

Ministry of Tourism,
Culture and Sport

Minister

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NOV 23 2016

Mr. Walter Oster

Chair

Metropolitan Toronto Convention Centre

255 Front Street West

Toronto, ON M5V 2W6

Dear Mr. Oster:

Thank you for your ongoing leadership as Chair of the Metropolitan Toronto Convention Centre (MTCC).

Ontario's board-governed agencies are vital partners in ensuring the delivery of high quality services to Ontarians. The people of Ontario depend on you to provide leadership to your agency's board, management and staff. Together with your fellow board members, you establish the goals, objectives, and strategic direction for the agency consistent with your agency mandate, government policies, and my directions where appropriate. I thank you for your willingness to serve.

I appreciate the work undertaken by your board and staff in developing MTCC's 2016-17 Business Plan. I look forward to hearing about the results of your plan.

As you begin to undertake your 2017-18 business planning, and pursuant to the requirements of the Agencies and Appointments Directive, this letter sets out my expectations for MTCC for its 2017-18 fiscal year.

As you know, your agency is mandated by the *Metropolitan Toronto Convention Centre Corporation Act, R.S.O. 1990*, to operate, maintain and manage an international-class convention centre in the City of Toronto in a manner that will promote and develop tourism and industry in Ontario. Concurrently, supporting a dynamic business environment that builds vibrant communities, attracts visitors and creates jobs is one of the priorities in the Premier's mandate letter to my ministry which MTCC helps to accomplish through delivery of its mandate.

To ensure services are provided in accordance with your mandate and government priorities, I expect that MTCC will align its planning with ministry priorities set out in my mandate letter and establish strategies to support those priorities. Specifically, MTCC will focus on managing

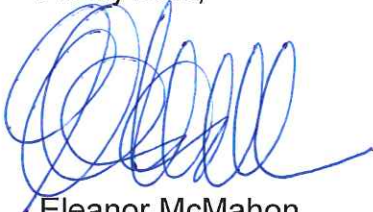
its business operations efficiently while sustaining long-term growth, ensuring financial self-sufficiency and generating a profit margin consistent with historical trends.

Further, MTCC should work to improve occupancy with a continued focus on US association and international congress markets, and in so doing, partner with other ministries to promote Ontario's global competitiveness and attract international business. Finally, MTCC should continue to work in partnership with the ministry to explore potential redevelopment opportunities.

To continue to achieve and maintain the highest levels of accountability, MTCC will work with the ministry to review and enhance governance, fiscal management and sustainability, and accountability processes to reflect best practices and ensure compliance with Treasury Board/Management Board of Cabinet direction as well as the new requirements with respect to executive salaries and compensation. MTCC also will maintain an effective system of internal controls and compliance with applicable requirements to promote transparency and accountability, and will be required to manage any operational, strategic and financial risks to help ensure business objectives are met.

I appreciate the hard work being undertaken by MTCC's board and staff and wish you continued success.

All my best,



Eleanor McMahon
Minister

c: Maureen Adamson, Deputy Minister
Richard McKinnell, Assistant Deputy Minister
Barry Smith, President and CEO, Metropolitan Toronto Convention Centre