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 2026/2027

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LIST OF ABBREVIATIONS

ABBREVIATION	DEFINITION
AI	Artificial Intelligence
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

ABBREVIATION	DEFINITION
LOD	Letter of Direction
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
SEO	Search Engine Optimization
SEM	Search Engine Marketing
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
the Centre	Rogers Centre Ottawa
UK	United Kingdom
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPS	Uninterrupted Power Supply
US	United States

OTTAWA CONVENTION CENTRE
CENTRE DES CONGRÈS D'OTTAWA

BUSINESS & STRATEGIC PLAN

MANDATE AND VISION

VISION

Inspired team delivering exceptional events.

The OCC's vision is supported by these core pillars:

- Economic Impact
- Extraordinary Customer Service
- Sustainability (Financial, Social, Environmental)

CORE PURPOSE

Canada's Meeting Place

The OCC, operating in collaboration with its 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 its tourism industry partners and generates positive economic impact for all three levels of government.

DIVERSITY, EQUITY AND INCLUSION

The OCC strives to foster an environment where all team members can be their true selves; thriving in a culture that respects their ideas, beliefs, and identities. Its 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 Gaming, 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."

OCC is led by a board of directors of between seven to twelve members, composed of not more than nine provincial appointees and three municipal appointees. The Memorandum of Understanding (MOU) between the OCC and the Ministry of Tourism, Culture and Gaming outlines the accountability and governance framework as follows:

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

BUSINESS SUMMARY AND OUTLOOK

OCC operates, maintains, and manages a multi-purpose event rental facility to support conventions, conferences, and program offerings of various sizes, entering into contracts with clients for use of the event space.

As 2025/2026 closes out, it is notable that Ottawa's tourism industry has experienced an exceptional year, highlighted by a record-breaking summer in the city. A major contributor to this success was hosting numerous international business and sporting events, which elevated Ottawa's profile on the global stage.

Looking ahead, the OCC team remains confident in achieving steady and sustainable business levels at the OCC, building on this strong foundation.

With federal and provincial elections now complete, attention shifts to the upcoming municipal election, scheduled for October 2026. While significant disruptions to operations at the centre are not anticipated, minor impacts remain possible, particularly if there are changes affecting Ottawa Tourism and the municipal accommodation tax.

At the federal level, a Comprehensive Expenditure Review is anticipated, signaling continued fiscal scrutiny. Notably, programs such as Destination Canada's International Convention Attraction Program were unsuccessful in securing funding in the fall budget and are expected to sunset, which may impact future convention attraction efforts.

Several major infrastructure projects will shape the region in the coming years. The Ottawa Public Library's new central branch, Ādisōke, a joint facility with Library and Archives Canada, will open in 2027 as a modern, sustainable landmark at LeBreton Flats, featuring striking architecture, extensive community spaces, and a significant collection of Indigenous art. In addition, Ottawa City Council has approved the Lansdowne 2.0 redevelopment plan, which includes a new event centre, upgraded north-side stands, expanded retail space, and two residential towers. Across the river, the Quebec government has announced a new $50-million convention centre in Gatineau, located on the Casino Lac-Leamy complex grounds in the Hull district. The 100,000-square-foot project, financed by Loto-Québec, is expected to take two years to complete. Lastly, the Ottawa Senators are continuing their lobbying efforts to develop 11 acres on LeBreton Flats into a major event and entertainment district, including a downtown NHL arena. The project is scheduled to be completed after 2031.

While these developments will enhance local event space options, they are not anticipated to compete with the Centre for large-scale convention business. However, they will create competition for talent, particularly skilled and culinary-trained employees, as demand for hospitality professionals continues to grow across the region.

The OCC has extended its existing service agreements for technology and food services, ensuring continuity of service delivery and operational consistency. These partnerships reinforce the commitment to innovation and operational excellence. Working closely with Aramark Canada Ltd. and Encore Global Events (Canada) ULC, the OCC will continue to integrate automation and advanced technologies to ensure it remains at the forefront of efficiency and service delivery. The partnerships' shared priority is clear: maintaining a culture of excellence and elevating the customer experience.

At the core of the OCC organization, there is a strong culture with exceptional people. The aspiration is to be one of the National Capital Region's leading employers, a workplace where pride runs high; innovation thrives, and every colleague feels valued and empowered. By fostering an inclusive and collaborative environment, this ensures that the team not only delivers exceptional experiences for its customers but also finds fulfillment and purpose in their work.

The initiatives outlined in this business plan represent a comprehensive approach to advancing the OCC mandate, encompassing all areas of activity, including strategic partnerships and sponsorships. It remains firmly committed to accountability to the Ministry of Tourism, Culture and Gaming and to the Board of Directors. Sincere appreciation is extended to Minister Cho and the Ministry for their continued collaboration and support, which are vital to achieving the shared objectives. The Board is also recognized for their strategic guidance and oversight, which have empowered the OCC team to think ambitiously and act boldly. Their leadership continues to be instrumental as the executive team builds on its achievements and positions the organization for sustained success in 2026/2027.

2025-2026 RESULTS

During the past fiscal year, the OCC successfully hosted a total of 38 conventions, reflecting a balanced mix of event sizes and continued market confidence in the venue. Of these, 13 were classified as large conventions, 22 as medium-sized, and 3 as small-scale events.

In addition to convention activity, the OCC hosted three major sporting events. While such events typically produce limited food and beverage revenue, they deliver substantial rental income and play a vital role in fulfilling the OCC's mandate to drive economic impact for the region. These events draw significant visitor attendance, support local businesses, and contribute meaningfully to the broader tourism and hospitality ecosystem.

The OCC is proud to continue to deliver superior customer services scores at 4.7 for overall customer satisfaction.

2026-27 LETTER OF DIRECTION PRIORITIES AND PERFORMANCE MEASURES

As an agency of the Ministry of Tourism, Culture and Gaming, OCC directly contributes to protecting Ontario by delivering better services and driving innovation and value for money.

In the Minister of Tourism, Culture and Gaming's 2026-27 Letter of Direction to OCC, a series of government-wide priorities were outlined to guide agencies in developing their business plans and strategic direction, along with an additional five priorities specific for OCC. The following section outlines how the OCC will be delivering on these priorities through its strategic projects, sales and marketing plans, financial and capital investments, and overall approach to service delivery.

A. Government-wide Priorities

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.

The OCC is strongly aligned with the Province of Ontario's priorities and remains committed to protecting Ontario's economic interests while advancing sustainable growth and operational excellence. As outlined in the 2026/2027 Business Plan, the OCC will continue to strengthen the province's economic resilience by delivering an estimated $125 million in economic impact, investing in security, infrastructure, and technology, and mitigating risks associated with U.S. tariff threats through diversified sourcing and collaborative planning. The organization is also advancing domestic partnerships across Canada by deepening engagement with national and provincial associations, supporting the growth of Indigenous meetings and events, and collaborating with Canadian partners such as Ottawa Tourism and Invest Ottawa to champion "Buy Ottawa" efforts and reinforce Ottawa's standing as a leading destination for meetings, investment, and talent.

Consistent with government direction, the OCC prioritizes procurement from Ontario and Canadian businesses wherever feasible, leveraging long-standing partners such as Aramark Canada and Encore Canada, both secured through public RFP processes. The OCC is also integrating local suppliers, artisans, and small businesses into its food, beverage, and partnership frameworks, while increasing reliance on Canadian vendors to offset risks from U.S. trade uncertainty. To support affordability for Ontario businesses and families, the OCC will initiate a freeze on advertising fees for 2026/2027. This freeze will allow Ontario businesses to promote their services without incurring additional fees through advertising rate increases. Through these combined efforts, the OCC – Canada's Meeting Place - continues to deliver on its mandate, strengthening the visitor economy, supporting domestic industry, and ensuring that Ontario remains competitive, resilient, and accessible.

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.

The Ottawa Convention Centre is strongly aligned with the Province of Ontario's commitment to delivering better public services and continuously enhancing service quality through innovation and efficiency. The 2026/2027 Business Plan outlines a comprehensive approach to elevating client satisfaction, through collaboration with our in-house partners, utilizing streamlined processes, expanded digital service offerings, and enhanced customer-focused practices. The OCC will build upon real-time feedback loops and leverage continuous engagement through post-event surveys, and involve client advisory boards, when necessary, to provide input on processes implemented to improve the overall customer experience. The OCC is also advancing service innovation and operational efficiency by modernizing critical technology systems, including digital signage, network infrastructure, collaboration platforms, and AV systems. Adopting AI-enabled tools across all departments will support content development, data analysis, and content marketing, all aimed at creating more responsive, cost-effective, and future-ready service delivery for our clients. In addition, the organization is eliminating unnecessary process complexity by refining internal workflows and deploying phased upgrades that reduce operational friction and support seamless event execution, embodying lean principles across administrative operations. Together, these strategies reflect the OCC's strong alignment with Ontario's priority to deliver better, faster, and more accessible services while driving innovation, efficiency, and long-term value for clients and the broader public.

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 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 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 Ottawa Convention Centre is strongly aligned with Ontario's priority to drive innovation and ensure value for money by operating efficiently, managing public resources responsibly, and maintaining rigorous financial discipline. The 2026/2027 Business Plan outlines a clear commitment to achieving its mandate within approved allocations, supported by comprehensive financial forecasting, accurate reporting, and structured internal controls that safeguard against risk while ensuring strong accountability for public funds. The OCC's multi-year capital and operating plans demonstrate prudent resource stewardship, including measured investment in lifecycle maintenance, modernization of aging infrastructure, and targeted technology upgrades that enhance productivity and reduce long-term operating costs. At the workforce level, the OCC is taking a disciplined approach to staffing by aligning new roles with the Human Resources Growth Plan, prioritizing business-critical functions, and strengthening succession planning to preserve long-term financial viability, while maintaining compliance with all requirements of the *Broader Public Sector Executive Compensation Act*. The organization continues to enhance productivity through technology, implementing AI-supported tools across departments, upgrading digital signage and network infrastructure, transitioning to open-standard AV platforms, and modernizing collaboration systems to create efficiencies and reduce reliance on manual processes. In addition, the OCC is committed to meeting government directives related to workforce management, including establishing a span-of-control policy that reflects its diverse operational streams and supports organizational efficiency, and updating HR policies to comply with the OPS return-to-office standard of five days per week. Together, these measures illustrate the OCC's strong alignment with Ontario's expectations for innovation, fiscal responsibility, and disciplined workforce management, ensuring that public resources are used effectively and sustainably while advancing the organization's mandate.

B. OCC Specific Priorities

11. 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.
12. Continue to develop domestic and international sales and marketing offers with key partners to incentive meetings and conventions to stay in Ottawa.
13. Collaborate with industry stakeholders and partners to attract high-impact conventions that bolster economic growth and tourism in Ontario.
14. 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.
15. Work with the ministry on performance measurement and data collection, including developing key performance indicators for each priority in this letter of direction.

The Ottawa Convention Centre is deeply committed to advancing the above priorities by fully integrating and acting on the recommendations arising from the 2023 Value-for-Money Audit, and the 2026/2027 Business Plan reflects ongoing progress in strengthening governance, financial oversight, operational efficiency, and strategic planning as outlined in the Auditor General's review. The OCC continues to build robust domestic and international sales and marketing strategies in collaboration with key partners including Ottawa Tourism, hotel partners, and federal and international industry associations to incentivize conventions to select Ottawa and to maintain a strong pipeline of high-value business. These strategies are supported through joint participation in global tradeshows and coordinated in-market activations designed to keep Ottawa competitive in both national and global markets. The efforts complement broader collaboration with industry stakeholders to attract high-impact events that drive significant economic growth and tourism for Ontario, supported by sector-aligned strategies in technology, Indigenous engagement, corporate markets, and national association outreach. The OCC has also clearly defined economic impact targets, projecting $125 million in economic benefit for 2026/2027 and will continue to measure, track, and report progress in its Annual Report as part of its commitment to transparency and demonstrating tangible public value. Additionally, the OCC will work closely with the Ministry to refine performance measurement frameworks and strengthen data collection practices, including the development of clear key performance indicators that align specifically with each priority in the Letter of Direction, ensuring consistent accountability, evidence-based decision-making, and an enterprise-wide focus on maximizing outcomes for the people of Ontario.

RISK ASSESSMENT AND STRATEGIES

The OCC risk "heat map" is reviewed quarterly to mitigate and assess risks identified by OCC management.

RISK #1: SECURITY – PROTESTORS AND HOMELESSNESS

Risk Category

Security

Description

One of the OCC's strengths is the consistent emphasis on the safety and security of its facility, its contents, and most importantly, its guests and staff. Clients, guests, and colleagues expect a safe and secure environment. It is therefore essential for the OCC to clearly communicate its safety plans to all stakeholders and to remain vigilant and prepared for a wide range of emergencies. In recent years, this preparation has expanded to include demonstrations and protests arising from political tensions and global events.

Given the Centre's location, the OCC is also in close proximity to several services that support individuals experiencing homelessness and addiction. Consequently, it is not uncommon for the Centre's staff to have frequent interactions with these members of the community.

Related Strategic Priority

Extraordinary Customer Service

Impact and Scope

MEDIUM

Clients frequently express both interest and concern regarding security-related matters when deciding whether to host their events at the venue. They seek reassurance that management has implemented enhancements and strengthened protocols to effectively address such issues.

Mitigation

Surveillance and Monitoring: Continuous monitoring through CCTV systems and real-time incident reporting to detect and deter suspicious activity.

Collaboration with Law Enforcement: Active partnership with municipal, provincial, and federal law enforcement agencies and networking with other similar venues.

RISK #2: COMPETITIVE LANDSCAPE

Risk Category

Competition

Description

The convention industry in Canada operates within a highly competitive and evolving landscape. Major urban centres such as Toronto, Vancouver, and Montreal are well-positioned to attract large-scale events due to their extensive air access, diverse accommodation options, and vibrant urban environments. The presence of convention-sized hotels in these cities further enhances their competitiveness, as such properties can offer integrated packages that combine room blocks, food and beverage contributions, and discounted rental rates within a single venue.

In contrast, Ottawa's convention capacity is primarily driven by the success of the convention centre and the availability of partner hotels, which must work collaboratively to provide a seamless experience comparable to those offered in larger markets. The introduction of new hotel inventory, alongside reinvestment in existing infrastructure, remains essential to strengthening Ottawa's market position and its ability to attract national and international events.

Maintaining a robust Convention Development Fund (CDF) is also a critical component of Ottawa's competitive strategy. Supported through the municipal accommodations tax, the CDF provides the financial flexibility needed to attract new convention business and support event growth. The importance of the CDF has become even more pronounced in light of the recent federal budget, which has affected the continuation of Destination Canada's International Convention Attraction Fund. With fewer federal incentive programs available, Ottawa's reliance on the CDF as a local tool to secure high-impact conventions has increased significantly.

Related Strategic Priority

Economic Impact; Sustainability - Financial

Impact and Scope

MEDIUM

A competitive landscape can stimulate healthy compression in the local market, but it also presents challenges such as pricing wars, reduced profit margins, and an increased emphasis on cost-cutting measures. Additionally, heightened competition may raise customer expectations, necessitating ongoing innovation and investment in amenities to meet the demands of discerning clients.

Mitigation

To maintain a competitive edge within an increasingly dynamic convention landscape, a strong focus on strategic differentiation and a comprehensive understanding of evolving client needs remains essential. Continued growth of the Convention Development Fund and the Municipal Accommodations Tax reserve will also be critical. Expanding these financial resources will ensure that Ottawa is well-positioned to respond quickly to emerging opportunities and to attract high-value events that deliver meaningful economic and tourism benefits for the city and region.

RISK #3: 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 the organization 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

The OCC's IT provider performs 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.

HUMAN RESOURCES

SUMMARY OF STAFF NUMBERS

Except for 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 expires on September 30, 2026. Local 8327 represents service personnel and reports to the Facility Services Provider, Aramark Canada LTD.

Local 5297 represents security personnel and reports to the OCC. The 3-year collective agreement for Local 5297 expired on September 30, 2025. Negotiations between the union and management will commence in early 2026.

The following is a current overview of personnel, including both OCC and Aramark staffing, as of November 2025:

CLASSIFICATION	OCC	ARAMARK	TOTAL
Full time union	8	61	69
Part time union		85	85
Casual union	5	82	87
Subtotal union personnel	*13 (Local 5297)*	*228 (Local 8327)*	*241*
Full time non-union	17	32	49
Part time non-union		1	1
Subtotal non-union personnel	*17*	*33*	*50*
TOTAL	**30**	**261**	**291**

FULL-TIME EQUIVALENT (FTE) FORECAST

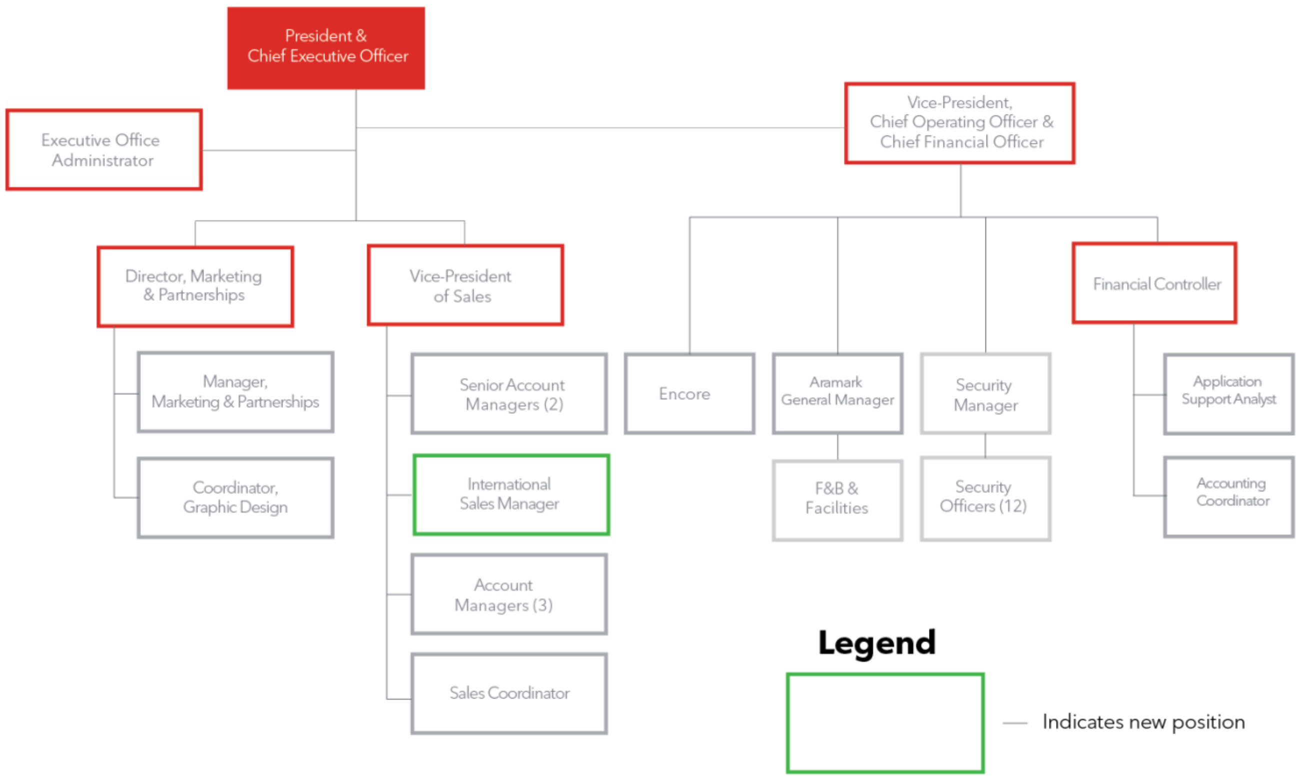
FTE 2026

	OCC	ARAMARK	TOTAL
Union	8.0	113	121
Non-Union	17	32	49
	25	**145.0**	**170**

FTE Forecast

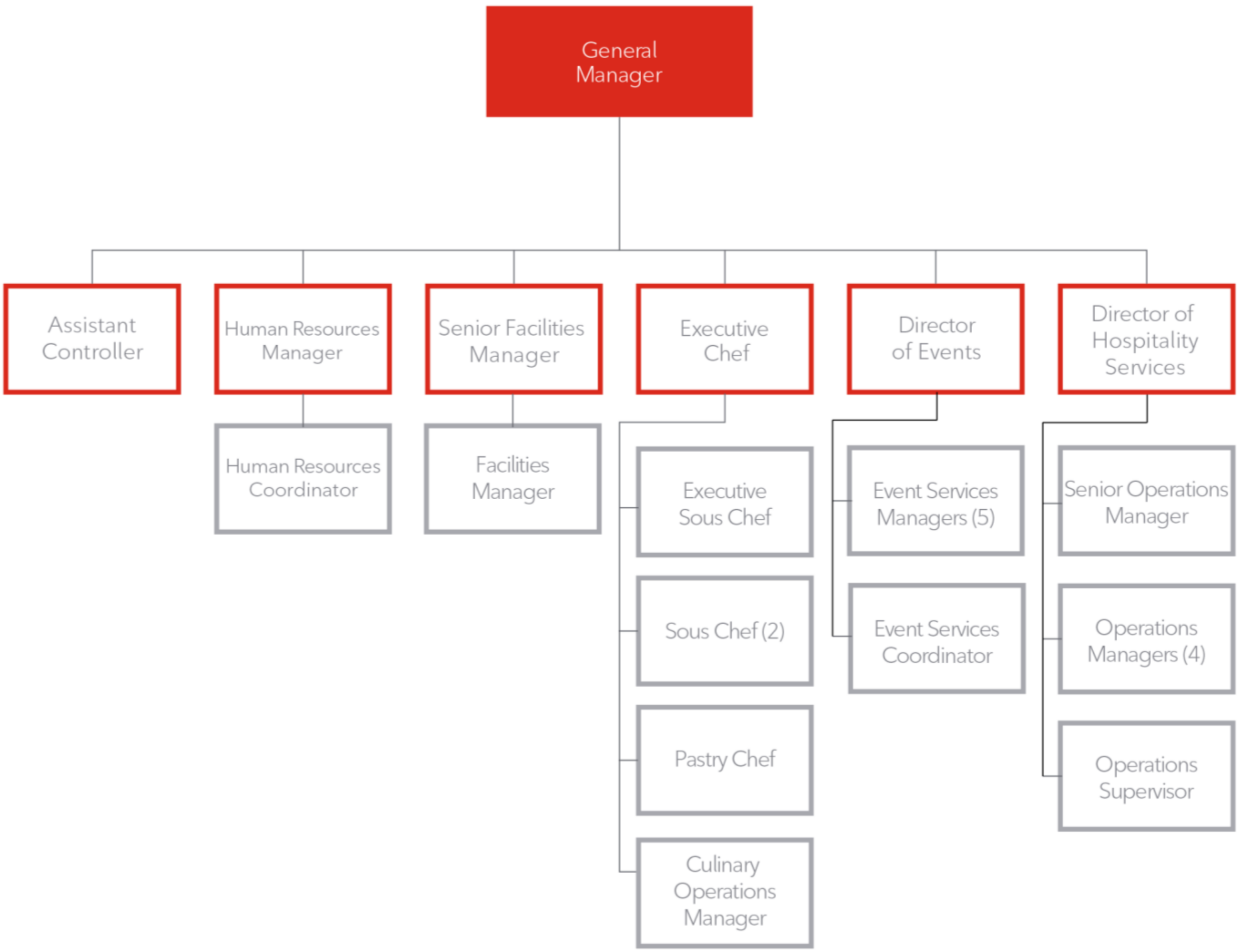
	2025/2026	2026/2027	2027/2028
Union	121	121	121
Non-Union	49	50	50
	170	**171**	**171**

OTTAWA CONVENTION CENTRE ORGANIZATIONAL STRUCTURE



*The OCC organizational chart above includes the approved Treasury Board Secretariat position as part of the OCC's Human Resources Growth Plan for Board-Governed and Non-Board-Governed Provincial Agencies.

OCC FACILITY SERVICES PROVIDER ORGANIZATIONAL STRUCTURE



ANNUAL GOALS & STRATEGIES

The OCC will focus on the goals outlined in the following three pages 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 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 2026/2027:

- Gross revenue of $23.4M
- Net operating surplus of $1.9M
- The OCC will achieve the targeted goal in 2026/2027:
- Economic impact of $125M
- Booked convention pace target of $20M

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	2024/2025 ACTUAL	2025/2026 FORECAST	2026/2027 BUDGET	2027/2028 PLAN	2028/2029 PLAN
Economic impact ($M's)	113	120	125	130	130
Gross revenue ($M's)	23	21.5	23.5	23.7	24.2
Net operating income ($M's)	3.0	1.6	1.9	1.8	1.8
Booking pace ($M)	18.6	19	20	21	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	2024/2025 ACTUAL	2025/2026 FORECAST	2026/2027 BUDGET	2027/2028 PLAN	2028/2029 PLAN
Occupancy Rate	40.1%	42.5%	44%	46%	46%

GOAL #3: CUSTOMER SERVICE

Customer service is an integral component of business success. The OCC goal is to maintain a client satisfaction score of 4.5 and to remain aligned with its 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

OCC 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. It will continue to build a customer service culture with campaigns to deliver the extraordinary through employee engagement. The OCC will align development with the company goals and provide learning opportunities. It will stay connected to its 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 OCC encourages its internal frontline team to provide input.

DESCRIPTION	2024/2025 ACTUAL	2025/2026 FORECAST	2026/2027 BUDGET	2027/2028 PLAN	2028/2029 PLAN
Overall Satisfaction	4.9	4.6	4.5	4.5	4.5
Response Rate	21%	25%	25%	30%	30%

GOAL #4: EMPLOYEE SATISFACTION

OCC is committed to fostering a positive and supportive positive environment for its colleagues. It strives to create a workplace culture that values and leverages its many differences and drives innovation through inclusion. The OCC 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

Moving forward, the OCC will continue to 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 OCC leadership team will maintain consistent and valuable communication with its colleagues through newsletters, daily huddles, briefings, start-ups, digital messaging, and timely feedback.

DESCRIPTION	2024/2025 ACTUAL	2025/2026 FORECAST	2026/2027 BUDGET	2027/2028 PLAN	2028/2029 PLAN
Overall Response	No Survey	6/10	**No Survey**	7/10	No Survey

BUDGET SUMMARY

STATEMENT OF OPERATIONS

	ACTUAL F2025	FORECAST F2026	BUDGET F2027	PLAN F2028	PLAN F2029
REVENUE:					
Food & Beverage	11,732,023	12,039,761	12,626,000	12,550,613	12,768,771
Space Rental	6,477,703	5,559,092	5,835,000	5,971,425	6,109,193
Commissions	3,599,504	2,894,853	3,794,687	3,937,413	4,008,751
Advertising & Naming Rights	696,213	770,635	775,458	796,280	817,760
Other	484,483	254,263	453,400	453,400	453,400
	22,989,927	21,518,603	23,484,544	23,709,130	24,157,875
COST OF GOODS SOLD:	8,602,338	8,805,378	8,780,640	8,785,429	8,938,140
NET REVENUE	14,387,589	12,713,226	14,703,904	14,923,702	15,219,735
OPERATING EXPENSES:					
Facilities	6,954,635	6,788,318	7,684,454	7,985,868	8,143,523
Marketing & Sales	1,975,202	1,813,809	2,283,539	2,329,210	2,375,794
Administration	2,456,383	2,462,177	2,763,919	2,811,698	2,860,432
TOTAL Operating Expense	11,386,220	11,064,304	12,731,913	13,126,776	13,379,749
NET OPERATING SURPLUS(LOSS)	**3,001,370**	**1,648,922**	**1,971,991**	**1,796,926**	**1,839,986**
Interest Exp	1,015,936	1,005,716	1,000,000	1,000,000	1,000,000
Amortization of Deferred Contributions related to tangible capital assets	3,977,726	4,057,726	3,841,060	3,841,060	3,841,060
Amortization of tangible capital assets	(5,218,952)	(5,288,438)	(5,252,303)	(5,361,899)	(5,452,811)
NET SURPLUS (LOSS)	**744,208**	**(587,506)**	**(439,252)**	**(723,914)**	**(771,765)**
YOY Change:					
Revenue - Gross		*-6%*	*9%*	*1%*	*2%*
Revenue - Net		*-12%*	*16%*	*1%*	*2%*
Expense - Operating		*-3%*	*15%*	*3%*	*2%*
Net Operating - Surplus		*-45%*	*20%*	*-9%*	*2%*

STATEMENT OF FINANCIAL POSITION

ASSETS	ACTUAL as at Mar 31, 2025	FORECAST as at Mar 31, 2026	BUDGET as at Mar 31, 2027	PLAN as at Mar 31, 2028	PLAN as at Mar 31, 2029
Current					
Cash	11,846,268	10,494,942	9,948,058	8,886,330	7,805,657
Trade and other receivables	1,663,900	1,713,817	1,371,054	1,412,185	1,454,551
Prepaid expenses	170,271	187,298	206,028	226,631	249,294
Total Current Assets	13,680,439	12,396,057	11,525,140	10,525,146	9,509,502
Tangible Capital Assets	119,495,670	116,337,232	113,239,429	109,877,529	106,424,719
Total Assets	$133,176,109	$128,733,289	$124,764,568	$120,402,675	$115,934,220
LIABILITIES & NET ASSETS					
Current					
Trade payable and other operating liabilities	3,027,874	2,573,693	2,650,904	2,730,431	2,732,888
Current portion of deferred revenue and deposits	3,714,036	3,825,457	4,016,730	4,137,232	4,261,349
Current portion of long term debt	224,284	-	-	-	-
Total Current Liabilities	6,966,194	6,399,150	6,667,634	6,867,663	6,994,237
Deferred revenue and deposits	513,758	483,214	526,322	529,374	547,170
Long-term debt	27,583,238	27,583,238	27,583,238	27,583,238	27,583,238
Deferred Contribution related to tangible capital assets	84,292,121	81,034,395	77,193,335	73,352,275	69,511,215
Total Liabilities	112,389,117	109,100,847	105,302,895	101,464,887	97,641,623
Net Assets	13,820,798	13,233,292	12,794,040	12,070,126	11,298,361
Total liabilities and net assets	$133,176,109	$128,733,289	$124,764,568	$120,402,675	$115,934,220

STATEMENT OF CASH FLOW

	ACTUAL as at Mar 31, 2025	FORECAST as at Mar 31, 2026	BUDGET as at Mar 31, 2027	PLAN as at Mar 31, 2028	PLAN as at Mar 31, 2029
Cash flows provided by (used in)					
Operating Activities					
Excess of revenue over expenses	744,208	(587,506)	(439,252)	(723,914)	(771,765)
Non-cash items					
Amortization of tangible capital assets	5,218,952	5,288,438	5,252,303	5,361,899	5,452,811
Amortization of deferred contributions related to tangible capital assets	(3,977,726)	(4,057,726)	(3,841,060)	(3,841,060)	(3,841,060)
	1,985,434	643,206	971,991	796,926	839,986
Net changes in working capital items	1,657,366	(440,248)	635,625	141,346	79,342
Cash flows from operating activities	3,642,800	202,958	1,607,616	938,272	919,328
Investing Activities					
Acquisition of tangible capital assets	(2,584,257)	(2,130,000)	(2,154,500)	(2,000,000)	(2,000,000)
Cash flow from investing activities	(2,584,257)	(2,130,000)	(2,154,500)	(2,000,000)	(2,000,000)
Financing Activities					
Repayment of long-term debt	(214,063)	(224,284)	-	-	-
Capital Contributions received	776,973	800,000			
	562,910	575,716	-	-	-
Net cash inflow (outflow)	1,621,453	(1,351,326)	(546,884)	(1,061,728)	(1,080,672)
Cash, beginning of year	10,224,815	11,846,268	10,494,942	9,948,058	8,886,330
Cash, end of year	11,846,268	10,494,942	9,948,058	8,886,330	7,805,657

THIRD-PARTY RELATIONSHIPS AND INITIATIVES

STRATEGIC PARTNERSHIP WITH OTTAWA TOURISM

For 2026/2027, the Ottawa Convention Centre continues to maintain a close and collaborative relationships with Ottawa Tourism, working in alignment on travel initiatives and key market development priorities. This partnership is particularly evident in joint participation at major international industry events spearheaded by Destination Canada, including IMEX Frankfurt, IMEX Americas, ASAE Annual, and IBTM World, where Ottawa Tourism and the OCC present a coordinated value proposition to global planners and decision-makers.

The Think Ottawa program has played a significant role in strengthening Ottawa's convention ecosystem. By engaging local stakeholders as ambassadors, the program has helped identify and cultivate individuals and organizations with a vested interest in hosting conventions and meetings in their hometown. These ambassadors actively contribute to promoting Ottawa within their professional networks, enhancing the city's visibility and appeal to national and international planners.

The shared commitment to promoting Ottawa, leveraging travel initiatives, nurturing local ambassadors, and maximizing the impact of joint tradeshow participation is supporting Ottawa's position as a leading destination for conventions and meetings.

(this planning is in relation to the LOD – Priority #1, 2, 12 and 13)

ARAMARK – FACILITY SERVICE PARTNERSHIP

The OCC, as a result of a public RFP process, entered into a renewed 10-year agreement with Aramark Canada Ltd. to deliver comprehensive support services for the OCC. Under this agreement, Aramark will manage all catering, retail, and food and beverage operations at the OCC, while also collaborating with meeting and event planners to design floor plans, configure event spaces, and handle event setup and execution. On the facilities side, Aramark will oversee building operations, including engineering and mechanical maintenance, housekeeping, and groundskeeping

The OCC's reputation as a world-class convention centre is reinforced by its outstanding customer service delivery and exceptional product offerings, managed by Aramark. A key measure of this success is the customer satisfaction survey. Last year, the OCC achieved an exceptional score of 4.9 out of 5, based on client feedback regarding overall satisfaction, loyalty, and perceived value for price paid. Aramark consistently upholds quality and reliability in an industry defined by demanding standards.

(this planning is in relation to the LOD – Priority #4 and 5)

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

The OCC, as a result of a public RFP process, entered into a renewed 10-year partnership with Encore Global Events (Canada) ULC. Encore will continue to serve as the primary provider of event technology services, offering a full range of solutions that include audiovisual (AV), information communications and technology (ICT), internet and telecom services, digital signage, event production, and hybrid or virtual event solutions. This comprehensive and integrated approach provides OCC clients with a seamless, single-source solution for their event technology needs, strengthening OCC's competitive advantage in attracting conventions and major events.

Technology is a vital factor in attracting and securing conventions amid strong market demand and competition. Encore's turnkey services allow the OCC to meet client expectations while generating commission-based revenue, a significant financial contributor. Since April 2011, Encore has supported approximately 95% of OCC events, consistently upholding high professional standards. The partnership is anchored by two key objectives: (i) maximizing Encore's market share and revenue growth, and (ii) maintaining exceptional client service. To achieve these outcomes, OCC and Encore operate through a collaborative sales and service model that evolves in response to changing client needs.

Encore prioritizes customer satisfaction through its mandatory "Delivering World Class Service" training program and post-event survey system, which identifies areas for continuous improvement. The current overall client satisfaction score is 90.6%. The organization also invests in advanced technology solutions, including Compass, a global customer relationship management platform, and Polaris, an integrated event operating system. These tools enhance sales visibility, reporting accuracy, and operational efficiency, enabling OCC and Encore to deliver a seamless client experience.

(this planning is in relation to the LOD – Priority #4 and 5)

MARKETING & COMMUNICATIONS STRATEGY OVERVIEW

With business operations stabilizing, the OCC's marketing efforts for 2026/2027 will prioritize on generating brand awareness for the Rogers Centre Ottawa. Although it has been a full year since rebranding to Rogers Centre Ottawa, there is still work to be done in key markets. Building on insights and successes from previous years, marketing strategies will be refined to maximize outreach and engagement. The primary goal is to showcase the facility's distinctive features and the value delivered to target markets.

The approach will center on strengthening brand recognition, emphasizing what sets the Rogers Centre Ottawa apart through compelling, multi-platform content. Collaboration with industry associations will continue to expand reach and maintain strong relationships with existing customers, ensuring they remain informed and engaged. Additionally, the Rogers Centre Ottawa will deepen connections with key stakeholders, leveraging their advocacy to amplify its brand presence.