

**Ministry of Tourism,
Culture and Gaming**

Minister

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October 3, 2025

Jim Armour
Chair, Ottawa Convention Centre
55 Colonel By Drive
Ottawa, ON K1N 9J2
jarmour@summa.ca

Dear Mr. Armour:

I am pleased to share our government's 2026-27 priorities for the Ottawa Convention Centre.

Provincial agencies are a part of government and are expected to act in the best interests of the people of Ontario. In a time of economic uncertainty, agencies play a critical role in supporting our commitment to Protect Ontario by improving service delivery, driving innovation, and ensuring responsible stewardship of public resources – all while adhering to government policies and directives.

In accordance with the Agencies and Appointments Directive, agencies are required to align their goals, objectives and strategic direction with our government's priorities. As Chair, you are responsible for ensuring that the Ottawa Convention Centre's business plan clearly demonstrates how the agency will fulfill these expectations. Progress and achievements must be reported through your annual report, and compliance with these requirements will be monitored closely and reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2026-27, with a focus on how the Ottawa Convention Centre will contribute to protecting Ontario by delivering better services and driving innovation and value for money.

Protect Ontario

1. Expand domestic partnerships within Canada, to promote the development of supply chains and economic opportunities across Canada and support economic resilience, particularly in light of ongoing U.S. tariff threats and economic uncertainty.
2. Procure from Ontario and Canadian businesses whenever feasible.
3. Provide economic relief for Ontario families, consumers and businesses by freezing government fees and fares, unless approved by the oversight minister.

Deliver Better Services

4. Focus on a user-centered client/customer experience by simplifying interactions, improving satisfaction, and expanding and optimizing digital service offerings.
5. Identify opportunities to enhance efficiency, improve services, drive innovation, and achieve cost savings for the people of Ontario, including through the use of AI and other advanced technologies.
6. Eliminate unnecessary bureaucracy and red tape by applying lean methodologies or other modalities to achieve operational efficiency.

Drive Innovation & Value for Money

7. Find innovative solutions to use public resources efficiently and to effectively deliver on the agency's mandate while operating within the agency's financial allocation, supported by accurate financial reporting, effective internal controls, and proactive fraud management practices.
8. Manage agency workforce with careful responsibility to stabilize expenditures and preserve long-term financial viability by:
 - strictly adhering to the hiring control parameters, including ceasing hiring for non-business critical and non-public-facing positions, including the use of consultants;
 - operating within a defined maximum workforce size (including consultants);
 - ensuring compliance with the Broader Public Sector Executive Compensation Act (BPSECA); and
 - enhancing productivity and efficiency by using technology wherever possible.
9. Create a span of control policy that recognizes different streams of work within the organization and sets minimum span of control benchmarks and provide it to the minister for approval by March 31st, 2026.
10. Provide to your oversight minister by October 1, 2025, the amended human resource policy, guideline or directive that adheres to the OPS in-office standard of four (4) days per week effective October 20, 2025, and five (5) days per week effective January 5, 2026, and work with your oversight ministry to address any office space constraints.

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

I am also sharing several 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 domestic and international sales and marketing offers with key partners to incentivize meetings and conventions to stay in Ottawa.

3. Collaborate with industry stakeholders and partners to attract high-impact conventions that bolster economic growth and tourism in Ontario.
4. Define and continue to track economic impact targets in your 2026-27 Business Plan and report on progress in the Annual Report with a focus on maximizing outcomes and demonstrating tangible results.
5. Work with the ministry on performance measurement and data collection, including developing key performance indicators for each priority in this letter of direction.

At our next meeting, I would be pleased to discuss these priorities, and I look forward to hearing how they will be reflected in the agency's upcoming business plan and in ongoing agency operations.

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 our government 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, cursive script.

The Honourable Stan Cho
Minister of Tourism, Culture and Gaming

c: Lesley Pincombe, Chief Executive Officer, Ottawa Convention Centre
Creed Atkinson, Chief of Staff, Minister's Office, Ministry of Tourism, Culture and Gaming
Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming
Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division

Attachment:

- Government Priorities for Agency Sector Chart