

**Ministry of Tourism,  
Culture and Gaming**

Minister

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**Ministère du Tourisme, de la  
Culture et des Jeux**

Ministre

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November 1, 2024

Mr. Justin Mooney  
Chair  
Metro Toronto Convention Centre  
225 Front Street West  
Toronto, ON M5V 2W6

Dear Mr. Mooney:

I am pleased to share our government's 2025-26 priorities for the Metro Toronto Convention Centre.

Agencies are a part of government and are expected to act in the best interests of the people of Ontario and ensure that they provide value for money to taxpayers. Agencies are also required to adhere to government policies and directives.

Per the requirements of the Agencies and Appointments Directive, agencies are required to align goals, objectives and strategic direction with our government's priorities and direction. As Chair, it is incumbent upon you to ensure the Metro Toronto Convention Centre's business plan demonstrates the agency's plans in fulfilling the expectations and government priorities below and that progress and achievements are reported through your annual report. Compliance with these requirements is reported to Treasury Board/Management Board of Cabinet annually.

This letter sets out my expectations for 2025-26 that the Metro Toronto Convention Centre is innovative, sustainable and accountable through the following direction:

**Innovative**

1. Simplify client/customer interactions.
2. Expand and optimize digital service offerings.
3. Improve Client/ customer satisfaction.
4. Share data with Supply Ontario, when requested, regarding procurement spending and planning, contract arrangements and vendor relations to support data-driven decision-making.

...2

### **Sustainable**

5. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.
6. Use Public Resources efficiently and
  - a) Operate within agency's financial allocations.
  - b) Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce size, the agency must provide the Minister with an HR plan for approval that provides the rationale based on government priorities and/or agency mandate.

### **Accountable**

7. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.
8. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.
9. Report all high risks including effective mitigation plans.
10. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.
  - a) Collaborate with MOI to identify office space opportunities.
  - b) Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.
11. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.
12. Increase non-government, non-fare, non-fee revenue by a percentage which will be determined by the Minister in consultation with the Chair.

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

I am also sharing priorities specific to the Metro Toronto Convention Centre:

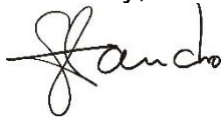
1. Focus on implementing the recommendations of the 2023 Value-for-Money Audit: Metropolitan Toronto Convention Centre and Ottawa Convention Centre, conducted by the Auditor General of Ontario.
2. Continue to identify and engage in opportunities for alternative and innovative revenue generation (i.e., naming rights).

3. Continue to keep the ministry informed and engaged on work underway related to the opportunities to modernize the Centre.
4. Proposals with a financial impact should demonstrate cost-benefit considerations and alignment with desired performance goals.
5. Collaborate with industry stakeholders and other agencies and attractions to promote the growth of the tourism industry in Ontario.

Many thanks to you and your fellow board members for your continued commitment to the Metro Toronto Convention Centre. Your work and ongoing support is invaluable to me and the people of Ontario.

Should you have any questions, please feel free to contact Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division at [lisa.lavecchia@ontario.ca](mailto:lisa.lavecchia@ontario.ca).

Sincerely,



Stan Cho  
Minister

- c. Ron Pellerine, President and CEO, Metro Toronto Convention Centre  
Nancy Kennedy, Deputy Minister, Ministry of Tourism, Culture and Gaming  
Lisa LaVecchia, Assistant Deputy Minister, Agency Relations and Accountability Division, Ministry of Tourism, Culture and Gaming

Attachment:

- Government Priorities 2025-26 Chart