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OTTAWA  
CONVENTION  
CENTRE



CENTRE  
DES CONGRÈS  
D'OTTAWA

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

# OTTAWA CONVENTION CENTRE CORPORATION

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ANNUAL BUSINESS PLAN 2024/25

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## LIST OF ABBREVIATIONS

ABBREVIATION	DEFINITION
AIPC	International Association of Convention Centres
APEX	Achieving Professional Excellence
ATM	Automated Teller Machine
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
DEI	Diversity, Equity and Inclusion
DMO	Destination Marketing Organization
ELT	Executive Leadership Team
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
ICCA	International Congress and Convention Association
ICT	Information, Communication and Technology
ICW	International Coaching Week
IEEE	Institute of Electrical and Electronics Engineers
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
MBC	Management Board of Cabinet Act
MTCS	Ministry of Tourism, Culture and Sport
MICE	Meeting, Incentive, Convention, Events
MOU	Memorandum of Understanding
MPI	Meeting Professionals International
MWL	MyWorkLife

OAGO	Office of the Auditor General of Ontario
OBJ	Ottawa Business Journal
OBT	Ottawa Board of Trade
OCC	Ottawa Convention Centre
ORCA	Organic Refuse Conversion Alternative
PCL	Poole Construction Limited
PCMA	Professional Conference Managers Association
RAM	Random Access Memory
SMERF	Social, Military, Education, Religious and Fraternal
SSD	Solid State Drives
TBD	To be Determined
TD	Toronto Dominion
UNESCO	United Nations Educational, Scientific and Cultural Organization
WEC	World Education Congress
WEST	Welcome, Engage, Smile, Thanks
WSIB	Workplace Safety and Insurance Board

## 1. EXECUTIVE SUMMARY

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2023/2024 fulfilled on our optimism as a return to normal from the pandemic. Summer experienced unprecedented convention business both national and international. We welcomed groups such as the Canadian Association of Chiefs of Police, Society for the Study of Reproduction, Deafblind World Congress, Candance 2023 National Competition, International Conference on Photonic, Electronic and Atomic Collisions, IEEE (Institute of Electrical and Electronics Engineers) Sections Congress and the International Association for Vehicle Systems Dynamics to name but a few. We are proud to have hosted these prestigious events on the unceded territory of the Anishinaabe and Algonquin people and thank them for their stewardship of our land. 2023/2024 was a strong convention year; however, we acknowledge that business events will not fully rebound in Canada until 2026/2027 ripening the stage for an extremely competitive environment. Coupled with the challenge of visitor visa issues, Canada remains challenged on the world stage to regain its ranking from being in the World's top seven destinations to its current position as 15th as it relates to tourism visitation. We will continue to work with the Tourism Industry Association of Canada, Convention Centres of Canada and Meetings Mean Business to advocate for streamlining processes and identifying ways to expedite visitor visas and remove barriers to entrance.

Short-term inquiries continue to populate our sales funnel for the current year. While we are pleased to accept short-term events, the challenge on the event planning side of our business remains difficult with planners slow to provide attendance numbers and event details.

A successful strategy continues to provide incentives for multi-year contracts as seen by three-year commitments from the Assembly of First Nations, Financial Management Institute, Canadian Association of Defence and Security, and Real Property Institute of Canada.

Fall of 2023 concluded an eight-month audit by the OAGO resulting in one recommendation by the Auditor General's office to engage with local and provincial stakeholders to refresh the vibrancy of the downtown Ottawa area.

On-going collaboration with our strategic partner, Ottawa Tourism, in all convention segments, sponsorship activations and client hosting has served us well in maximizing marketing and sales budgets. With the launch of Air France and its announcement to continue operating year-round service from Paris to Ottawa has provided a much-needed gateway to Europe and the International Congress market.

The OCC continues to undergo upgrades to our facility balancing event load and availability to conduct repairs such as HVAC repairs, lighting upgrades and the external staircase from McKenzie King Bridge. Installation of digital screens on level 2 have animated the space and provided an additional revenue source.

We embarked on our new strategic plan in fall of 2023 for the next three years with our Board of Directors validating, adjusting, and challenging our Mission, Vision, and Core Values for the next three years. We also received notice this year of Rogers Communication's takeover of Shaw Communications resulting in Rogers advising their intent to phase out the Shaw Communications brand, which may provide an opportunity for a relaunch of our brand.

On the labour relations side, we were pleased to ratify a new collective agreement with our security division and continue discussion with our largest bargaining unit (banquets, housekeeping, facilities) as its collective agreement expired end of September.

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 lea way to think bigger and bolder as we continue to build on our success.

Several staffing changes have taken place at the Ministry with the departure of the Deputy Minister and Assistance Deputy Minister. We look forward to working with the Ministry as they look to fill these critical roles. We appreciate the guidance the Ministry has provided the OCC team as we rebuild our business in both recognizing the importance of sales and marketing and in the upkeep of our facility to ensure we remain best in class in the international business of hosting events.

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. Our colleagues are the lifeblood of our business, no matter how busy they may be; they continue to make magic happen every day!

## 2023/2024 RESULTS

The Centre entered this fiscal year with a strong calendar of national and international conferences in all sectors of the market. Our relationship with the Indigenous community has resulted in several short-term conventions and multiple day meetings with the Assembly of First Nations. The sales team continue to work to accommodate all inquiries looking for event space. Holiday parties have resumed this year with renewed optimism for the future. Our culinary team rose to the challenge of producing innovative culinary offerings which included vegan and plant-based options in support of our client's desire to enhance sustainability practices. Customer service scores remain consistently high at 4.7/5.

## LOOKING AHEAD TO 2024/2025

2024/2025 is forecasted to be down in overall revenue from prior year by 5% and expenses forecasted higher than previous year. Several capital upgrades are required in 2024/2025 to maintain our best-in-class reputation. Our convention business has also flat-lined with fewer conventions and less large city-wide conferences. It is anticipated that short term business will continue to be strong in the meetings sector. The centre will deliver a surplus in 2024/2025.

## 2. MANDATE AND VISION

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### 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 Ottawa Convention Centre, 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 Ottawa Convention Centre 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 Ottawa Convention Centre, 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 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 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.



### 3. ENVIRONMENTAL SCAN

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#### GENERAL OBSERVATIONS

Destination Canada and the Tourism Industry Association of Canada forecast business events to return to pre-pandemic levels in 2027/2028. Leisure tourism has rebounded much quicker than business events in North America in general. While hybrid events kicked off the year, they quickly dissipated as the year advanced due to the significant cost of labour and audio visual to run simultaneous events. Meeting planners recognized the importance of in-person events.

In 2023/2024, the OCC took a conscience approach to increase sales and marketing activity to ensure the OCC remained top of mind as a meeting destination. Our competition did the same as we compete for association and corporate business. We are proud to host the Indigenous Tourism Association of Canada annual meeting in February 2024. The ability to accommodate smudging ceremonies and our experience hosting events over the course of the year have resulted in several Indigenous conferences at the OCC. The OCC attended IMEX America and IMEX Frankfurt; both phenomenally successful events with solid leads generated. We are honored to be invited to Ottawa Tourism's Gleneagles event in June each year in Scotland. An intimate weekend with prospective clients has always yielded new business for Ottawa and the OCC.

While we are pleased to have welcomed Air France to Ottawa, we have not regained our air access pre-pandemic leaving Ottawa not as well connected to major cities in the US and Canada.

#### 4. RISK ASSESSMENT STRATEGIES 2024-2025

Risk category: Operations/Location	
Emergencies and Crises	
<b>Description</b>	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.
<b>Related Strategic Priority</b>	Sustainability (Financial, Social, Environmental)
<b>Impact and scope</b>	<b>MODERATE</b> 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.
<b>Mitigation</b>	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) 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.

<b>Risk category: Government/Economy</b>	
<b>Global Unrest and Recession/Inflation</b>	
<b>Description</b>	The wars in Ukraine, Middle East as well as the high cost of inflation may cause events to be downsized or cancelled all together. It is difficult to forecast how long Canada's interest rates will remain at 5% as well as the high cost of food and other commodities which can impact the overall business.
<b>Related Strategic Priority</b>	Economic Impact
<b>Impact and scope</b>	<b>LOW</b>
<b>Mitigation</b>	Communication to include Ottawa as a safe destination as well as the convention centre attuned to security risk. The OCC works in collaboration with event planners to work within restricted budgets for food and beverage.

<b>Risk category: Security</b>	
<b>Cyber Risk</b>	
<b>Description</b>	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.
<b>Related Strategic Priority</b>	Extraordinary Customer Service; Sustainability - Financial
<b>Impact and scope</b>	<b>LOW</b>
<b>Mitigation</b>	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.

Risk category: Security	
Perceived Safety of Destination	
<b>Description</b>	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.
<b>Related Strategic Priority</b>	Economic Impact; Extraordinary Customer Service
<b>Impact and scope</b>	<b>MODERATE</b> 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.
<b>Mitigation</b>	The President and CEO currently sits as a Director on the newly formed 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 OCC Executive Leadership Team (ELT) has identified strategies and performance measures to achieve these goals. The ELT meets weekly to review financial and performance goals as well as client satisfaction and human resources updates.

Goal #1: Financial	
<b>Goal</b>	<p>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.</p> <p>The OCC's mandate is to generate economic benefits for the City of Ottawa and the Province of Ontario.</p> <p>The OCC will generate the following financial results in 2024/25:</p> <ul style="list-style-type: none"> <li>Gross revenue of \$ 20M</li> <li>Economic impact of \$ 85M</li> <li>Booking pace target of \$ 21M</li> <li>Net operating surplus of \$ 0.8M</li> </ul>
<b>Strategies</b>	<p>The OCC will manage financial targets according to the Board-approved budget. Our strategy focuses on revenue generation. Our sales team will focus on multi-year contracts, and the Centre will continue to work closely with Ottawa Tourism to promote Ottawa as a top destination for international events.</p> <p>The OCC's Director of Sales has assembled a solid, motivated team with renewed energy on marketing and driving revenue by concentrating efforts on large pieces of convention business.</p>
<b>Performance Measures</b>	<p>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 &amp; Audit Committee.</p>

Description	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Plan 2025-26	Plan 2026-27
<b>Economic impact (\$M's)</b>	102	85	85	95	105
<b>Gross revenue (\$M's)</b>	19	21	20	22	23
<b>Net operating income (\$M's)</b>	1.4	2.9	0.8	1.9	2.1
<b>Booking pace (\$M)</b>	17	17	21	22	23

<b>Goal #2: Occupancy</b>	
<b>Goal</b>	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%.
<b>Strategies</b>	The convention business is pacing well into 2024/25. To further generate occupancy, the OCC will rely heavily on the local market to fill in gaps. Recent initiatives to drive business into 100-level meeting spaces and more non-traditional mid-week use of the Trillium Ballroom will position the OCC to drive occupancy this year.
<b>Performance Measures</b>	Occupancy is tracked for each event, then summarized and reported quarterly.

<b>Description</b>	<b>Actual 2022-23</b>	<b>Forecast 2023-24</b>	<b>Budget 2024-25</b>	<b>Plan 2025-26</b>	<b>Plan 2026-27</b>
<b>Occupancy Rate</b>	35%	43%	43%	45%	47%

Goal #3: Customer Service	
<b>Goal</b>	<p>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 <i>“Inspired Team Delivering Exceptional Events.”</i></p> <p>A team with high service standards will reflect a positive brand image and reputation, as well as attract and retain customers.</p>
<b>Strategies</b>	<p>We will continue to 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 providing uncompromising leadership. We will continue to build a customer service culture with campaigns to deliver the extraordinary through employee engagement. We will align training and development with the company goals. Strategies will be put in place to improve response rate and capture all feedback.</p>
<b>Performance Measures</b>	<p>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.</p>

Description	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Plan 2025-26	Plan 2026-27
<b>Overall Satisfaction</b>	4.7	4.5	4.5	4.5	4.6
<b>Response Rate</b>	25%	25%	25%	25%	30%



Goal #4: Human Resources	
<b>Goal</b>	<p>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 hire, retain, and develop people with different backgrounds reflecting the communities we serve.</p> <p>As we look to move forward, the OCC will make pronounced efforts on employee engagement, which is the foundation for a positive and healthy workplace. Employee engagement produces greater productivity, leading to higher retention rates and increased customer satisfaction.</p>
<b>Strategies</b>	<p>The executive leadership team will keep a finger on the Centre's pulse. Employee check-ins, open-door policies, feedback, and staff events are all ways we will stay in touch with our staff. Employee Assistance Programs will be available for those who require support.</p> <p>We will continue to provide consistent communication to ensure our colleagues remain knowledgeable. The OCC will provide clear expectations and provide transparency on the future of our business. Strong employee engagement will enhance the Centre's commitment levels as we innovate and strive to remain an industry leader. We will encourage employees to take ownership and to provide actionable feedback through new initiatives. We will align our training with company and employee goals.</p>
<b>Performance Measures</b>	<p>In the past the OCC has conducted colleague surveys biennially. These were postponed in recent years due to covid.</p>

Description	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Plan 2025-26	Plan 2026-27
<b>Overall Response</b>	Postponed	Postponed	6/10	No survey	7/10

Goal #5: Corporate Social Responsibility	
Goal	<p>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.</p>
Strategies	<p>We maintain two 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.</p> <p><b>Leave a Legacy Program:</b> clients may donate items left after their event including obsolete marketing collateral, promo items, and non-perishable food.</p> <p><b>Ottawa Mission:</b> this partnership allows us to donate surplus foods to those in need via the Ottawa Mission.</p> <p><b>Indigenous Tourism Development Fund:</b> 2024/2025 will see a partnership with the Indigenous Tourism Association of Canada (ITAC), where the OCC works with its clients to generate contributions to the Indigenous Tourism Development Fund (ITDF).</p> <p>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 upgraded our cardboard baler and continue with our enhanced waste program and recycling wall. In 2024, we will install water bottle filling stations to encourage refillable water bottles and reduce single use plastics. We are also exploring the replacement of plastic water bottles with aluminum ones, to further utilize our water bottle filling stations.</p> <p>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. Going forward we will research building sustainability certifications that align with our partners and Ottawa Tourism.</p>
Performance Measures	<p>Review participation in the two 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.</p>

Description	Actual 2022-23	Forecast 2023-24	Budget 2024-25	Plan 2025-26	Plan 2026-27
Waste Diversion	58%	45%	50%	50%	50%

## 6. BUDGET SUMMARY

### STATEMENT OF OPERATIONS

	<b>Actual 2022-2023</b>	<b>Forecast 2023-2024</b>	<b>Budget 2024-2025</b>	<b>Plan 2025-2026</b>	<b>Plan 2026-2027</b>
Food & Beverage	9,406,962	11,522,064	11,461,275	12,442,833	13,613,140
Facility Rental	4,694,773	5,857,452	5,295,612	6,170,237	6,080,865
Commissions	2,039,298	2,486,894	2,202,750	2,292,009	2,425,115
Advertising	540,062	623,585	799,218	899,220	942,960
Other Income	2,598,687	609,950	298,229	304,727	308,554
<b>TOTAL GROSS REVENUE</b>	<b>19,279,780</b>	<b>21,099,945</b>	<b>20,057,084</b>	<b>22,109,026</b>	<b>23,370,634</b>
Revenue Growth	167.32%	9.44%	-4.94%	10.23%	5.71%
<b>COST OF SALES</b>	<b>7,002,597</b>	<b>8,472,758</b>	<b>8,428,057</b>	<b>9,144,387</b>	<b>9,881,881</b>
<b>NET REVENUE</b>	<b>12,277,184</b>	<b>12,627,186</b>	<b>11,629,027</b>	<b>12,964,639</b>	<b>13,488,753</b>
Net Revenue Growth	85.32%	2.85%	-7.90%	11.49%	4.04%
<b>NET REV PERCENTAGE</b>	<b>63.7%</b>	<b>59.8%</b>	<b>58.0%</b>	<b>58.6%</b>	<b>57.7%</b>
<b>EXPENSES</b>					
Facilities	4,292,822	4,872,424	5,343,105	5,696,782	5,888,531
Utilities	1,005,125	1,190,706	1,253,610	1,316,290	1,364,046
Sales & Marketing	1,559,940	1,736,220	2,180,201	1,886,229	1,939,029
General & Administration	1,808,291	1,882,216	2,079,217	2,106,435	2,167,545
<b>TOTAL EXPENSES</b>	<b>8,666,178</b>	<b>9,681,567</b>	<b>10,856,132</b>	<b>11,005,736</b>	<b>11,359,151</b>
Percent of Gross Revenue	44.9%	45.9%	54.1%	49.8%	48.6%
<b>OPERATING SURPLUS</b>	<b>3,611,005</b>	<b>2,945,620</b>	<b>772,895</b>	<b>1,958,903</b>	<b>2,129,602</b>
Percent of Gross Revenue	18.73%	13.96%	3.85%	8.86%	9.11%
Interest expense	(1,034,995)	(1,025,687)	(1,015,934)	(1,005,716)	(1,000,000)
Amortization of deferred contributions	3,625,509	3,816,581	3,965,757	4,105,791	4,010,783
Amortization of property, plant and equipment	(4,957,803)	(4,923,268)	(5,384,095)	(5,954,627)	(5,981,922)
<b>Excess of revenue over expenses</b>	<b>1,243,716</b>	<b>813,245</b>	<b>(1,661,378)</b>	<b>(895,650)</b>	<b>(841,537)</b>

## STATEMENT OF FINANCIAL POSITION

	Actual as at Mar 31, 2023	Forecast as at Mar 31, 2024	Budget as at Mar 31, 2025	Plan as at Mar 31, 2026	Plan as at Mar 31, 2027
<b>ASSETS</b>					
<b>Current</b>					
Cash	9,367,570	11,093,067	5,153,217	3,432,418	2,580,943
Accounts receivable	2,233,296	2,718,786	2,767,201	3,316,052	3,869,842
Prepaid expenses	131,989	265,717	265,717	265,717	265,717
<b>Total Current Assets</b>	<b>11,732,855</b>	<b>14,077,570</b>	<b>8,186,135</b>	<b>7,014,187</b>	<b>6,716,503</b>
Property, Plant & Equipment	125,138,810	121,500,544	125,022,272	123,468,151	119,971,292
<b>Total Assets</b>	<b>\$ 136,871,664</b>	<b>\$ 135,578,113</b>	<b>\$ 133,208,407</b>	<b>\$ 130,482,339</b>	<b>\$ 126,687,795</b>
<b>LIABILITIES &amp; NET ASSETS</b>					
<b>Current</b>					
Accounts payable and accrued liabilities	2,956,732	4,029,097	5,042,030	6,092,467	5,120,531
Deferred revenue and customer deposits	3,674,539	3,045,498	2,598,239	2,246,955	1,791,609
Current portion of long term debt	204,311	214,065	224,282	-	-
<b>Total Current Liabilities</b>	<b>6,835,582</b>	<b>7,288,661</b>	<b>7,864,551</b>	<b>8,339,422</b>	<b>6,912,140</b>
Deferred revenue and deposits	464,229	650,000	650,000	550,000	550,000
Long-term debt	28,021,588	27,807,523	27,583,239	27,583,239	27,583,239
Deferred Contribution - capital assets	89,939,351	87,407,770	86,347,834	84,142,545	82,616,821
<b>Total Liabilities</b>	<b>118,425,168</b>	<b>115,865,293</b>	<b>114,581,073</b>	<b>112,275,784</b>	<b>110,750,060</b>
<b>Net Assets (deficit)</b>	<b>11,610,915</b>	<b>12,424,160</b>	<b>10,762,782</b>	<b>9,867,133</b>	<b>9,025,595</b>
<b>Total liabilities and net assets</b>	<b>\$ 136,871,664</b>	<b>\$ 135,578,113</b>	<b>\$ 133,208,407</b>	<b>\$ 130,482,339</b>	<b>\$ 126,687,795</b>

## STATEMENT OF CASH FLOW

	Actual as at Mar 31, 2023	Forecast as at Mar 31, 2024	Budget as at Mar 31, 2025	Plan as at Mar 31, 2026	Plan as at Mar 31, 2027
<b>Cash flows provided by (used in)</b>					
<b>Operating Activities</b>					
Excess of expenses over revenue for the year	1,243,716	813,245	(1,661,378)	(895,650)	(841,537)
Items not affecting cash					
Amortization of property, plant and equipment	4,957,803	4,923,268	5,384,095	5,954,627	5,981,922
Amortization of deferred contributions related to property, plant and equipment	(3,625,509)	(3,816,581)	(3,965,757)	(4,105,791)	(4,010,783)
Gain on debt extinguishment					
Capitalization of interest to long-term debt					
	2,576,010	1,919,932	(243,039)	953,186	1,129,602
Net changes in non-cash working capital	137,571	9,881	517,256	50,301	(1,981,073)
	2,713,581	1,929,813	274,216	1,003,488	(851,471)
<b>Capital Activities</b>					
Purchase of property, plant and equipment	(572,981)	(1,285,000)	(8,905,821)	(4,400,502)	(2,485,058)
Deferred costs	1,918,950	1,285,000	2,905,821	1,900,502	2,485,058
	1,345,969	-	(6,000,000)	(2,500,000)	-
<b>Financing Activities</b>					
Increase (decrease) in long-term debt	(195,005)	(204,314)	(214,064)	(224,282)	-
Contribution Payment to Ministry of Tourism					
	(195,005)	(204,314)	(214,064)	(224,282)	-
<b>Net cash inflow (outflow)</b>	3,864,546	1,725,499	(5,939,848)	(1,720,795)	(851,471)
<b>Cash April 1</b>	5,503,022	9,367,568	11,093,067	5,153,220	3,432,425
<b>Cash, March 31</b>	9,367,568	11,093,067	5,153,220	3,432,425	2,580,954
<b>Funds Restricted by policy and contract</b>	4,138,768	3,695,498	3,248,239	2,796,955	2,341,609
<b>Available cash on hand</b>	5,228,800	7,397,569	1,904,980	635,470	239,345

## 7. HUMAN RESOURCES

### SUMMARY OF STAFF NUMBERS

With 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).

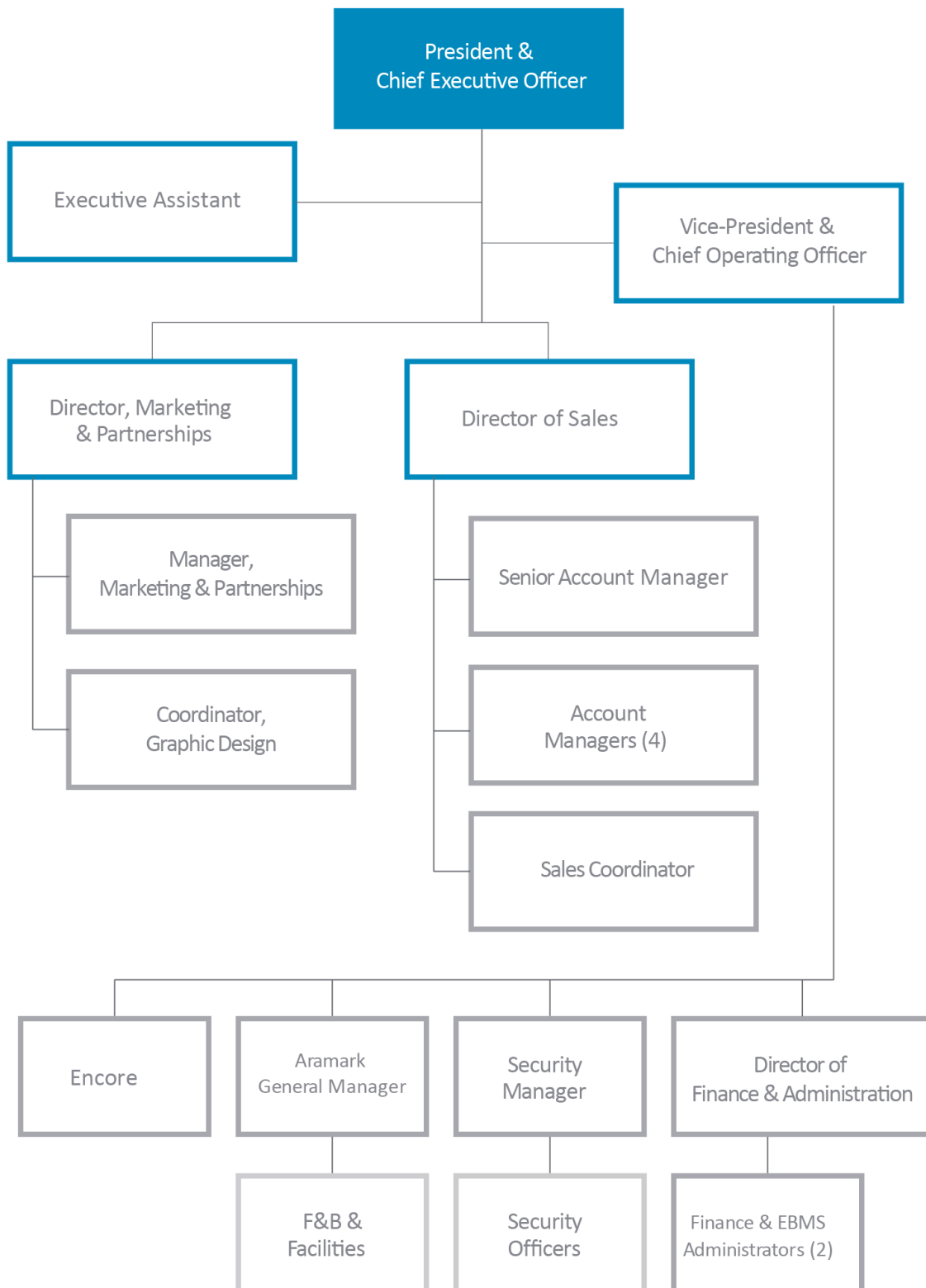
The collective agreement for Local 8327 expired on September 30, 2020. Due to the pandemic, it was rolled over in September 2020 and then again in September 2021. A one-year agreement with a wage increase of 1% was negotiated for September of 2022 to complete the three-year moderation period under Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act*. Bargaining is scheduled for the fall/winter of 2023. 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.

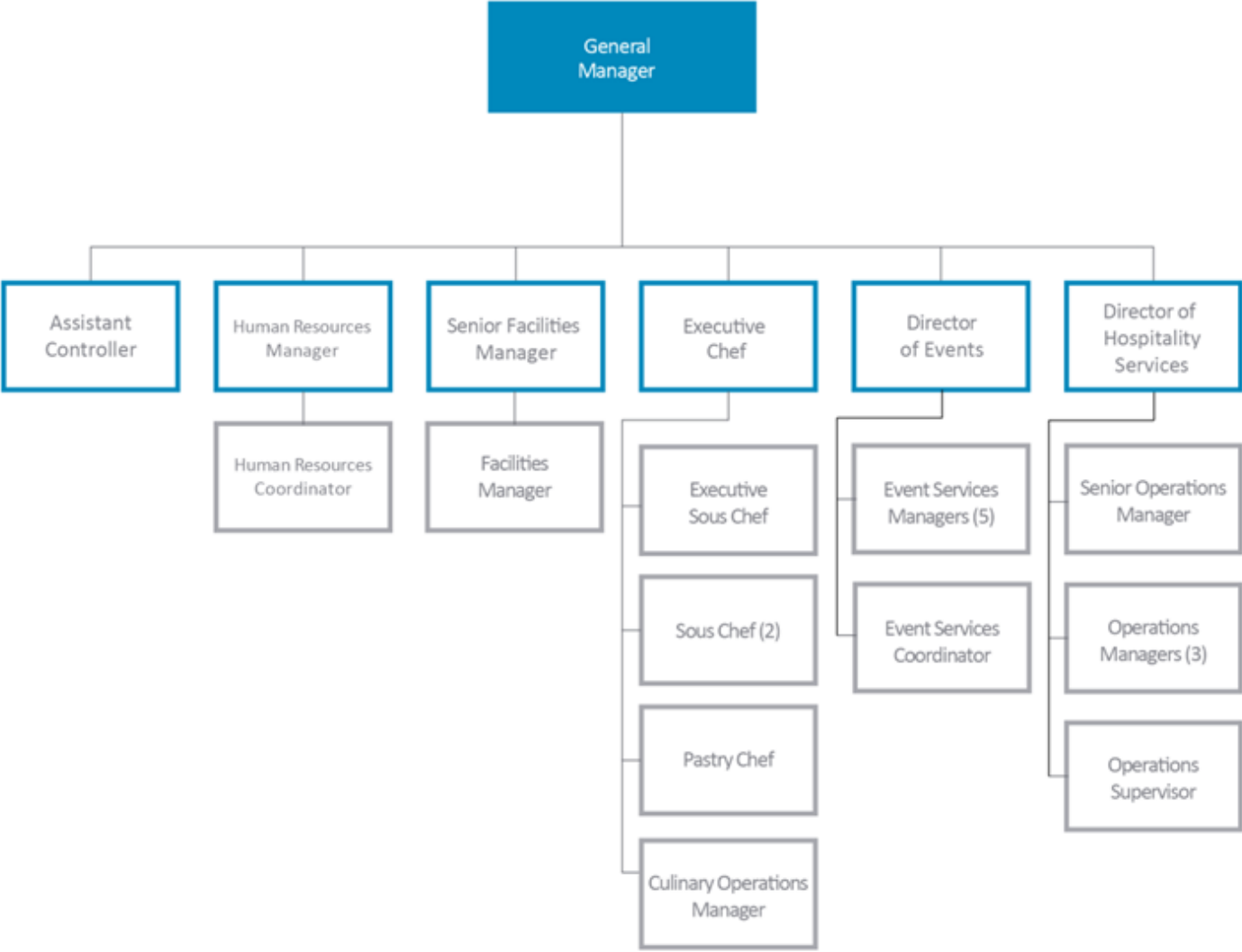
The following is a current overview of personnel as of November 2023.

CLASSIFICATION	OCC	ARAMARK	TOTAL
Full time union	8	41	49
Part time union	0	68	68
Casual union	4	112	116
<b><i>Subtotal union personnel</i></b>	<b><i>12 (Local 5297)</i></b>	<b><i>221 (Local 8327)</i></b>	<b><i>233</i></b>
Full time non-union	17	33	50
Part time non-union	0	2	2
<b><i>Subtotal non-union personnel</i></b>	<b><i>17</i></b>	<b><i>35</i></b>	<b><i>52</i></b>
<b>TOTAL</b>	<b>29</b>	<b>256</b>	<b>285</b>

## OTTAWA CONVENTION CENTRE ORGANIZATIONAL STRUCTURE



**OCC FACILITY SERVICES PROVIDER ORGANIZATIONAL STRUCTURE**





## 8. INITIATIVES INVOLVING THIRD PARTIES

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### STRATEGIC PARTNERSHIP WITH OTTAWA TOURISM

A cohesive approach between the Destination Marketing Organization (DMO) and the Centre is critical as the competitive environment post pandemic continues to grow. An increase in the Municipal Accommodations Tax from 4% to 5% in 2024 will assist in increasing the DMO's war chest as we collectively build on our international sales efforts.

We will continue to work hand in glove with Ottawa Tourism through joint sponsorships, in market activations and promotions. A rebrand and relaunch of the Think Ottawa partnership and program will provide an opportunity to go to market with new messaging.

### 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 4.7 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. Our collective challenge is to maintain these scores as the post-COVID meetings, and events marketplace has changed clients' expectations of the Centre. With many experienced people in the hospitality sector having left the industry, we are now dealing with many inexperienced meeting planners and companies who no longer have- or contract - professional meeting planners. Clients are under resourced and/or inexperienced and are therefore challenged to provide necessary information to us on a timely basis to plan and execute their events successfully. We are constantly dealing with delayed information and last-minute, on-the-floor changes to client events to accommodate the client's lack of knowledge and planning. We will need to explore operational and possible policy changes to accommodate this change in the client's behaviour and demands.

The OCC and Aramark are recognized for having comprehensive service recognition programs, such as the "Encore! Encore!" and "WEST" (Welcome, Engage, Smile, Thanks) programs. Our highly regarded client service acknowledgement Golden Pin and Star programs complement these programs. 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.

## 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 technological 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'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, I.T. 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.

### **SHAW COMMUNICATIONS – NAMING RIGHTS PARTNER**

On October 16th, 2014, the OCC and Shaw Communications Inc. announced a 10-year naming rights agreement. On March 31<sup>st</sup>, 2023, Rogers Communications completed the purchase of Shaw Communications and has since began transferring assets with the Shaw Communications brand over to Rogers. This is something that the OCC anticipates to occur during this business plan cycle. Together with renaming the facility, the partnership also provides the opportunity to showcase products, such as Wi-Fi, to clients and guests. Visitors to the Centre have access to complimentary WI-FI access available to all guests in the Level 1 foyer and Trillium Ballroom. This relationship will continue to position the OCC and our city for growth in the lucrative national and international meetings and conventions marketplace. The OCC will leverage the strength of one of Canada's leading brands and media organizations to enhance and increase its profile and standing as a world-class convention facility.

## 9. MARKETING AND COMMUNICATIONS STRATEGY OVERVIEW

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Having a full year of regular operations, without any pandemic impacts, we can now confidently focus our efforts on marketing the centre to targeted markets in 2024-25. We'll utilize analytics gathered over the past couple years to maximize campaign spends. Our strategy will highlight our facility's distinctive features, superb staff, and benefits to our target market segments. To supplement these campaigns, we will continue to engage with our existing customers, through various communications channels, including but not limited to social media platforms, blogs, and newsletters. In addition to this we'll also work with industry associations through strategic partnerships.

We will apply various relationship-building tactics to turn, key stakeholder groups into brand ambassadors. Our stakeholder focus includes employees, suppliers, advertisers and sponsors, customers, industry colleagues, neighbours, government partners, media, and the general public.