

OTTAWA
CONVENTION
CENTRE



CENTRE
DES CONGRÈS
D'OTTAWA

An Agency of the Government of Ontario | Un organisme du gouvernement de l'Ontario

OTTAWA CONVENTION CENTRE CORPORATION

ANNUAL BUSINESS PLAN 2025/2026

TABLE OF CONTENTS

1. MANDATE AND VISION.....	5
2. BUSINESS OVERVIEW	7
3. PRIORITIES AND PERFORMANCE MEASUREMENT	10
4. RISK ASSESSMENT STRATEGIES 2025-2026.....	14
5. ANNUAL GOALS & METRICS	16
6. BUDGET SUMMARY.....	20
7. HUMAN RESOURCES	23
8. INITIATIVES INVOLVING THIRD PARTIES	26
9. MARKETING AND COMMUNICATIONS STRATEGY OVERVIEW	29

LIST OF ABBREVIATIONS

ABBREVIATION	DEFINITION
AIPC	International Association of Convention Centres
APEX	Achieving Professional Excellence
ATM	At the Moment
AV	Audio Visual
B2B	Business to Business
CanSPEP	Canadian Society of Professional Event Planners
CDF	Convention Development Fund
CEO	Chief Executive Officer
CSAE	Canadian Society of Association Executives
CSR	Corporate Social Responsibility
CTA	Call to Action
DEI	Diversity, Equity and Inclusion
DMO	Destination Marketing Organization
F&B	Food and Beverage
HR	Human Resources
HRIS	Human Resources Information System
HVAC	Heating, Ventilation and Air Conditioning
IAVM	International Association of Venue Managers
IBTM	Incentives, Business Travel & Meetings
ICAF	International Convention Attraction Fund
ICCA	International Congress and Convention Association
ICT	Information, Communication and Technology
IMEX	Worldwide Exhibition for Incentive Travel, Meetings and Events
IT	Information Technology
ITAC	Indigenous Tourism Association of Canada
ITDF	Indigenous Tourism Development Fund
LEED	Leadership in Energy and Environmental Design
MAT	Municipal Accommodation Tax
MICE	Meeting, Incentive, Convention, Events
MOU	Memorandum of Understanding
MPI	Meeting Professionals International
MWL	MyWorkLife
OBT	Ottawa Board of Trade
OCC	Ottawa Convention Centre
ORCA	Organic Refuse Conversion Alternative

PCMA	Professional Conference Managers Association
PCO	Professional Conference Organizers
ROI	Return On Investment
SME	Small and Medium-sized Enterprise
SMERF	Social, Military, Education, Religious and Fraternal
SWOT	Strengths, Weaknesses, Opportunities, Threats
TBD	To be Determined
TD	Toronto Dominion
TIAC	Tourism Industry Association of Canada
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPS	Uninterrupted Power Supply
US	United States

1. MANDATE AND VISION

VISION

Inspired team delivering exceptional events.

Our vision is supported by these core pillars:

1. Economic Impact
2. Extraordinary Customer Service
3. Sustainability (Financial, Social, Environmental)

CORE PURPOSE

We are Canada's Meeting Place.

The OCC, operating in collaboration with our tourism partners, provides the stage where guests from around the world come together to experience Canada's capital, generating economic impact.

ECONOMIC MANDATE

The OCC operates profitably in cooperation with our tourism industry partners and generates positive economic impact for all three levels of government.

DIVERSITY, EQUITY AND INCLUSION

At the OCC, we aim to foster an environment where all team members can be their true selves; thriving in a culture that respects their ideas, beliefs, and identities. Our workplace encourages the sharing of experiences and perspectives from all staff, which presents more opportunity for advancement, creative thought, problem solving and meaningful engagement.

SHARED VALUES

- Collaboration
- Community
- Inclusivity
- Innovation
- Transparency

LEGISLATIVE AUTHORITY AND MANDATE

The OCC is an agency of the Government of Ontario, governed by the *Ottawa Convention Centre Corporation Act (R.S.O. 1990)*. The OCC is an operational enterprise agency of the Ministry of Tourism, Culture and Sport, with its legislative mandate to “operate, maintain and manage an international-class convention centre in a manner that will promote and develop tourism and industry in Ontario.” The OCC is led by a twelve-member board of directors with nine provincial and three municipal appointees. The Memorandum of Understanding (MOU) between the OCC and the Ministry of Tourism, Culture and Sport outlines the accountability and governance framework:

- a) The Minister is accountable to the legislature and Treasury Board/Management Board of Cabinet for the Centre’s fulfillment of its mandate, its compliance with government and Ministry policies and for reporting and responding to the Legislature on the Centre’s affairs.
- b) The Chair is accountable to the Minister for the performance of the Centre in fulfilling its mandate for carrying out the roles and responsibilities assigned to the Chair by the governing Act, MBC directives and the MOU.
- c) The Deputy Minister is accountable for advising and assisting the Minister regarding the Minister’s responsibilities for the Agency.
- d) The OCC President & CEO is accountable to the Chair and the Board for the management of the Centre, the supervision of the Centre’s staff, and for carrying out the roles and responsibilities assigned by the Board, Management Board directives, the Act, MOU, and other relevant legislation.
- e) Employees of the Centre are accountable to the President & CEO for carrying out the roles and responsibilities as assigned to the staff by the President & CEO

The OCC is committed to providing excellent, high-calibre bilingual customer service and ensuring that services are timely, responsive, accessible, and accountable.

2. BUSINESS OVERVIEW

As we exit 2024/25, we are proud to have continued executing and delivering successful events. As we look ahead, and in consultation with our hotel partners and Ottawa Tourism, the market is anticipating a slowdown and as such, will also affect the level of business at the OCC. With a new President in the United States taking office in January 2025, it is unclear how or if this will affect the convention industry. We will continue to monitor TIAC and other industry advocating groups to understand the pulse of our closest trading partners.

Our rebrand to Rogers Centre Ottawa and long-term agreement with Rogers for naming rights on the building, will provide a revenue base over the next ten years to grow on. A nationally and internationally recognized brand, is advantageous as we continue to develop markets outside of our borders.

We look forward to working with Minister Cho and his team and appreciate the guidance the Ministry has provided the OCC team as we continue to grow our business internationally and in emerging sectors such as the indigenous community. The OCC will continue to focus on our key strengths; namely delivering exceptional customer experiences to our guests which delivered the Best Convention Centre in World in 2020.

We also express gratitude to our closest partners, Aramark Entertainment Services Canada Inc and Encore Canada. Collectively we have overcome many hurdles as business events return to the centre with new opportunities to embrace sustainability practices, supply chain issues, and heightened expectations from event planners to buy local. We wish to acknowledge our colleagues' ongoing commitment to customer service and delivering excellence and thank our customers for completing our electronic surveys which provide essential data for decision making and increased customer satisfaction. Our colleagues are the lifeblood of our business, no matter how busy they may be; they continue to make magic happen every day! As reflected in our mission statement and everyday operations, we enjoy an inclusive and diverse work environment and celebrate our successes together.

The initiatives detailed in this business plan will reflect all activity, including strategic partnerships and sponsorships. We acknowledge our accountability to the Ministry and our Board of Directors. We thank our Board for providing strategic guidance, oversight, and leeway to think bigger and bolder as we continue to build on our success.

2024/2025 RESULTS

We hosted 42 conventions in 2024/2025 which is historically in the normal range; however, in comparison to July and August of the previous year where the centre hosted many international conventions, this year the summer remained at a low occupancy. Fall of this fiscal year will see 17 national association, corporate and international conferences. Social gatherings are also at par with the previous year; however, we are seeing a decrease in food and beverage spend as well as host bars.

We are proud to continue to deliver superior customer services scores at 4.8-4.9 for overall customer satisfaction.

2023 VALUE FOR MONEY AUDIT

In 2023 a Value for Money audit was conducted with two key outcomes for the OCC; identify sales and marketing opportunities in collaboration with Ottawa Tourism and to work with the city and Ottawa Tourism in addressing the revitalization of the ByWard Market. Both are ongoing with the President and CEO an active Board Director with Ottawa Tourism as well as the ByWard Market District Authority. Recommendation #9 in the Value For Money Audit is directed at the Ministry with the following recommendation put forth:

To support the ability of the Ottawa Convention Centre (OCC) to attract events and generate economic impact for the province, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- review practices in other jurisdictions where support is provided to attract new direct flight routes, such as in Manitoba, Nova Scotia, Saskatchewan and Ohio;
- work with OCC to assess its future bookings and opportunities for larger conventions;
- conduct a cost/benefit analysis to assess the jurisdictions to where air service would be beneficial for attracting more events at OCC; and
- develop and execute a strategic plan to address the findings of the cost/benefit analysis.

LOOKING AHEAD TO 2025/2026

We continue to have a strong pipeline but also recognize there may be some vulnerability with an election in our country possible within the next 12 months. We continue to utilize resources such as Convention Centres of Canada and our Client Advisory Board to ensure the trends we may be seeing are not unique to the OCC but rather an industry reality as soaring costs of produce and protein continue across the country and globe. We will work collaboratively with Ottawa Tourism and hotel partners to attract and remain competitive to ensure market share growth in national and international conference business.

In spring of 2025, we will welcome an increase in direct flights to the United Kingdom with Air Canada. This will assist our value proposition significantly as we bid against other Canadian cities for international conferences.

Our stakeholder community group include Ottawa Tourism, and the Ottawa Gatineau Hotel Association have expressed concerns regarding 2025/2026. High fuel costs triggering extremely high flight fares as well and food and beverage escalating costs are resulting in fewer delegates and shortening of programs. This has a direct result on hotel occupancy which also directly affects Ottawa Tourism's revenues. In highly competitive markets, it is crucial to maintain marketing momentum in our key markets. The US president election may also result in less US business coming to Canada; however, it remains too early to predict the effect of the election on Canada at this time.

GENERAL OBSERVATIONS

We are continuously assessing our booking policy with respect to local business and believe our current policy to book local business within a 12-month period remains prudent

The International Convention Attraction Fund through Destination Canada, support bids by Canadian cities to host major international conventions in Canada. The ICAF is funded by the federal government and administered by Destination Canada. This fund has been well received in 2024/2025, and we will leverage this fund, provided we meet all eligible criteria, as a destination in 2025/2026. It is important to note that this fund is open to all destinations within Canada.

3. PRIORITIES AND PERFORMANCE MEASUREMENT

INNOVATION

Customer service is an integral component of business success. Our goal is to maintain a client satisfaction score of 4.5 and to remain aligned with our vision of “Inspired Team Delivering Exceptional Events.” Teams with high standards will see increased productivity, improved performance, a stronger organizational culture and as a result increased client loyalty.

The OCC’s long-term partner, Encore provides a series of virtual and hybrid platforms for client events. Regardless of global travel restrictions or personal circumstances, Encore can help the show go on even if a critical presenter or some attendees cannot attend in person. Chime Live, Content1, and Cvent Attendee Hub, are solutions that help everyone stay connected without losing audience engagement and interaction. Virtual and hybrid events offer many benefits, including sponsorship opportunities and increased ability for audience engagement. With the high demand for internet connectivity related to virtual and hybrid events, Encore, with approval from the OCC, recently upgraded the Telco backbone service from 500Mbps to a 1Gigabit service with a 1Gigabit redundancy.

We will ensure adherence to exceptional service in all phases of the sales and service cycle by initiating and engaging client focus groups, employing impromptu inspections and audits, and providing uncompromising leadership. We will continue to build a customer service culture with campaigns to deliver the extraordinary through employee engagement. We will align development with the company goals and provide learning opportunities. We will stay connected to our clients through marketing initiatives and touchpoints, continue to innovate, increase technologies and a seamless experience. Strategies will be put in place to improve response rate and capture all feedback.

Performance Measures:

- Overall customer satisfaction score of 4.5/5
- Conduct quarterly feedback sessions with Encore and the OCC to review client feedback pertaining to technology
- Staff recognition through Aramark’s Encore Encore program
- Quarterly staff recognition events to celebrate high performance
- Encourage staff to bring forward innovative ideas
- Soft goods to be introduced throughout the centre to encourage impromptu brainstorming sessions and meetings in an atmosphere encouraging innovation

SUSTAINABILITY

We continue to optimize organizational capacity by utilizing resources such as Convention Centres of Canada and our Client Advisory Board to ensure the trends we may be seeing are not unique to the OCC but rather an industry reality as soaring costs of produce and protein continue across the country

and globe. We will work collaboratively with Ottawa Tourism and hotel partners to attract and remain competitive to ensure market share growth in national and international conference business.

The OCC will manage financial targets according to the Board-approved budget. Our strategy focuses on revenue generation. The OCC will focus on multi-year client contracts and will continue to work closely with Ottawa Tourism to promote Ottawa as a top destination for international events. The OCC is also exploring additional and ancillary revenue opportunities through multi-year marketing partnerships and advertising agreements by nurturing current and developing new relationships. The Marketing & Partnerships and Sales teams collaborate constantly to create value-added experiences for clients and partners.

Advertising revenue is received from advertising and sponsorship opportunities within our facility. As business returns to the Centre, the opportunities within the Centre will once again become marketable. Commission revenue is from our exclusive and official supplier contractors for services provided to OCC clients. These include audiovisual, translation, electrical, production, and Wi-Fi. The contractors are responsible for all aspects of the above services.

OCC maintains a diverse and strong workforce consisting of union and non-union employees, managed by both OCC and Aramark. The number of employees has remained consistent over past years with minimal turnover and no significant increase in workforce size. As an event based business, the OCC projects its workforce requirements in order to serve our clients and to ensure we have the appropriate sales and marketing staffing to achieve our future revenue projections.

Performance Measures:

- The OCC will monitor progress through financial statements and internal reports reviewed monthly with senior management and quarterly with the OCC's Board of Directors and Finance & Audit Committee.
- Deliver on our annual \$1M Ontario Financing Authority obligation
- Annual employee engagement survey with our non-unionized team to ensure the OCC continues to be an enviable place to work
- Align positions and resources to achieve our financial goals and growth in market segments
- Ensure ongoing and annual maintenance of the centre to ensure the OCC's position as Best Convention Centre in the World
- Secure incremental revenue from on-site advertising sales as well as digital advertising revenues from on-site events
- Conduct Employee Engagement Surveys at the end of each year to measure satisfaction levels and management performance

ACCOUNTABILITY

The Ottawa Convention Centre (OCC) is an agency of the Government of Ontario, governed by the Ottawa Convention Centre Corporation Act (R.S.O. 1990). The OCC is an operational enterprise agency of the Ministry of Tourism, Culture and Sport, with its legislative mandate to “operate, maintain

and manage an international-class convention centre in a manner that will promote and develop tourism and industry in Ontario.”.

The OCC is fully compliant with all applicable Government of Ontario reporting requirements, directives, and commitment to Open Government.

The OCC is led by a twelve-member board of directors with nine provincial and three municipal appointees. The Memorandum of Understanding (MOU) between the OCC and the Ministry of Tourism, Culture and Sport outlines the accountability and governance framework.

The senior management team has identified strategies and performance measures to achieve OCC’s goals. Senior management meets weekly with Aramark to review financial and performance goals as well as client satisfaction and human resources updates. KPI’s are in place and reported upon for transparency at each board meeting. In addition, the OCC undergoes an annual financial audit providing the board with an in-camera session with our auditor.

The OCC has a robust matrix for risk identification and mitigation strategies, detailed in its recently submitted Business Plan. The OCC is also compliant with the OPS Enterprise Risk Management directives and the Ministry of Culture Tourism and Sport’s quarterly reporting requirements that include an updated risk assessment. Our risk “heat map” is reviewed quarterly to mitigate and assess risks identified by OCC management.

Our IT providers perform daily onsite, weekly Cloud, and monthly offsite backups. Off-site Cloud backups reduce risk in case of a structural event and help protect against viruses and ransomware. Crowdstrike/Falcon Complete has been implemented on all systems to protect from viruses and Ransomware. This service also includes monitoring from the manufacturer to help report any suspicious activity and quick action response in cases where a server could be compromised. Employees completed an online security course, and frequent mock phishing attempts are sent to test employees and ensure compliance.

Our colleagues are the lifeblood of our business, no matter how busy they may be; they continue to make magic happen every day! As reflected in our mission statement and everyday operations, we enjoy an inclusive and diverse work environment and celebrate our successes together. At the OCC, we aim to foster an environment where all team members can be their true selves; thriving in a culture that respects their ideas, beliefs, and identities. Our workplace encourages the sharing of experiences and perspectives from all staff, which presents more opportunity for advancement, creative thought, problem solving and meaningful engagement.

Performance Measures:

- KPIs reported to OCC Board of Directors at every board meeting
- Customer surveys to score 4.5/5 for overall satisfaction
- Update and report on the OCC Risk Heat map along with mitigating risk plans
- OCC business and strategic plans to address the importance and commitment to Diversity, Equity and Inclusion

- Engage third party partnerships such as Whimble Personal Care Services and Assign, Interpreting Services
- Encore IT partnership to ensure data protection
- Sales and Marketing plan and tactics to align and collaborate with Ottawa Tourism
- Secure multi-year convention contracts through incentives such as rate increase ceiling guarantees
- OCC to take an active role in the revitalization of the ByWard Market
- Work with the OGHA (Ottawa Gatineau Hotel Association) and Ottawa Tourism to secure more national and international conferences and events to Ottawa

4. RISK ASSESSMENT STRATEGIES

EMERGENCIES AND CRISES

Risk Category: Operations/Location

Description: The OCC has a comprehensive Emergency Preparedness Plan shared with our clients. A convention centre's strength has been and continues to be the safety and security of the asset, its contents, and, most importantly, its guests and personnel. Clients, guests, and colleagues expect us to provide a safe and secure environment. It is incumbent upon the Centre to communicate our plan to our clients and colleagues and continually prepare for emergencies. Accordingly, we have procedures to resume business as quickly as possible if an emergency occurs.

Impact and Scope: MODERATE

It is impossible to predict an emergency or the intensity of the occurrence; however, planning and preparation to manage an issue are essential to minimize the threat and build leadership skills to take control of the issue and ensure business continuity.

Mitigation: We continually improve our emergency preparedness planning by reviewing and updating our information, procedures and training. We also continually review and update technology and equipment to assist in our response to various emergency situations. We deliver floor warden training to ensure everyone has the knowledge and confidence to respond effectively to all emergencies. We conduct regular risk assessments of the facility and our practices to ensure we minimize the impacts of an emergency and respond effectively. We will also continue our collaborative efforts with our neighbouring facilities (Westin Ottawa, the Rideau Centre, and TD Place at Lansdown) to assist each other during emergencies. Whenever possible, our team will participate in training offered by the City of Ottawa Emergency Management division and other outside organizations.

CYBER RISK

Risk Category: Security

Description: Cyber Risk is any risk of financial loss, disruption, or damage to an organization's reputation from a failure involving its technology systems. The most common cyber threats we currently face are e-mail spam, phishing, and spoofing. The hacker impersonates a manager to obtain funds through a wire transfer, infection through a virus through downloadable content, or asking for account information.

Related Strategic Priority: Extraordinary Customer Service; Sustainability - Financial

Impact and Scope: MODERATE

Mitigation: Our IT providers perform daily onsite, weekly Cloud, and monthly offsite backups. Off-site Cloud backups reduce risk in case of a structural event and help protect against viruses and ransomware. CrowdStrike/Falcon Complete has been implemented on all systems to protect from viruses and Ransomware. This service also includes monitoring from the manufacturer to help report

any suspicious activity and quick action response in cases where a server could be compromised. Employees completed an online security course, and frequent mock phishing attempts are sent to test employees and ensure compliance.

PERCEIVED SAFETY OF DESTINATION

Risk Category: Security

Description: While Ottawa has historically positioned itself as a safe and walkable city, the increasing homelessness in Ottawa has raised concerns among some guests, impacting their perceived safety as the city grapples with challenges related to shelter and support services.

Related Strategic Priority: Economic Impact; Extraordinary Customer Service

Impact and Scope: MODERATE

The safe and walkable nature of Ottawa's downtown core is being called into question, impacting one of the city's key competitive advantages over other Canadian destinations.

Mitigation: The President and CEO currently sits as a Director on the Byward Market District Authority Board to develop solutions to our current challenges, with the end goal to find suitable accommodations and resources for its citizens and to re-establish consumer confidence in delegate safety in the city.

5. ANNUAL GOALS & METRICS

The OCC will focus on the following goals for the upcoming year. The senior management team has identified strategies and performance measures to achieve these goals. Senior management meets weekly with Aramark to review financial and performance goals as well as client satisfaction and human resources updates.

GOAL #1: FINANCIAL

The OCC's long-range financial imperative is to generate revenues to support a surplus and maintain cash flows sufficient to provide for lifecycle requirements.

The OCC's mandate is to generate economic benefits for the City of Ottawa and the Province of Ontario.

The OCC will generate the following financial results in 2025/26:

- Gross revenue of \$ 21M
- Economic impact of \$ 120M
- Booking pace target of \$ 21M
- Net operating surplus of \$ 1M

Performance Measures: The OCC will monitor progress through financial statements and internal reports reviewed monthly with senior management and quarterly with the OCC's Board of Directors and Finance & Audit Committee.

Description	Actual 2023-24	Forecast 2025-25	Budget 2025-26	Plan 2026-27	Plan 2027-28
Economic impact (\$M's)	110	110	120	125	130
Gross revenue (\$M's)	23.7	20	21	22	23
Net operating income (\$M's)	3.5	1.8	1	1.2	1.6
Booking pace (\$M)	17	17	21	22	22

GOAL #2: OCCUPANCY

Occupancy is based on the number of square feet sold compared to the number of square feet of available space in a given year. No allowance has been made for holidays or down periods between events. In ordinary circumstances, full occupancy at the OCC would be approximately 70%.

Performance Measures: Occupancy is tracked for each event, then summarized and reported quarterly.

Description	Actual 2023-24	Forecast 2025-25	Budget 2025-26	Plan 2026-27	Plan 2027-28
Occupancy Rate	35%	43%	43%	45%	47%

GOAL #3: CUSTOMER SERVICE

Customer service is an integral component of business success. Our goal is to maintain a client satisfaction score of 4.5 and to remain aligned with our vision of *“Inspired Team Delivering Exceptional Events.”* Teams with high standards will see increased productivity, improved performance, a stronger organizational culture and as a result increased client loyalty.

Strategies: We will ensure adherence to exceptional service in all phases of the sales and service cycle by initiating and engaging client focus groups, employing impromptu inspections and audits, and providing uncompromising leadership. We will continue to build a customer service culture with campaigns to deliver the extraordinary through employee engagement. We will align development with the company goals and provide learning opportunities. We will stay connected to our clients through marketing initiatives and touchpoints, continue to innovate, increase technologies and a seamless experience. Strategies will be put in place to improve response rate and capture all feedback.

Performance Measures: Electronic client satisfaction surveys are sent following each event in the building. Post event meetings are hosted to capture feedback from conventions. Results are reviewed by the General Manager and Director of Events and then circulated to the management team weekly for review and action as required. Social media is monitored, and we encourage our internal frontline team to provide input.

Description	Actual 2023-24	Forecast 2024-25	Budget 2025-26	Plan 2026-27	Plan 2027-28
Overall Satisfaction	4.6	4.5	4.5	4.6	4.6
Response Rate	21%	25%	25%	30%	30%

GOAL #4: HUMAN RESOURCES

We are committed to maintaining a healthy and positive environment for our OCC colleagues. We strive to create a workplace culture that values and leverages our many differences and drives innovation through inclusion. Our goal is to simplify the recruitment process, improve job descriptions, increase diversity hiring, source qualified candidates, assist new hires more effectively, expand talent networks, improve employee retention, and build a strong talent pipeline.

Strategies: As we move forward, the OCC will create a positive work environment where employees feel valued, motivated, and committed to their jobs. This in turn leads to better productivity, lower turnover, and more business success.

Performance Measures: The leadership team will maintain consistent and valuable communication with its colleagues through newsletters, daily huddles, briefings, start-ups, digital messaging, and timely feedback.

Description	Actual 2023-24	Forecast 2024-25	Budget 2025-26	Plan 2026-27	Plan 2027-28
Overall Response	No Survey	6/10	No Survey	7/10	No Survey

GOAL #5: CORPORATE SOCIAL RESPONSIBILITY

The OCC recognizes the role we play in the life and economy of our host community, and that the community plays in supporting and enhancing the event experience of our clients. In doing so, we take ongoing corporate responsibility and maintain a positive community interface. While many organizations now practice some form of social responsibility programs, the OCC has decided to make it a core of our operations. Undertaking socially responsible initiatives not only allows us to appeal to socially conscious consumers but also makes a tangible difference in the world.

Strategies: We maintain four flexible CSR programs that enable clients to have a positive impact with minimal effort, all of them facilitated by the OCC team. These programs not only help the less fortunate in our neighbourhood, but they are also aimed at reducing waste destined for landfills.

Leave a Legacy Program: clients may donate items left after their event including obsolete marketing collateral, promo items, and non-perishable food.

Tablée des Chefs: this partnership allows us to donate surplus foods to those in need through an established food collection program.

Indigenous Tourism Development Fund: This program facilitates direct donations from OCC clients to the Indigenous Tourism Development Fund (ITDF). The ITDF offers an innovative way for and clients to partner with Indigenous Tourism Association of Canada to grow the Indigenous tourism industry from coast to coast to coast.

Green Key Meetings: The OCC received a three key rating and the Green Key Meeting Certification in 2024/2025. We will look to our sustainability deficiencies and work towards gather a higher key rating.

To reduce our carbon footprint by limiting transportation to landfills, the OCC uses ORCA (Organic Refuse Conversion Alternative), which takes all organic waste and breaks it down into environmentally safe grey water. We have increased the use of our cardboard baler and will continue with our enhanced waste program and recycling wall. Our water bottle filling stations have been extremely well received and see use on all floors. We will continue to explore the complete replacement of plastic water bottles with aluminum ones, to further utilize our water bottle filling stations.

We will remind and re-educate occupants and colleagues on the importance of diversion and the impact it has on our environment through updated marketing and elevated training.

Performance Measures: Review participation in the above-mentioned CSR programs at year-end. The OCC participates in a rigorous food waste program and monthly food quality audits whereby the entire kitchen area is critiqued with results reviewed by senior leadership. Waste diversion reports are produced and reviewed monthly.

Description	Actual 2023-24	Forecast 2024-25	Budget 2025-26	Plan 2026-27	Plan 2027-28
Waste Diversion	62%	64%	65%	67%	67%

6. BUDGET SUMMARY

STATEMENT OF OPERATIONS

STATEMENT OF OPERATIONS

Ministry Document

	Actual 2023-2024	Forecast 2024-2025	Budget 2025-2026	Plan 2026-2027	Plan 2027-28
Food & Beverage	13,466,567	10,461,487	12,216,800	12,758,415	13,406,491
Facility Rental	6,071,642	6,258,289	5,283,200	5,486,707	5,878,979
Commissions	2,827,072	2,736,354	2,441,250	2,545,195	2,690,323
Advertising	611,364	680,899	777,250	819,136	850,177
Other Income	693,841	725,904	512,188	407,096	460,925
TOTAL GROSS REVENUE	23,670,487	20,862,933	21,230,688	22,016,549	23,286,895
Revenue Growth	22.77%	-11.86%	1.76%	3.70%	5.77%
 COST OF SALES	 9,686,252	 7,760,147	 8,938,157	 9,304,717	 9,743,220
 NET REVENUE	 13,984,235	 13,102,786	 12,292,531	 12,711,832	 13,543,674
Net Revenue Growth	13.90%	-6.30%	-6.18%	3.41%	6.54%
 NET REV PERCENTAGE	 59.1%	 62.8%	 57.9%	 57.7%	 58.2%
 EXPENSES					
Facilities	5,381,246	5,264,749	5,567,481	5,654,016	5,947,619
Utilities	1,179,815	1,197,857	1,260,000	1,306,080	1,377,094
Sales & Marketing	1,916,862	2,191,611	1,870,697	1,921,154	1,971,483
General & Administration	1,973,262	2,585,182	2,537,501	2,614,201	2,634,031
TOTAL EXPENSES	10,451,186	11,239,399	11,235,679	11,495,451	11,930,228
Percent of Gross Revenue	44.2%	53.9%	52.9%	52.2%	51.2%
 OPERATING SURPLUS	 3,533,049	 1,863,388	 1,056,852	 1,216,381	 1,613,446
Percent of Gross Revenue	14.93%	8.93%	4.98%	5.52%	6.93%
 Interest expense	(1,025,687)	(1,015,934)	(1,005,716)	(1,000,000)	(1,000,000)
Amortization of deferred contributions	3,731,477	3,881,481	3,867,126	3,801,707	3,742,798
Gain on Debt restructuring					
Amortization of property, plant and equipment	(4,773,166)	(5,232,589)	(5,533,757)	(5,408,861)	(5,295,076)
 Excess of revenue over expenses	 1,465,673	 (503,655)	 (1,615,495)	 (1,390,773)	 (938,832)

STATEMENT OF FINANCIAL POSITION

	Actual as at Mar 31, 2024	Forecast for Mar 31, 2025	Plan as at Mar 31, 2026	Plan as at Mar 31, 2027	Plan as at Mar 31, 2028
ASSETS					
Current					
Cash	10,224,815	8,295,249	5,763,045	6,239,686	7,136,741
Accounts receivable	3,481,779	3,145,153	2,397,305	1,705,547	1,359,750
Prepaid expenses	151,756	151,756	151,756	151,756	109,720
Total Current Assets	13,858,351	11,592,158	8,312,106	8,096,990	8,606,210
Property, Plant & Equipment	122,130,365	121,513,824	118,980,071	113,571,214	108,276,144
Total Assets	\$135,988,716	\$133,105,982	\$127,292,177	\$121,668,204	\$116,882,354
LIABILITIES & NET ASSETS					
Current					
Accounts payable and accrued liabilities	3,134,560	3,045,647	2,474,223	1,574,024	996,881
Deferred revenue and customer deposits	3,632,297	4,073,487	4,638,011	5,106,715	5,579,638
Current portion of long term debt	214,065	224,284	-	-	-
Total Current Liabilities	6,980,923	7,343,418	7,112,233	6,680,740	6,576,519
Construction holdback payable					
Deferred revenue and deposits	630,809	650,000	550,000	550,000	550,000
Long-term debt	27,807,523	27,583,239	27,583,239	27,583,239	27,583,239
Deferred Contribution - capital assets	87,492,874	84,956,393	81,089,267	77,287,560	73,544,762
Total Liabilities	115,931,206	113,189,632	109,222,506	105,420,799	101,678,001
Net Assets (deficit)	13,076,588	12,572,933	10,957,438	9,566,665	8,627,833
Total liabilities and net assets	\$135,988,716	\$133,105,982	\$127,292,177	\$121,668,204	\$116,882,354

STATEMENT OF CASH FLOW

	Actual as at Mar 31, 2024	Budget as at Mar 31, 2025	Plan as at Mar 31, 2026	Plan as at Mar 31, 2027	Plan as at Mar 31, 2028
Cash flows provided by (used in)					
Operating Activities					
Excess of expenses over revenue for the year	1,465,673	(503,655)	(1,615,495)	(1,390,773)	(938,832)
Items not affecting cash					
Amortization of property, plant and equipment	4,773,166	5,232,589	5,533,757	5,408,861	5,295,076
Amortization of deferred contributions related to property, plant and equipment	(3,731,477)	(3,881,481)	(3,867,126)	(3,801,707)	(3,742,798)
Gain on debt extinguishment					
Capitalization of interest to long-term debt					
	2,507,362	847,453	51,136	216,381	613,446
Net changes in non-cash working capital	(966,082)	248,376	640,943	260,260	283,608
	1,541,280	1,095,829	692,079	476,641	897,055
Capital Activities					
Purchase of property, plant and equipment	(1,764,722)	(4,020,997)	(3,000,000)	-	-
Increase (decrease) in construction holdback payable		-	-	-	-
Deferred costs	1,285,000	1,209,666	-	-	-
	(479,722)	(2,811,331)	(3,000,000)	-	-
Financing Activities					
Increase (decrease) in long-term debt	(204,313)	(214,064)	(224,283)	-	-
Line of Credit					
Contribution Payment to Ministry of Tourism					
	(204,313)	(214,064)	(224,283)	-	-
Net cash inflow (outflow)	857,245	(1,929,566)	(2,532,204)	476,641	897,055
Cash April 1	9,367,570	10,224,815	8,295,249	5,763,045	6,239,686
Cash, March 31	10,224,815	8,295,249	5,763,045	6,239,686	7,136,741
Funds Restricted by policy and contract	4,263,106	4,723,487	5,188,011	5,656,715	6,129,638
Available cash on hand	5,961,708	3,571,762	575,034	582,971	1,007,103

7. HUMAN RESOURCES

SUMMARY OF STAFF NUMBERS

With the exception of management and administrative staff, the OCC has been unionized since December 1995, represented by the United Steelworkers of America (Locals 8327 and 5297).

The collective agreement for Local 8327 expired on September 30, 2023. Due to the pandemic, it was rolled over in September 2020 and then again in September 2021. A three-year agreement was ratified in May 2024. Local 8327 represents service personnel and reports to the Facility Services Provider, Aramark Entertainment Services Inc.

Local 5297 represents security personnel and reports to the OCC. The collective agreement for Local 5297 expires on September 30, 2025. Local 5297 represents the security guards and reports to the OCC.

The following is a current overview of personnel as of November 2024:

CLASSIFICATION	OCC	ARAMARK	TOTAL
Full time union	7	58	65
Part time union		68	68
Casual union	5	103	108
<i>Subtotal union personnel</i>	<i>12 (Local 5297)</i>	<i>229 (Local 8327)</i>	<i>241</i>
Full time non-union	17	29	46
Part time non-union	1	3	4
<i>Subtotal non-union personnel</i>	<i>18</i>	<i>32</i>	<i>50</i>
TOTAL	30	261	291

FULL-TIME EQUIVALENT (FTE) FORECAST

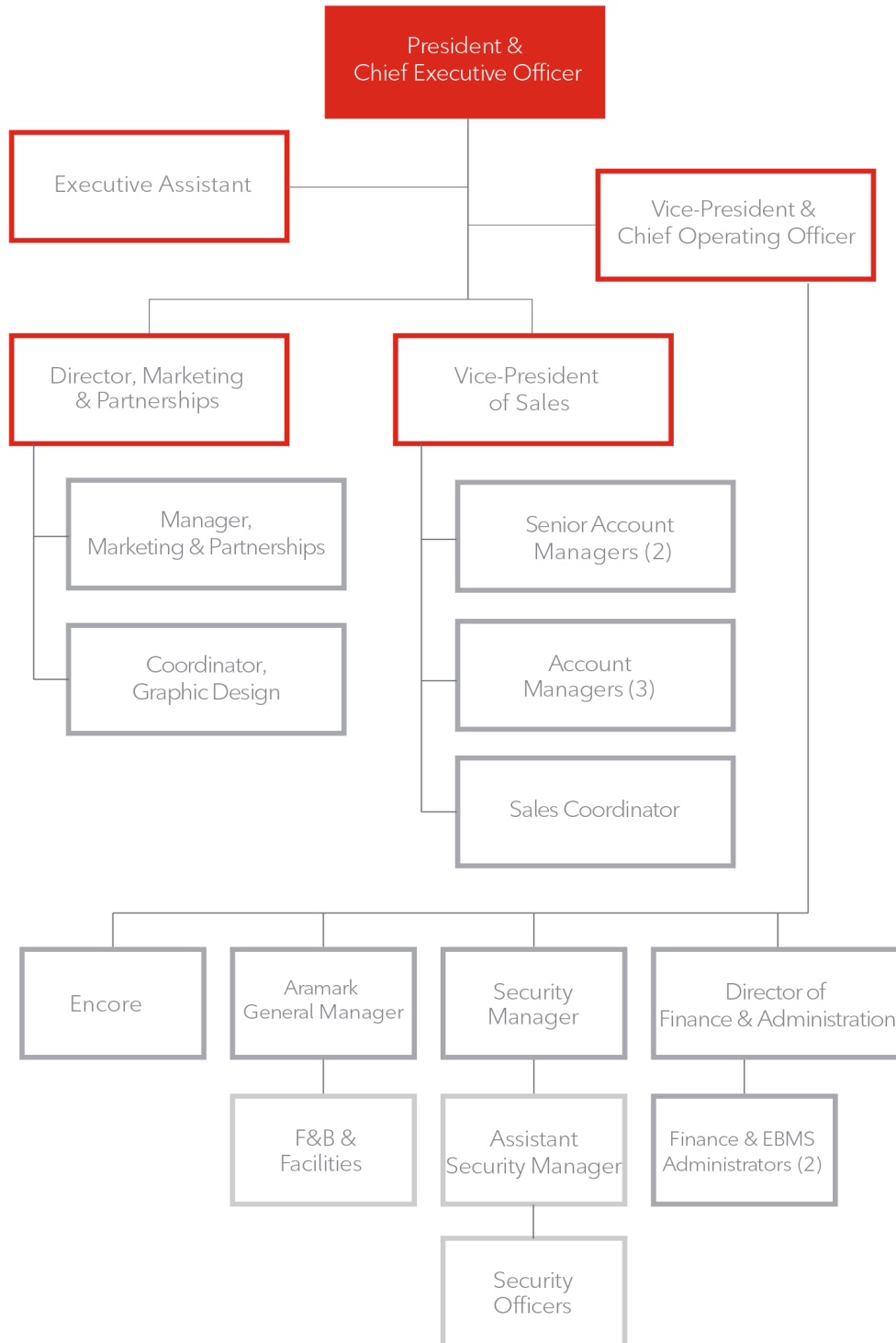
FTE 2025:

	OCC	Aramark	Total
Union	8.0	108.5	116.5
Non-Union	17	31.5	48.5
	25.0	140.0	165.0

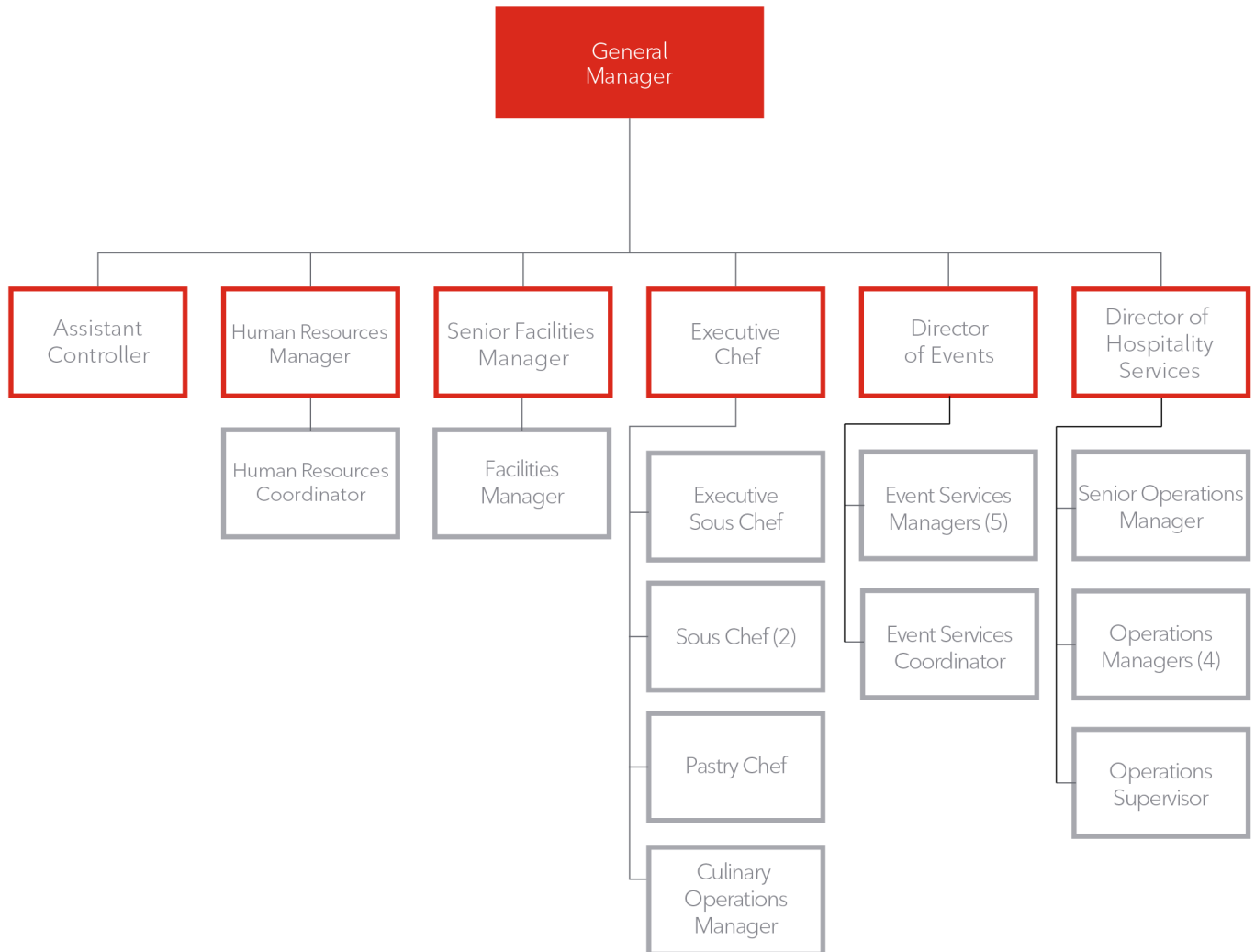
FTE Forecast:

	F26	F27	F28
Union	116.5	116.5	116.5
Non-Union	48.5	48.5	48.5
	165.0	165.0	165.0

OTTAWA CONVENTION CENTRE ORGANIZATIONAL STRUCTURE



OCC FACILITY SERVICES PROVIDER ORGANIZATIONAL STRUCTURE



8. INITIATIVES INVOLVING THIRD PARTIES

STRATEGIC PARTNERSHIP WITH OTTAWA TOURISM

Ottawa Tourism remains our single most strategic partner and as such, our sales and marketing initiatives are aligned to maximize our collective efforts. This alignment includes sponsorships, marketing, and joint sales missions.

We recognize that Ottawa Tourism will have a smaller operating budget this fiscal given a forecasted reduction in hotel occupancy which directly funds Ottawa Tourism; this has been considered as we develop our plans for 2025/2026.

Think Ottawa, our local ambassador program to acknowledge local support to bid and host international conferences, will continue to be a hallmark program and annual recognition event in 2025. The annual awards gala, hosted at the OCC, acknowledges the demanding work of our local ambassadors in securing business for Ottawa.

ARAMARK - FACILITY SERVICE PARTNERSHIP

In 2010, the OCC and Aramark entered into a 15-year partnership, in which Aramark provides comprehensive support services for the Centre. The OCC's reputation as a world-class convention centre is strengthened by our extraordinary customer service delivery and exceptional product offerings managed by Aramark. An integral metric in monitoring this outcome is our customer satisfaction survey. The OCC's customer service score last year was 4.6 out of 5. This score is calculated based on our key client survey responses related to overall satisfaction, loyalty and value received for price paid. Aramark continually delivers quality and consistency in an industry held to exacting standards.

Aramark's commitment to client service and operational excellence played a significant part in the OCC's winning the "Best Convention Centre in the World" award through AIPC in 2020. Our collective challenge is to maintain these scores as the post-COVID meetings, and events marketplace has changed clients' expectations of the Centre.

The OCC and Aramark are recognized for having a comprehensive service recognition program for employees. Managers have the autonomy to drive employee engagement and recognize employees for going above and beyond with the launch of the Rewards feature in myWorkLife, the employee resource portal. Through Rewards, managers can quickly and easily recognize outstanding performance with employee incentives. The OCC continues to rate as Aramark's top performer in their North American convention centre business segment.

Mentoring leaders in the hospitality industry is a common goal for both the OCC and Aramark. With this in mind, Aramark, with the support of the OCC, is providing developmental leadership opportunities for managers and supervisors across its "sister" properties to gain valuable experiences in much larger facilities than the OCC or in producing events of a larger scale than would be accommodated in Ottawa. It is a reciprocal opportunity as the OCC occasionally borrows managers

and supervisors from other “sister” facilities where additional requirements are necessary due to heavy event demand.

This 15-year partnership expires in March 2026. In spring of 2025, it is OCC’s intention to post an RFP (Request for Proposal) to solicit bids from potential vendors for these services.

ENCORE - AUDIO VISUAL, INFORMATION & COMMUNICATIONS TECHNOLOGY, RIGGING & ELECTRICAL

The OCC and Encore entered a 15-year partnership in which Encore provides our events' primary event service offerings, including audiovisual (AV), information communications, and technology (ICT). Encore is a full-service organization that provides a “one-stop” option for OCC customers as it relates to event technology services. Encore’s offerings at OCC now include internet, telecom, digital signage, audiovisual, virtual, hybrid solutions, event production, content management, producer services, power and rigging services.

Technology is a critical factor in securing conventions. It is highly competitive, and there is a high demand for bookings. Encore provides a turnkey service for conventions and events, and the OCC earns a commission on service sales, an important revenue source. The effectiveness of this provided solution is demonstrated through our customer satisfaction surveys and in our negotiated bookings. Without these services at such a professional level, our ability to sell events in the facility would be impaired. Encore has provided our clients with audiovisual and ICT necessities of event production since April 2011. On average, they serve 95% of the facility's events. Our partnership objectives are two-fold: i.) to maximize Encore's market share of events and increase revenues, and ii.) maintain client service levels and standards.

To address market share and, more importantly, increase the share of events currently using our service partner, the OCC and Encore have engaged in a collaborative sales and service cycle. This collaborative sales approach allows Encore to serve 95% of our clients.

Attending to the ever-changing needs of our clients is a key tenet of our partnership with Encore. There are shorter booking windows, more detailed and vigorous negotiations, greater technology demands, and higher quality and service expectations. As a result of our agreement, Encore can easily step outside a rigid proposal system to provide flexible risk-appropriate offerings to exceed client needs that are domestic and international in scope. This is a healthy approach, conducive to an environment where being seen as easy to do business with is essential in fostering a solid reputation.

Customer satisfaction is critical to Encore’s organization and seeks to provide customer service that is second to none in the industry for all customers at OCC. Encore has made it mandatory for all team members to participate in a comprehensive training program called Delivering World Class Service. This program focuses on providing a high standard of customer service and is derived from the hospitality industry which offers a consistent approach to our customers. Encore’s customer satisfaction is measured with an automated post-event survey system. This allows us to gather feedback from our customers and identify key areas of improvement where needed.

Encore continually innovates to provide cutting-edge solutions to its customers and venue partners. It recently launched a global customer relationship management software, Compass, allowing the

venue and Encore's global teams to work seamlessly by integrating the venue business system to a robust sales funnel functionality to provide integration, visibility, and reporting levels unique to our industry. This exclusive tool is a collaborative technology solution currently used by Encore and the OCC to grow mutual revenues and market share and has been funded solely by Encore. Encore has recently developed and integrated a new event operating sales system, Polaris, fully integrated with Compass. This will provide real-time two-way data, financial reporting, and customer insights from the start of the sales cycle to the post-event follow-up.

Encore also provides a series of virtual and hybrid platforms. Regardless of global travel restrictions or personal circumstances, Encore can help the show go on even if a critical presenter or some attendees cannot attend in person. Chime Live, Content1, and Cvent Attendee Hub are solutions that help everyone stay connected without losing audience engagement and interaction. In fact, virtual and hybrid events offer many benefits, including sponsorship opportunities and increased ability for audience engagement. With the high demand for internet connectivity related to virtual and hybrid events, Encore, with approval from the OCC, recently upgraded the Telco backbone service from 500Mbps to a 1Gigabit service with a 1Gigabit redundancy.

Encore's full-time on-site management team has returned to 2019 levels, with newly created director roles aligning with the OCC's director roles, namely Director of Sales, Director of Operations, IT Manager, and Director of Event Technology. Each director works closely with each of the OCC's directors to better align approaches, streamline two-way communications, and provide business unit collaboration. With the increased revenue year over year, Encore has hired and onboarded two operations managers, a 3rd sales manager, and several on-site technicians.

Encore has recently worked with sales and marketing to align all sales and operational client-facing documents to meet the OCC's marketing brand. Encore has a national creative team that can now support the OCC when called upon for creative design or support for any project requiring higher expertise or complexity.

Due to our aging technology, there was a growing need to expand the scope of IT support in the facility. Much of the work anticipated for this year is the planning process for software upgrades and technology changes. We agreed to share a resource with Encore by hiring a third IT professional to support the growing business needs. This new hire provides further assistance in all aspects of technology in the building, including security camera issues, access controls (C-Cure), lighting, and HVAC systems and future projects and day-to-day activities.

ROGERS - NAMING RIGHTS PARTNER

On October 23rd, 2024, the OCC and Rogers announced a 10-year naming rights agreement. Together with renaming the facility, the partnership will provide the OCC with the opportunity to collaborate with one of Canada's largest telecommunications companies and utilize their extensive network in promoting the Centre. All visitors to the Centre will continue to have access to complimentary Wi-Fi in the Level 1 foyer and Trillium Ballroom. This relationship and our new name, Rogers Centre Ottawa will assist the OCC in the marketing of our venue and city in the lucrative national and international meetings and conventions marketplace.

9. MARKETING AND COMMUNICATIONS STRATEGY OVERVIEW

With business operations stabilizing, we will focus our marketing efforts on brand awareness for the newly named Rogers Centre Ottawa. Utilizing insights from the past few years, we will optimize our marketing strategies to ensure effective outreach. Our focus will be on highlighting our facility's unique features and the benefits we offer to our target markets.

Our focus will be on generating brand awareness, emphasizing what sets Rogers Centre Ottawa apart, by sharing engaging content across various platforms. We will collaborate with industry associations to broaden our reach and maintain strong connections with our existing customers, keeping them informed and engaged. Additionally, we will continue to build our relationships with key stakeholders and utilize them as advocates for our new brand.

By concentrating on these strategies, we aim to increase brand presence and strengthen our market position, ensuring continued growth and success.