

**Ministry of Tourism,
Culture and Gaming**

Minister

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**Ministère du Tourisme, de la
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November 1, 2024

Mr. Jim Armour
Chair
Ottawa Convention Centre
55 Colonel By Drive
Ottawa, ON K1N 9J2

Dear Mr. Armour:

I am pleased to share our government's 2025-26 priorities for the Ottawa Convention Centre.

Agencies are a part of government and are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, it is incumbent upon you to ensure the Ottawa Convention Centre's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that the Ottawa Convention Centre is innovative, sustainable and accountable through the following direction:

Innovative

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve client/customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

Sustainable

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use public resources efficiently and
 - a) Operate within agency's financial allocations.
 - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

Accountable

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.
 - a) Collaborate with MOI to identify office space opportunities.
 - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
12. Increase non-government, non-fare, non-fee revenue by a percentage which will be determined by the Minister in consultation with the Chair.

These are the government-wide commitments for board-governed provincial agencies. Please see the attached guide for further details of each priority and the accompanying performance measures that can be utilised if measurements are not currently in place.

I am also sharing priorities specific to the Ottawa Convention Centre:

1. Focus on implementing the recommendations of the 2023 Value-for-Money Audit: Metropolitan Toronto Convention Centre and Ottawa Convention Centre, conducted by the Auditor General of Ontario.
2. Continue to develop a sales and marketing offer with Ottawa Tourism to incent meetings and conventions to stay in Ottawa.

3. Continue to collaborate with industry stakeholders and other agencies and attractions to promote the growth of the tourism industry in Ontario.

Many thanks to you and your fellow board members for your continued commitment to the Ottawa Convention Centre. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division at lisa.lavecchia@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stan Cho', with a stylized flourish at the end.

Stan Cho
Minister

- c. Nina Kressler, President and CEO
Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming
Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division, Ministry of Tourism, Culture and Gaming

Attachment:

- Government Priorities 2025-26 Chart