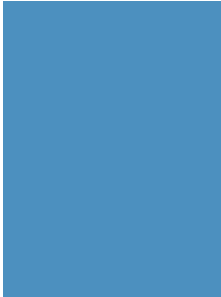


2020 ANNUAL REPORT



Message from the Chair

Janice Thomson



In last year's Annual Report, we pledged that we would continue to provide exceptional service to all Members, we made the pledge in all sincerity, with the confidence that the strong team at CAA Niagara was well positioned to deliver.

No-one could have predicted the challenging year that was to unfold in 2020, but I am very proud to note that the entire CAA staff team, under the leadership of Peter Van Hezewyk, certainly did deliver — on many aspects outside of our traditional services. Finding ways to connect with our Members in physically distanced ways through simple gestures, such as check-in phone call, grocery deliveries or small gifts.

CAA Niagara maintained the Club's commitment to provide outstanding service in the areas of Roadside Assistance, Automobile Services, Travel, Home/Auto/Travel Insurance and CAA Rewards and re-prioritized as necessary to address the immediate needs of Members.

Prudent management of CAA Niagara assets enabled us to support local charities once again in 2020, with an increased investment at a time when many organizations needed the additional assistance.

It has long been recognized that the strength of our organization has been built through many years of service from dedicated staff, with oversight from a strong, experienced Board of individuals who are focused on our Member needs. I do regret that we are seeing the retirement of Richard Halinda from the Board this month. Richard has completed 16 years of board service with CAA Niagara and his experience and passion for CAA will be missed. Richard's quote that you need "CAA in your DNA" to best represent the valued Club members will long be remembered and passed on to new Board members.

We are welcoming three new Board members this month — Ray Archer, Michael Cottenden and Matthew Leask. All who have excellent community and Board experience, assets that will support our continued growth.

COVID-19 may have slowed our growth in the short term, but I am pleased that we are maintaining membership levels and looking to continued growth.

Please stay healthy and stay in touch — if CAA Niagara can assist in any way, please reach out to us.

Message from the President

Peter Van Hezewyk, President & CEO



Fiscal 2020 was an incredibly challenging yet very rewarding year for CAA Niagara. The first five months saw us create incredible momentum towards each of our five key business objectives with Revenue, Income, Member Engagement and Employee Engagement in great shape. We were weeks away from achieving our milestone goal of 140,000 Members when the pandemic hit and changed our plans.

Within one week of COVID hitting Niagara we initiated work from home for all employees and did so in a way that limited Member impact. While our branches were closed from mid-March until early June, we remained committed to supporting our Members online and via phone, proactively reaching out to ensure we maintained a connection with our Members. We focused communication with our Members on digital platforms including email, social media and our website but also launched an outbound calling program with our Member Services team to process renewals and minimize the impact of closed

branches. These efforts allowed us to stay flat in membership during COVID to date. Our Travel team stepped up in a big way to ensure our travelling clients made it home safely and acted as their ambassador when dealing with credit and refund requests. Our ERS "Roadside Heroes" were just that as they serviced stranded Members in new and safe ways during COVID while our internal support teams of HR, IT and Finance worked tirelessly to enable the entire organization to continue delivering for our Members. Communication to employees was frequent and clear and the management team maintained a strong connection with their teams. We worked extremely well as a team and will be stronger for it as we continue to move through the pandemic.

I am proud of our community support this year with the extra funding provided to eight charities with the \$100,000 "Big Boost" initiative and we engaged employees in supporting charities through deliveries, including our Community Boost partners Food4Kids and FORT, but also Welland Hope Centre and Port Cares. These contributions received impressive feedback from all involved.

I believe my team is stronger for the experiences of this past year and performed extremely well for our key stakeholders – our employees, our Members and our community. I look forward to Fiscal 2021 and the many exciting initiatives we have planned with focus on reinforcing our core business through service excellence.

OUR EMPLOYEES



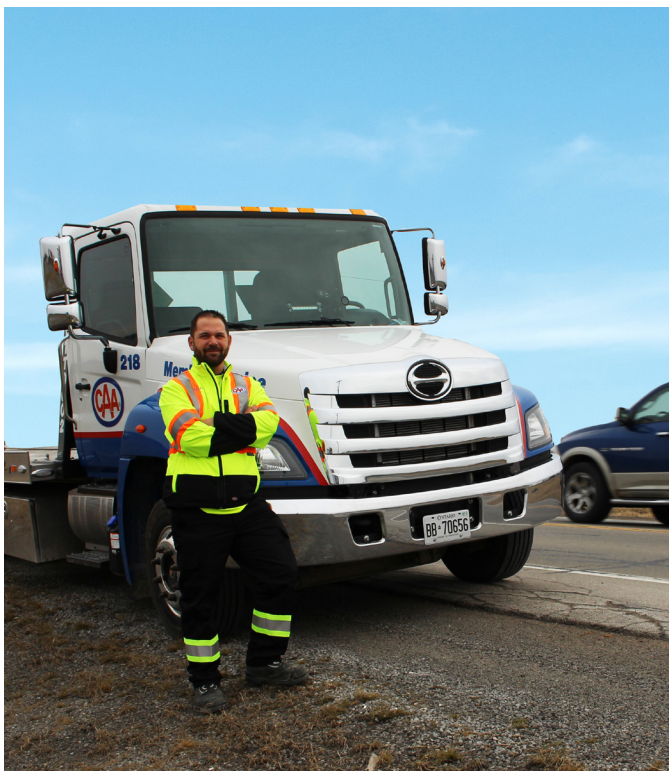
Work From Home Transition

The pandemic forced CAA Niagara to implement large scale technology changes over the period of four days in order to transition employees to a work from home environment. Laptops were rented to address deficiencies caused by shared workstations and USB headsets were purchased for all staff. Microsoft Teams was quickly adopted as the new communication platform of choice and SIP soft phones were deployed to all users. Everyone pulled together, exercised patience and was eager to adapt to change making this the most successful technology change in the history of CAA Niagara.



Employee Engagement

During our time working from home, our Human Resources team worked diligently to keep our employees engaged and having fun. Their mission was simple: to stay connected with one another by facilitating some fun online activities, games and a little friendly competition to keep us all together and strong. A few of the activities that were enjoyed were: weekly trivia, pre-recorded workouts, our rendition of spirit week, and Bingo... just to name a few! We recognize the importance of keeping our employee's active, and having some fun, while still getting the job done.



Slow Down, Move Over

At CAA Niagara, employee safety is a top priority and we are actively working to reduce the risks our drivers face on the roads. In June, we ran a digital campaign designed to educate the public on the importance of the Slow Down, Move Over law.

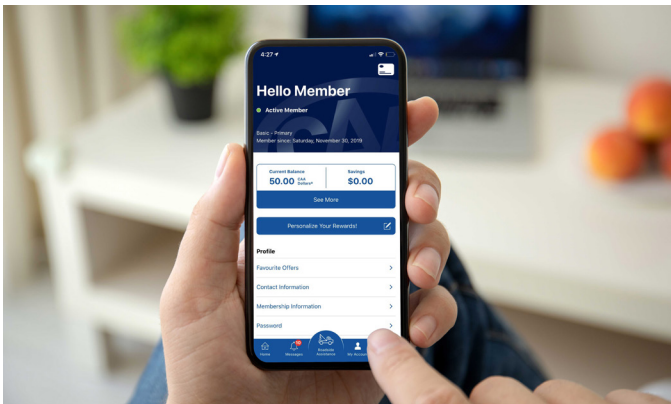
As a part of our Slow Down Move Over efforts, we also developed and launched an internal tablet app in March. The app gives CAA drivers the ability to track and record any instances where they or their vehicle came close to being struck while they are roadside servicing Members. The application tracks the location, time, date, and driver number of each close call and maps it so we can identify "hot spots". This data will allow us to roll-out preventative measures to help ensure our drivers' and members safety. We can also offer this data to the safety committee and in the future share this application with other clubs and safety partners. We are allowing our data pool to grow and will base our 2021 Slow Down, Move Over campaign on these results.

OUR MEMBERS



In-Person & Virtual Events

Member-exclusive events continue to be an important way to add value to a Membership. Prior to COVID, CAA Niagara hosted many in-person events that drew in 1,753 attendees in Fiscal 2020. After COVID hit, the event strategy has pivoted to include many virtual events, including: At-Home Movie Morning, Virtual Trivia, and Virtual Wine Tasting with Lakeview Wine Co. Several annual events such as CAA Day at Safari Niagara and Ice Cream Sandwich Day, were still able to take place with the implementation of social distancing measures.



New CAA Mobile App

Working in collaboration with CAA National and the other clubs, the CAA Mobile app has been revamped to create a more user-friendly mobile experience. The app moves away from the "all in one" approach of the previous app, focusing instead on Rewards and Roadside Assistance. The new app launched in late July and offers a streamlined and seamless Member experience and customizable functionality. Since the soft launch we have been gathering initial user feedback and making adjustments to enhance the experience.



Grimsby Renovation

For 35 years, CAA Niagara has been proud to have a branch located in the vibrant community of Grimsby. To serve our 8,800 Grimsby Members better, CAA Niagara decided it was time to completely renovate the branch, giving it a fresh, new appearance. On August 18, the branch officially reopened with a socially distanced ribbon cutting ceremony. The reopening also provided the perfect opportunity to gift our Community Boost partner, FORT, with an additional \$10,000 donation as part of our Big Boost program.



OUR COMMUNITY



Community Boost

The annual Community Boost program provides support to two Niagara charities through a \$10,000 donation and increased community presence with a wrapped tow truck. This year the club received more than 50 applications for the funding, up from 40 the previous year. When applications closed, internal company-wide voting determined the two recipients of this year's funding. Employees ultimately selected Food4Kids Niagara and Foundation of Resources for Teens (FORT). With fundraising efforts being deeply affected by COVID-19, the donation was much needed by both charities.



Green Commitment

In 2020, CAA Niagara formalized its dedication to a sustainable future with the creation of our Green Commitment. The Green Commitment holds the entire organization responsible for implementing environmentally conscious operational practices and brings sustainability to the forefront of decision making. CAA Niagara has already made significant steps toward decreasing our ecological footprint with several initiatives, such as establishing a Green Committee, significantly reducing paper consumption, creating employee engagement initiatives and tracking CAA Niagara's corporate carbon footprint.

Big Boost

As it became clear that COVID-19 was impacting many Niagara citizens and charities, CAA Niagara felt compelled to help. With the support of its Board of Directors, CAA Niagara decided to invest another \$100,000 in community donations and sponsorships in the latter half of FY20. These funds were focused on our Community Boost partners, food banks and social service organizations who are facing increased need due to COVID-19. A cheque presentation was organized with each recipient and CAA Niagara employees at all levels were encouraged to participate. The response from the community was incredibly positive and our employees enjoyed being a part of the initiative.

Using Big Boost funds we also sponsored two community initiatives: The Big Move Cancer Ride and the Niagara Folk Arts Multicultural Centre's Community Connection program.



Community Support

\$120,000

IN COMMUNITY
DONATIONS

18

Organizations
Supported



150

POTTED PLANTS
DELIVERED TO
50 YEAR MEMBERS



3,000

PHONE CALLS
TO MEMBERS
OVER AGE 80



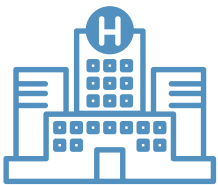
240

WEEKS OF GROCERIES
DELIVERED TO
SENIORS IN NEED



140

NUTRITIOUS MEALS
DELIVERED TO
FOOD4KIDS CHILDREN



500 PONCHOS

117 CAPS & MASKS

DELIVERED TO THE GREATER
NIAGARA GENERAL HOSPITAL



3

THANK YOU VIDEOS
CREATED FOR
FRONTLINE WORKERS

BOARD OF DIRECTORS

Janice Thomson
Board Chair

Richard Halinda
Director

Michael Goodale
Vice Chair

Bruno lafrate
Director

Rob DePetris
Past Chair

Bill Kerr
Director

Adam Cook
Director

Lyndsay Gazzard
Director

SENIOR MANAGEMENT

Peter Van Hezewyk
President & CEO

Marrienne Wilson
VP, Marketing, Strategy and Member Engagement

Doug Stones
VP, Finance

Bill Willard
VP, Automotive

Kevin Ruthven
Director, Information Technology

Christine Manuel
VP, Human Resources

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1-800-263-7272
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Grimsby

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