

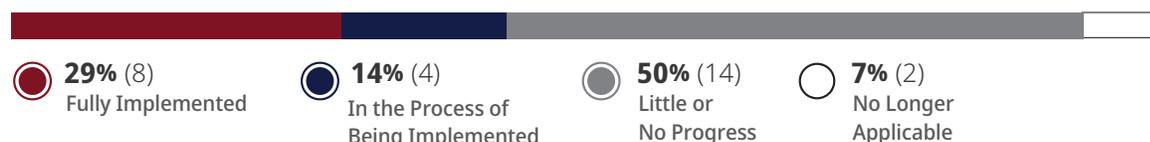
Follow-Up on the 2023 Performance Audit:

Ministry of Tourism, Culture and Gaming
Metropolitan Toronto Convention Centre
Ottawa Convention Centre

Metropolitan Toronto Convention Centre and Ottawa Convention Centre

// Overall Conclusion

28 Recommended Actions



The Ministry of Tourism, Culture and Gaming (Ministry), the Metropolitan Toronto Convention Centre (MTCC) and the Ottawa Convention Centre (OCC), as of November 27, 2025, have fully implemented 29% of actions we recommended in our 2023 audit, **Metropolitan Toronto Convention Centre and Ottawa Convention Centre**. The Ministry, MTCC and OCC have made progress in implementing an additional 14% of the recommendations.

The Ministry has fully implemented recommendations such as working with MTCC to identify what information it requires from it to be able to make a decision on the potential redevelopment of the centre. The Ministry had also fully implemented the recommendation to work with OCC to complete assessments of its critical repair needs and ensure that they are addressed in a timely manner.

MTCC also prepared and executed a short-term event bidding and attraction strategy, submitted its capital repair plan to the Ministry and provided periodic updates to the Ministry on progress in clearing the repair backlog. OCC also engaged with local stakeholders to understand any initiatives it can participate in to help improve the vibrancy of downtown Ottawa, and had participated in such initiatives that align with its mandate and for which OCC has the necessary human and financial resources available to devote to them.

The Ministry is in the process of conducting research from other jurisdictions to determine best practices for incentivizing the construction of new hotels near convention centres, as well as how to manage hotel bookings to secure rooms for delegates. It is also in the process of providing guidance to MTCC regarding different options for securing a marshalling yard for the long term, including on the possibility of a long-term lease. Both of these are expected to be completed by March 2026.

However, the Ministry, MTCC and OCC have made little progress on 50% of the recommendations. One of these was for the Ministry to consult with MTCC and OCC as to the primary objective of both centres, including to what degree they are expected to focus on maximizing the economic impact they generate for the province. As well, the Ministry has not provided direction to MTCC as to when it plans to make a decision on the redevelopment of the centre. Additionally, the Ministry has not worked with the Ontario Financing Authority (OFA) and OCC's management to determine any changes needed to OCC's annual payment to the Province, including whether funding could be prioritized for capital repairs when necessary.

The status of actions taken on each of our recommendations is found in the **Appendix**.

// **Status of Actions Taken on Recommendations**

We conducted assurance work between February 2025 and July 2025. We obtained written representation from the Ministry, MTCC and OCC that, effective November 27, 2025, they have provided us with a complete update of the status of the recommendations we made in the original audit two years ago.

1. Bookings for Conventions Down Almost 50% Since the Pandemic

In our original audit, based on an analysis we conducted by comparing the number of definitive reservations booked for all conventions before and after the COVID-pandemic (in June 2019 and June 2023), we found that the number of reservations for future conventions were down by 43 events (or 44%) for MTCC. For the same time period, OCC had a decrease of 69 bookings (or 50%). Overall, for the two convention centres, reservations for future conventions were down by 112 events since the pandemic, an average of 47%. We found that the Ministry had not created a strategy to support the recovery and growth of the Province's convention centres. In contrast, between 2021 and 2023, the provincial governments in British Columbia and Quebec published specific plans aimed at directly helping their convention centres recover events lost during the pandemic.

Recommendation 1: Action Item 1

To support the Metro Toronto Convention Centre (MTCC) and Ottawa Convention Centre (OCC) in their post-pandemic recovery and in growing the economic impact potential for the two centres, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- perform an analysis of convention centre incentive-based programs across North America, with input from MTCC, OCC, Destination Toronto and Ottawa Tourism;

Status:  **In the process of being implemented by March 2026.**

Details

We found that in May 2024, the Ministry began looking at ways to support the two convention centres. The Ministry, with partners in the federal government and other provincial counterparts, conducted jurisdictional scans to look at the broader tourism landscape in Canada. In May 2024, the Ministry also began working on jurisdictional scans that were specific to Ontario and its tourism sector, including the convention centres. These jurisdictional scans will look at incentive programs for convention centres, assess hotel incentive programs, and air transportation access in Ontario. While the Ministry will be conducting the analysis, it told us that it will not be seeking input from Destination Toronto and Ottawa Tourism. The jurisdictional scans are expected to be completed by March 2026.

Recommendation 1: Action Items 2, 3 and 4

- based on the above analysis, determine whether an incentive program should be implemented in the province;
- work with MTCC and OCC (and other tourism stakeholders as deemed appropriate) to determine any other initiatives that should be implemented;
- prepare and submit a funding proposal to the government based on the initiatives identified.

Status:  **Little or no progress.**

Details

We found that the Ministry is waiting for the results of the jurisdictional scans (as described in **Recommendation 1, Action Item 1**) before determining if an incentive program should be implemented in the province. The Ministry is also expected to undertake a mandate review in 2025/26, which is expected to be completed by June 2026. The mandate review will help inform whether an incentive program should be implemented and, if so, what government approvals and direction would be needed. The results of the jurisdictional scans are expected to inform any submissions as part of the Ministry's annual business planning cycle and any subsequent budgetary submissions. As a result, little or no progress has been made to implement this recommendation.

2. Ministry Did Not Ensure the Provincial Convention Centres Operated to Maximize Economic Impact

We found that the Ministry did not ensure that the centres were operating to best achieve their legislative mandate. According to the *Metropolitan Toronto Convention Centre Corporation Act* and the *Ottawa Convention Centre Corporation Act*, each centre is to operate, maintain and manage a world-class convention centre "in a manner that will promote and develop tourism and industry in Ontario." The legislated mandate does not refer to generating revenue or profit, yet decision-making at each centre was largely based on the pursuit of profit for the individual venue instead of maximizing economic impact.

Recommendation 2: Action Items 1, 2 and 3

To align the strategy of the Metro Toronto Convention Centre (MTCC) and the Ottawa Convention Centre (OCC) with the primary legislated objective of the centres, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- consult with MTCC and OCC as to the primary objective of both centres, including to what degree it is expected that they focus on maximizing the economic impact they generate for the province;
- work with the boards of directors of MTCC and OCC to align event bidding and booking strategies and executive performance pay structures with the convention centres' full mandate, based on the above clarification;
- require MTCC and OCC to establish economic impact targets on an annual basis that are based on each centre's updated event bidding and booking strategy.

Status:  Little or no progress.

Details

We found that in October 2024, the Ministry issued the annual letters of direction to both MTCC and OCC for the 2025/26 fiscal year. This was the first annual letter of direction since the publication of our audit report. The letter identified several priorities including implementing the 2023 OAGO audit recommendations.

The Ministry has not explicitly discussed with the convention centres the degree to which they are expected to focus on maximizing the economic impact they generate for the province. In October 2024, the Ministry began planning for its mandate review in 2025/26, which is expected to be completed by June 2026. The mandate review will help the Ministry define options for any potential changes to the agencies' mandates.

We found that for the other action items, the Ministry is waiting for the results of the jurisdictional scans (as described in **Recommendation 1, Action Item 1**). The Ministry stated that the mandate review will help define the primary objectives of the convention centres and any changes to the performance measures and updated pay structures. This will also help inform whether MTCC and OCC will be required to establish economic impact targets on an annual basis based on each centre's updated event bidding and booking strategy. The Ministry advised us that additional insights through the upcoming mandate review would be reflected in the letter of direction, when available.

3. MTCC: Performance and Challenges

Our original audit found that MTCC lost 20 international conventions because the conventions had outgrown the centre. Event planners we spoke to told us there was a shortage of meeting rooms and pre-function areas at MTCC. Further, according to data from Destination Toronto, MTCC lost 23 bids to host conventions submitted between 2017 and 2019 due to hotel-related issues. In February 2018, MTCC's management initiated research into the potential redevelopment of the centre to attract more large-scale international conventions.

According to MTCC, the Ministry had not provided any direction on the redevelopment of MTCC's facility. The Ministry informed us that MTCC was still exploring options for redevelopment and the Ministry would review any items that MTCC brought forward in the future pertaining to redevelopment.

Additionally, keeping facilities in a state of good repair is crucial to impressing convention delegates and event planners. We noted that as of June 30, 2023, MTCC had estimated a backlog of about \$17 million in capital repairs. Our audit found that some of the items that required repair and upgrading were critical to the centre's operations.

A key aspect of convention centres is a marshalling yard. A marshalling yard is where convention exhibitors receive and organize their freight and transportation vehicles that bring exhibits and event materials to and from the centre. At the time of our audit, MTCC did not have a permanent marshalling yard.

MTCC has asked to acquire the land at Horner Avenue for use as its permanent marshalling yard. The Government of Ontario's Realty Directive does not allow the transfer of the land at a nominal amount and the Government of Ontario's Tangible Capital Assets Policy (TCAP) states that such a transfer must happen at fair market value, unless an exemption is approved by Treasury Board/Management Board of Cabinet (TB/MBC).

Our review of security incident logs from 2016/17 to 2022/23 revealed a significant increase in incidents. There was a 72% rise in the overall number of incidents during this seven-year period, from 186 to 319 incidents. Our research showed that repeated security incidents at conventions centres elsewhere have resulted in those centres' loss of major event clients.

Recommendation 3: Action Item 1

To ensure that Metro Toronto Convention Centre (MTCC) is best positioned to attract international conventions and generate economic impact for the province in the future, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- work with MTCC to identify what information it requires from it to be able to make a decision on the potential redevelopment of its centre;

Status:  Fully implemented.

Details

We found that on December 3, 2024, as part of a quarterly meeting with MTCC which included the Deputy Minister and Assistant Deputy Minister, the Ministry and MTCC began discussing the redevelopment of the convention centre. The Ministry told us that MTCC is refining its business case to better reflect the current post-pandemic condition to submit to the Ministry. On January 3, 2025, the Ministry provided MTCC with guidance related to the Major Public Infrastructure Project, which is guidance from Treasury Board for large projects such as a potential redevelopment. Based on an updated business case, the Ministry will identify next steps.

Recommendation 3: Action Items 2 and 3

- provide direction to MTCC as to when it plans to make a decision on the redevelopment of its centre;
- independently assess the long-term impact of the size and layout of MTCC's exhibit and meeting space and Toronto's hotel availability on MTCC's ability to win and attract large-scale conventions;

Status:  Little or no progress.

Details

We found that the Ministry is waiting for an updated business case from MTCC (as described in **Recommendation 3, Action Item 1**) before independently assessing the long-term impact of the size and layout of MTCC's exhibit and meeting space and Toronto's hotel availability on MTCC's ability to win and attract large-scale conventions. Based on the updated business case, the Ministry will seek government direction on the redevelopment of MTCC as required.

The Ministry told us that it does not know when an updated business case will be submitted or when a decision will be made as it believes that any decision on the redevelopment would be a significant decision for government. As a result, it has made little or no progress on these action items.

Recommendation 3: Action Item 4

- conduct research on other jurisdictions to determine best practices for incentivizing new hotels to be built near convention centres as well as how to manage hotel bookings to secure rooms for delegates;

Status:  In the process of being implemented by March 2026.

Details

We found that the Ministry is in the process of implementing this recommendation. It informed us that it is conducting a jurisdictional scan (as described in **Recommendation 1, Action Item 1**) which includes hotel development incentives that help boost convention centre business. This is expected to be completed by March 2026.

Recommendation 3: Action Item 5

- based on this independent analysis, perform a cost/benefit analysis to decide to what extent (if any) MTCC should be redeveloped, particularly in terms of the size and layout of the total centre, the total amount of contiguous exhibit hall, meeting space, ballroom size and hotel space controlled by the convention centre, as well as if any other incentives for building new hotels near convention centres are necessary.

Status:  Little or no progress.

Details

We found that the Ministry is waiting for an updated business plan from MTCC (as described in **Recommendation 3, Action Item 1**) before conducting an independent analysis and performing a cost/benefit analysis to decide to what extent (if any) MTCC should be redeveloped. As a result, it has made little or no progress on implementing this action item.

Recommendation 4: Action Item 1

To ensure that Metro Toronto Convention Centre (MTCC) has a strategy to effectively attract and win bids for events in both the short-term and the long-term, we recommend that MTCC:

- prepare and execute a short-term event bidding and attraction strategy (to cover the time period until the Ministry of Tourism, Culture and Sport (Ministry) makes a redevelopment decision for the centre) and share this with the Ministry;

Status:  Fully implemented.

Details

We found that MTCC developed annual business plans for 2024/25 and 2025/26 which identified its short-term strategy for event bidding and attraction. As part of its execution of this plan, in October 2024 MTCC launched an advertising campaign in North America that included placing ads in the Professional Convention Management Association magazine.

MTCC leveraged its lead generation tool to generate convention business for the Centre and developed and budgeted for a travel plan in 2024/25 and 2025/26 to attract convention business. The travel plan identified key markets and events, along with details that identified the purpose of the travel and what MTCC was seeking from those key markets and events.

On June 20, 2024, MTCC hosted a celebration for its 40th anniversary. Later, on March 26, 2025, MTCC hosted a Leaders Circle Awards Reception as part of its strategic initiatives. MTCC continued to work with partners such as Destination Canada and was featured in Destination Canada's Sustainability Storybook. MTCC was also featured in a blog by Destination Toronto that highlighted its plant-based menu.

Recommendation 4: Action Item 2

- prepare and execute a long-term event bidding and attraction strategy based on the Ministry's redevelopment decision (as described in Recommendation 3) and share this with the Ministry.

Status:  Little or no progress.

Details

We found that in March, June and September 2025, MTCC briefed its Board of Directors on its strategy related to the redevelopment of the convention centre. This was partially informed by a report received from a consultant in April 2025 that performed an analysis of MTCC's local market conditions and industry trends. As MTCC is unable to act on this strategy until the Ministry's decision on the redevelopment of MTCC (as described in **Recommendation 3, Action item 2**), it has made little or no progress on the implementation of this action item.

Recommendation 5: Action Items 1 and 2

To ensure that critical infrastructure is secured for Metro Toronto Convention Centre (MTCC) business operations and that all necessary repairs are performed at the convention centre in a timely manner, we recommend that MTCC:

- submit its capital repair plan to the Ministry of Tourism, Culture and Sport (Ministry);
- provide periodic updates to the Ministry on progress in clearing the repair backlog.

Status:  Fully implemented.

Details

We found that in April 2024, MTCC prepared a business case to retain surplus cash to undertake a capital repair plan. On May 23, 2024, this business case was updated based on feedback from the Ministry. MTCC told us that, at the time of our follow-up, it is awaiting a response and direction on this matter from the Ministry.

We also found that MTCC, through its Board, provides quarterly packages to the Ministry with information on its capital repair plan and progress in clearing its repair backlog. In 2024/25, MTCC committed to \$16.0 million in capital repairs. It also provided updates on September 11, 2024, December 11, 2024, and March 12, 2025, to the Ministry through the Board. As of March 31, 2025, it has completed \$11.9 million in capital repairs. As of July 25, 2025, the current capital repair backlog is approximately \$29.8 million.

Recommendation 6: Action Item 1

To ensure that Metro Toronto Convention Centre (MTCC) can continue to host conventions without requiring it to raise significant funds to purchase its current marshalling yard, we recommend that the Ministry of Tourism, Culture and Sport (Ministry) provide guidance to MTCC regarding different options for securing a marshalling yard for the long-term, including on the possibility of a long-term lease.

Status:  In the process of being implemented by January 2026.

Details

We found that in April 2024, MTCC submitted a business case (as identified in **Recommendation 5, Action Item 1**) to retain surplus cash for capital repairs. The business case also requested retaining surplus cash in order to allow MTCC to purchase the space it was leasing for its marshalling yard. The Ministry told us that in January 2025, it met with OFA to discuss the surplus business case prepared by MTCC. OFA advised that Minister of Finance direction would be required. The Ministry has committed to working with OFA and will seek further direction from the Minister of Tourism, Culture and Gaming. Direction on this matter is expected by the Ministry by January 2026.

Recommendation 7: Action Item 1

To ensure a high-level of safety for delegates and staff, we recommend that Metro Toronto Convention Centre (MTCC):

- review practices in other jurisdictions such as San Diego, Los Angeles and Philadelphia, where the concept of a “convention district” has been adopted, to address the increasing number of security incidents, including addressing unwelcome guest interactions;

Status:  Fully implemented.

Details

We found that in April 2024, MTCC conducted a scan of other jurisdictions that have adopted a convention district. MTCC assessed practices in San Diego, Los Angeles, Philadelphia and Houston. The review identified several different practices used by other jurisdictions that MTCC does not currently employ, such as providing event planners with a pre-event guide sheet that contains information about communication with key contacts, optimal travel times for attendees to arrive in the city, and information on walkability and transportation around the city and convention centre.

This information can be used to inform attendees about safety and access to the convention centre. It also identified how officers in some jurisdictions patrol the area, monitor crowds and collaborate with convention centre security personnel.

Recommendation 7: Action Item 2

- work with the Ministry of Tourism, Culture and Sport (Ministry), the City of Toronto and local law enforcement agencies to develop and implement a plan to address the rise in security incidents, based on the results of the above review.

Status:  **Little or no progress.**

Details

We found that in co-ordination with Destination Toronto, MTCC hosted a client advisory board meeting on September 26 and 27, 2024. Attendees included representatives from different associations such as representatives from Society for Vascular Surgery as well as business leaders from companies such as Google, Workday and The Honeycomb. As part of the meeting's agenda, the concept of a convention district was discussed. On May 29, 2024, MTCC met with the Toronto West Business Improvement Association to discuss the concept of a convention district. MTCC also met with the SAFE neighbourhood program in co-ordination with Toronto Police's 52 Division to mitigate issues related to unwelcomed guests.

MTCC told us that it plans to meet with other partners and continue discussions on how to mitigate security incidents. MTCC's implementation of the remaining parts of this initiative awaits a decision from the government on redevelopment. Until the decision is made, MTCC will continue to examine initiatives to further advance the Auditor General of Ontario's recommendation. It also indicated that the concept of a convention district will be addressed as part of the future MTCC Revitalization program. At this time, there is no date for when a plan to address the rise in security incidents, based on the results of the review referred to in **Recommendation 7, Action Item 1**, will be developed and implemented.

4. OCC: Performance and Challenges

In our original audit we found that OCC generates revenue through various sources, including food and beverage sales, event space rental, commissions and communication services. In the seven fiscal years before the COVID-19 pandemic, OCC's revenue was relatively stagnant, with the centre generating an average operating income of about \$1.29 million per year. OCC has been unable to generate net profits from its operations since its redevelopment in 2011/12.

Although client satisfaction has been high, OCC has struggled to be profitable. We found that, unlike MTCC, OCC did not have as many diversified revenue streams to lower its rent prices while remaining profitable. Our audit found that the projections developed for OCC's redevelopment, completed in 2011, were overly optimistic about the forecasted revenues and operating income that the centre would generate. Due to financial pressures, as of July 31, 2023, OCC had a backlog of capital repairs totalling about \$15.8 million. The \$1-million payment OCC makes to OFA annually could be used toward necessary capital repairs.

Event planners prefer cities with frequent and economically priced direct air service. According to a 2020 survey of North American event planners, completed prior to the COVID-19 pandemic, about 40% of planners rated flight access to Ottawa as "average or poor." We found that in seven instances the reason given for OCC losing the winning bid was "lack of direct flights." We noted that several Canadian provincial and American state governments were able to establish and expand direct flight routes to their smaller Tier 2 cities, similar to Ottawa, by providing financial support.

Event planners we spoke to informed us that when evaluating an event destination, one of their important criteria was the vibrancy of the destination, including its restaurants, attractions, cultural offerings and their "walkability" in relation to the convention centre. Changes to where people work in Ottawa since the COVID-19 pandemic have had a lasting impact on the character of the downtown area, decreasing its vibrancy and making it less attractive to prospective clients.

Recommendation 8: Action Item 1

To ensure that Ottawa Convention Centre's (OCC's) state of repair does not impact customer experience and result in the loss of future revenue and economic impact, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- work with OCC to complete assessments of its critical repair needs and ensure that they are addressed in a timely manner;

Status:  **Fully implemented.**

Details

We found that, in October 2024, the Ministry completed a condition assessment of OCC, which assesses all capital needs, including critical repairs. The condition assessment determined that OCC's facilities are in fair to good condition. Over the next ten years, OCC has capital repair needs of \$78 million, of which \$9 million is critical for imminent failure and health and safety.

Recommendation 8: Action Item 2

- work with the Ontario Financing Authority and OCC's management to determine any changes needed to OCC's annual payment to the Province, including whether funding could be prioritized for capital repairs when necessary.

Status:  Little or no progress.

Details

We found that in January 2025, the Ministry met with OFA to discuss loan obligations and to release the convention centres (MTCC and OCC) from their current obligations. It was determined that Ministerial direction would be required, and the Ministry informed us that it will seek Ministerial approval to release OCC from its loan obligation to ensure that more funds are available to address capital repair needs. The Ministry has indicated that it will seek Ministerial direction in Q4 2025/26.

Recommendation 9: Action Item 1

To support the ability of the Ottawa Convention Centre (OCC) to attract events and generate economic impact for the province, we recommend that the Ministry of Tourism, Culture and Sport (Ministry):

- review practices in other jurisdictions where support is provided to attract new direct flight routes, such as in Manitoba, Nova Scotia, Saskatchewan and Ohio;

Status:  In the process of being implemented by March 2026.

Details

We found that the Ministry began conducting jurisdictional scans (with federal and provincial partners) of the tourism landscape in Canada in May 2024 (as described in **Recommendation 1, Action item 1**). At the same time, it began to review transportation access in Ontario. Later, in November 2024, the Ministry updated the jurisdictional scan to include aviation support programs in Canada and provided an overview of the programs to the Deputy Minister. In May 2025, the Ministry noted that it is developing an expanded jurisdictional scan of aviation support programs in the United States which aim to support airport infrastructure and connectivity. This is expected to be completed by March 2026.

Recommendation 9: Action Item 2

- work with OCC to assess its future bookings and opportunities for larger conventions;

Status: Little or no progress.

Details

We found that the Ministry has been working with OCC to assess its future booking opportunities for large conventions. The Ministry told us that in July 2025, it requested additional information from OCC regarding the local economy, including the downtown area, changes to air access and steps that OCC has taken to attract larger conventions. Based on this information, it will work with OCC to implement these action items.

Recommendation 9: Action Items 3 and 4

- conduct a cost/benefit analysis to assess the jurisdictions to where air service would be beneficial for attracting more events at OCC;
- develop and execute a strategic plan to address the findings of the cost/benefit analysis.

Status: No Longer Applicable.

Details

The Ministry informed us that it would not be moving forward with this recommendation. In July 2025, the Ministry attempted to obtain data on air routes and flights from OCC and Ottawa Tourism, but was unable to due to the commercial sensitivity of this information.

Since the time of our audit, international travel to Ottawa International Airport has grown, with domestic and international travel increasing by 7% and 4%, respectively, between 2023 and 2024. New routes between Ottawa and Paris, France as well as London, England were established in 2025, without Ministry intervention.

Recommendation 10: Action Items 1 and 2

To assist in improving the vibrancy of downtown Ottawa and increase the likelihood that the Ottawa Convention Centre (OCC) is selected to host events, we recommend that OCC:

- engage with local stakeholders (including the City of Ottawa, Ottawa Tourism and the Ottawa Board of Trade) to understand any initiatives they can participate in to help improve the vibrancy of downtown Ottawa;
- participate in such initiatives that align with its mandate and for which OCC has the necessary human and financial resources available to devote to them;

Status:  Fully implemented.

Details

We found that since June 2023, the former CEO (up until June 27, 2025) of OCC was a Director on the Board of the ByWard Market District Authority. Through this role, she played an active role in enhancing the vibrancy of downtown Ottawa, including during her time as CEO of OCC. Members from Ottawa Tourism are also on the Board of the ByWard Market District Authority and staff from Ottawa Tourism directly engage as part of this initiative. In 2024, the foot traffic in the market hit 22 million, which is slightly below pre-pandemic levels. Additionally, on January 29, 2025, the federal government made financial commitments to support the vibrancy of the ByWard Market.

OCC dedicates human resources to initiatives that align with its mandate, including engagement with municipal and federal governments. We found that members of OCC management and staff travel to conferences and other industry events to network and generate leads. For instance, we found that the team travelled to Frankfurt in May 2024 to attend global business events and generate opportunities to network. Based on a review of OCC's leads, we found that OCC was able to contact and generate potential leads for the convention centre.

Recommendation 10: Action Item 3

- identify to the Ministry of Tourism, Culture and Sport (Ministry) initiatives they could participate in that would improve the vibrancy of downtown Ottawa for their consideration.

Status:  Little or no progress.

Details

At the time of our follow-up, OCC told us that it has yet to identify any specific initiatives that the Ministry could participate in to help improve the vibrancy of downtown Ottawa, but that it will continue to assess whether any initiatives are worth bringing to the Ministry's attention.

// Appendix

Recommendation Status Overview

	# of Action Items	Fully Implemented 	In the Process of Being Implemented 	Little or No Progress 	Will Not Be Implemented 	No Longer Applicable 
Recommendation 1	4		1	3		
Recommendation 2	3			3		
Recommendation 3	5	1	1	3		
Recommendation 4	2	1		1		
Recommendation 5	2	2				
Recommendation 6	1		1			
Recommendation 7	2	1		1		
Recommendation 8	2	1		1		
Recommendation 9	4		1	1		2
Recommendation 10	3	2		1		
Total	28	8	4	14	0	2
%	100	29	14	50	0	7