	• 13 new customer service kiosks installed in each parking lot • Trained all parking staff on customer service protocols	• Customer	• Security and Transportation Division
22	• Solidify Position as a Leading Convention and Event Space • Exceed Client and Visitor Expectations	Consulted and developed a FIFA game-day traffic and pedestrian plan in collaboration with the City	• City-wide FIFA Traffic Management Plan developed (TMP)	• Internal Processes and Procedures • Customer	• Security and Transportation Division
23	• Solidify Position as a Leading Convention and Event Space • Exceed Client and Visitor Expectations	Exhibition Place logistics and traffic on FIFA-related transportation and security matters submitted to the FIFA Secretariat	• Participated in 6 working groups to provide input	• Internal Processes and Procedures	• Security and Transportation Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
24	• Solidify Position as a Leading Convention and Event Space	Mitigated disruptions to clients and patrons by developing and implementing a traffic management plan that addressed FIFA infrastructure	• Developed and implemented the traffic management plan	• Internal Processes and Procedures • Customer	• Security and Transportation Division
25	• Solidify Position as a Leading Convention and Event Space	Mitigated disruptions to clients and patrons by developing and implementing a traffic management plan for major infrastructure projects. Non-FIFA related	• 119 meetings with stakeholders related to construction in developing the traffic management plans.	• Internal Processes and Procedures • Customer	• Security and Transportation Division
26	• Solidify Position as a Leading Convention and Event Space	Developed a communications plan for traffic management during major infrastructure projects	• Plan developed – weekly and updated broadcast communications sent.	• Internal Processes and Procedures • Customer	• Security and Transportation Division
27, 28, 29	• Solidify Position as a Leading Convention and Event Space	Developed a Business Continuity Program and Emergency Response Program to ensure organizational stability	• Engaged 8 Divisions and 2 Units to develop Business Continuity Plans	• Internal Processes and Procedures • Customer	• Operations, Facilities and Housekeeping Division • Security and Transportation Division • Technology and Information Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
30, 31, 32	• Solidify Position as a Leading Convention and Event Space • Ensure Competitively Priced Services and Sustainable Operations	Implemented a new financial management software (Microsoft Business Central) to automate and replace outdated software Conduct parallel testing, develop the project team and plan, and perform data migration	• Installation of new Microsoft Business Central • Estimated 750 hours saving in streamlining in revenue generating work orders • Staff can approve requisitions on mobile phones	• Financial	• Accounting Services Division • Technology and Information Services Division
33	• Solidify Position as a Leading Convention and Event Space • Ensure Competitively Priced Services and Sustainable Operations	Developed a training plan for staff to familiarize themselves with Microsoft Business Central functionalities and features	• Provided training for 79 staff users • Created a training manual for staff reference	• Learning and Development	• Accounting Services Division
34	• Solidify Position as a Leading Convention and Event Space • Ensure Competitively Priced Services and Sustainable Operations	Supported the implementation of Microsoft Business Central, conducting system testing to identify and resolve issues	• Completed parallel testing • Resolved 57 issues/inquiries related to integration	• Internal Processes and Procedures	• Accounting Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
35	• Exceed Client and Visitor Expectations • Solidify Position as a Leading Convention and Event Space	Reduced server requirements by transitioning the CNE archives to cloud storage	• Reduced server requirements from 1 to 0 • Approximate 1.7 million items uploaded to the cloud	• Customer	• Technology and Information Services Division
36	• Solidify Position as a Leading Convention and Event Space	Implemented Cyber Security Strategies in partnership with the City of Toronto to mitigate risk	• Engaged in 23 of 25 MOU Items with Toronto Cyber Security • 8% phishing click rate • Blocked 26% of potential spam emails • Deployed Tenable and CrowdStrike cybersecurity software on 214 computers	• Internal Processes and Procedures	• Technology and Information Services Division
37	• Solidify Position as a Leading Convention and Event Space	Implemented Microsoft Co-Pilot into Records and Archives' SharePoint folders	• Conducted 6 test cases for AI integration • 40,438 Records and Archives SharePoint are AI-searchable	• Internal Processes and Procedures	• Technology and Information Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
38	• Solidify Position as a Leading Convention and Event Space	Improved immediate access and ability to share information in HR and Health and Safety through the development of a centralized document library	• Completed folder and file architecture • Provided access for 30 staff • Delivered two training sessions • Compliance with all privacy requirements	• Internal Processes and Procedures	• Technology and Information Services Division
39, 40	• Solidify Position as a Leading Convention and Event Space	Enhanced document security and privacy during file transfers by implementing Fortra GoAnywhere File renaming and staff training complete	• 23 file packages sent/received • File-naming convention created • File-sharing link was created • People, Equity, and Corporate Team trained	• Internal Processes and Procedures	• Technology and Information Services Division • Labour Relations & Health and Safety Section
41	• Solidify our Position as a Lead Convention and Event Space • Promote Site Animation 365-days a Year	Highlighted and celebrated the unique character and history of the grounds by installing exhibits. Improve and enhance visitor experience	• Installed 1 mural in partnership with the Bentway • Installed a music concert collage on the west side of the Enercare Centre with 2,582 social media impressions and 232 website visits	• Customer	• Technology and Information Services Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
42	• Promote Site Animation 365-days a Year	Expanded community partnerships that highlight the history of the grounds	• Partnered with the CNE to host Jane's walk Tours (19 participants) • Partnered with Urban Sketchers Toronto (65 participants)	• Customer	• Technology and Information Services Division
43	• Ensure Competitively Priced Services and Sustainable Operations	Performed records audit to update the retention schedule to align with organizational requirements	• Recommended 15 new record classes to meet operational needs • 5 amended classes and 36 proposed class deletions for classes that have been deemed redundant	• Internal Processes and Procedures	• Technology and Information Services Division
44	• Promote Site Animation 365-Days a Year • Solidify Position as a Leading Convention and Event Space • Exceed Client and Visitor Expectations	Improve energy efficiency and enhance the visitor experience by installing new LED lighting systems in the Automotive Building façade and Princes' Gates	• Completion of design and installation • 10% energy savings • New lighting colour options for show clients • Increased longevity of 10-15 years	• Sustainability • Financial • Customer	• Capital Works Division
45	• Ensure Competitively Priced Services and	Improved the energy efficiency of the	• Cost savings ($11M) • 2-3% energy saving related to cooling	• Sustainability • Financial	• Capital Works Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
	Sustainable Operations	Enercare Centre by installing a new roof	• Increased longevity by 25 years • 600,000 sq. ft of roofing installed • 500 tons of waste diverted from landfill		
46	• Promote Site Animation 365-days a Year	Enhanced site animation by completing the design of new sports courts at Centennial Square	• Completion of design and ready for construction in 2026 • Feedback through 2 community consultation meetings	• Customer	• Capital Works Division
47	• Ensure Competitively Priced Services and Sustainable Operations	Launched a new biographene concrete pilot project to reduce carbon emissions	• 400 sq. ft of new biographene concrete poured • Carbon reduction of approximately 25 kg of CO_2-equivalent per cubic metre of concrete placed	• Sustainability	• Capital Works Division
48	• Ensure Competitively Priced Services and Sustainable Operations	Upgraded HVAC units in the General Services Building to increase sustainability and energy efficiency	• Installed two air source heat pumps • 18 tons of CO_2 reduction • 25-30% savings compared to the previous gas unit	• Sustainability • Financial	• Capital Works Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
49	• Ensure Competitively Priced Services and Sustainable Operations • Invest in our People and Culture	Conducted a review of front-line manager position roles to assess delegation of authority.	• Level 10 Ops management staff provided delegated spending authority (up to 10k)	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division
50	• Invest in our People and Culture	Expanded professional development through a training program for Senior Facilities Coordinators, covering waste-diversion oversight, budget management, and the interpretation of collective agreements	• 5 management staff trained	• Learning and Development	• Operations, Facilities and Housekeeping Division
51	• Ensure Competitively Priced Services and Sustainable Operations	Improved inventory management through the establishment of a Fixtures, Furniture, and Equipment (FFE) working group	• 2,000 sq. ft. of new storage created • Refurbished 500 chairs to extend asset lifecycle • 131.47 tons of waste diverted	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division
52	• Ensure Competitively Priced Services and	Improved fleet safety compliance through the development of an Ex Place specific Fleet	• Rolled out the checklist • Creation of an Exhibition Place	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
	Sustainable Operations	Safety Policy and implementation checklist	specific Fleet Safety Policy		
53	• Ensure Competitively Priced Services and Sustainable Operations	Established a fleet safety committee to address operator health and safety concerns and implement recommendations	• 28.6% decrease in damages compared to 2024 • Purchased 4 upgraded forklifts to replace obsolete/non-compliant equipment • 10 new fleet vehicles secured • Addressed 5 operator concerns	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division
54	• Ensure Competitively Priced Services and Sustainable Operations • Solidify Position as a Leading Convention and Event Space • Exceed Client and Visitor Expectations	Improved visitor waste diversion through deployment of AI-enabled OSCAR recycling technology	• 5 OSCAR units installed • Analysis of waste diversion will be available in 2026	• Customer	• Operations, Facilities and Housekeeping Division
55	• Ensure Competitively Priced Services and	Enhanced fleet sustainability through	• 1 electric sweeper purchased	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
	Sustainable Operations	investment in electric vehicles	• 4 new electric golf cars purchased • 20-ton reduction in greenhouse gas emissions • 48.33% of the fleet is green		
56	• Ensure Competitively Priced Services and Sustainable Operations	Identify and document the full lifecycle of all assets through the development of a comprehensive Asset Management Plan, in collaboration with the City	• Completion of the asset management plan • 97% assets are in fair or better performance	• Internal Processes and Procedures	• Operations, Facilities and Housekeeping Division
57	• Invest in Our People and Culture	Developed and delivered Supervisor Health and Safety Reporting training for managers overseeing frontline staff	• Materials created for 4 Divisions/Sections • 36 management staff trained	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section
58	• Invest in Our People and Culture	Developed a practical inspection and walkthrough program for coordinators and management staff supervising staff in high-risk areas	• Created a curriculum for 2026 implementation	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
59	• Invest in Our People and Culture	Developed and transitioned Exhibition Place specific health and safety protocols and standards orientation from MoL online to in-person for all new staff	• Provided orientation to 27 union staff and 41 non-union staff	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section
60	• Invest in Our People and Culture	Developed and transferred WHMIS compliance training from an external online platform to the internal Learning Management System. Creating more bespoke content that is aligned with Exhibition Place operations	• $1,224 savings • Created a WHMIS training video for 2026 roll-out • Customized WHMIS training for trade-specific • Provided 27 trades workers with WHMIS training • 153 non-union staff trained	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section
61	• Invest in Our People and Culture	Developed and improved accessibility for fire life safety training to achieve cost savings by transitioning non-union staff training from an external training platform to Exhibition	• $1,224 savings • 153 non-union staff completed • Transitioned Fire Life Safety training into the Exhibition Place LMS	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
		Place Learning Management System (LMS)			
62	• Invest in Our People and Culture	Improve accessibility and compliance of health and safety information by redesigning and updating the SharePoint and intranet webpage to provide centralized, up-to-date resources, documentation, and governance materials	• All Health & Safety resources, forms, and procedures consolidated on the SharePoint and intranet	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section
63	• Invest in our People and Culture • Solidify Position as a Leading Convention and Event Space	Developed a post-event procedure to track client and tenant feedback for all production activities to improve efficiencies and procedural effectiveness	• Procedure was implemented • Over 20 client and tenant responses received	• Internal Processes and Procedures	• Labour Relations & Health and Safety Section
64	• Invest in Our People and Culture	Performance Review Competencies for non-union updated to align with Exhibition Place values	• Updated competency framework rolled out to all non-union staff performance reviews	• DEI • Internal Processes and Procedures • Learning and Development	• Human Resources Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
65	• Invest in Our People and Culture	Enhanced our recruitment and onboarding process by introducing psychometric testing, which includes aptitude, behavioural, and personality assessments	• Applied the testing for all new hires in 2025 • Created benchmarking profiles for 11 positions • Conducted approximately 20 tests for the final candidate prior to offering employment	• Internal Processes and Procedures	• Human Resources Division
66	• Invest in Our People and Culture	Enhanced the recruitment and onboarding process by introducing DocuSign, allowing candidates to securely sign and complete all new-hire documentation electronically	• Implemented DocuSign • 41 onboarding packages completed by new hires	• Internal Processes and Procedures	• Human Resources Division
67	• Invest in Our People and Culture	Introduced an internship program to provide post-secondary students with hands-on work experience	• Provided placement opportunities for 4 interns	• Internal Processes and Procedures	• Human Resources Division
68	• Invest in Our People and Culture	Fostered a culture of engagement and connection by re-	• 8 events held • Approximately 500 staff participated in the various events	• Internal Processes and Procedures	• Human Resources Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
		establishing the Social Committee			
69	• Invest in Our People and Culture	Strengthen organizational insight by conducting a staff engagement Survey for all union & non-union Staff	• 83% of staff participated • Overall employee satisfaction, as measured by Great Place to Work, was 77%	• Internal Processes and Procedures	• Human Resources Division
70	• Invest in Our People and Culture	Developed and delivered a new training program on the structured interview process for Managers & Supervisors	• Held 3 training sessions for approximately 32 management and supervisory staff	• Internal Processes and Procedures	• Human Resources Division
71	• Invest in Our People and Culture	Enhanced recruitment and risk management by introducing criminal background checks for non-union staff who handle cash, master keys, or sensitive IT information	• Implemented for IT, Cash Handling positions, Security and staff that hold Master keys	• Internal Processes and Procedures	• Human Resources Division
72	• Invest in Our People and Culture	Introduced the 'Women of Ex Place' initiative to support professional growth, leadership development, and	• Quarterly events were held about 50 non-union & union females attended each event	• DEI • Internal Processes and Procedures	• Human Resources Division

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
		networking opportunities		• Learning and Development	
73	• Solidify Position as a Leading Convention and Event Space	Improve efficiency and service coordination for tenants by integrating service requests into the Momentus event booking system	• Security services for the QET added to Momentus • Tenant event information entered and managed in Momentus	• Internal Processes and Procedures • Customer	• Tenant and Community Relations Section
74	• Promote Site Animation 365-days a Year	Increase year-round site animation and community engagement by expanding the Community Partnership Policy to deliver planned community events	• 13 Community Partnerships	• Customer	• Tenant and Community Relations Section
75	• Promote Site Animation 365-days a Year	Planned and held the first annual Resolution Run	• 1,032 participants • 17.3 million media impressions	• Customer	• Tenant and Community Relations Section
76	• Promote Site Animation 365-days a Year	Activated the Mino Bimaadiziwin Feature Wall in collaboration with the Mississaugas of the Credit and Canoe	• 142 campers participated in the program	• Diversity, Equity, and Inclusion	• Tenant and Community Relations Section

Appendix A

Strategic Plan – 2025 Key Results

Number	Strategic Goal	Key Result	Key Performance Indicator (KPI)	KPI Perspective	Shared Initiatives Division
		Landing Recreation Centre			
77	• Invest in our People and Culture	Strengthened our commitment to community responsibility through fundraising initiatives that engage staff, community and partners	• Raised $70,000 for CAMH, Children's Breakfast Club, and the United Way	• Internal Processes and Procedures	• Tenant and Community Relations Section
78	• Invest in our People and Culture • Solidify Position as a Leading Convention and Event Space	Streamlined scheduling by configuring ADP's enhanced planner to provide a self-serve and automated system	• Development of the application for roll-out in 2026	• Internal Processes and Procedures	• Human Resources Division
79	• Invest in our People and Culture • Solidify Position as a Leading Convention and Event Space	Improved efficiencies in the punch-in process for staff through the implementation of ADP geo-fencing via mobile app	• Geo-fencing utilization rate: Transportation – 44% Security – 83% IT – 67%	• Internal Processes and Procedures	• Human Resources Division
80	• Invest in our People and Culture	Delivered Coaching & Teaming Well training to strengthen management and supervisory competencies for all managers and supervisors	• 97 staff trained	• Learning and Development	• Human Resources Division

Appendix A

Strategic Plan – 2025 Key Results

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81	• Invest in our People and Culture	Developed the framework for a three-year Diversity, Equity, and Inclusion (DEI) Action Plan for 2026–2029 by engaging staff and current and former DEI Committee members	• 80 staff participated in the feedback survey. • Conducted 19 interviews with past and current Committee members to gather input for the 2026 – 2030 Action Plan	• Diversity, Equity, and Inclusion	• Human Resources Division