

Addendum to OAC 2022-23 Business Plan

November 3, 2022

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Reset. Renew. Revitalize.: Investing in the Arts for All Ontarians

On October 27, 2022 \$64,937,400 was confirmed as the Province’s contribution to OAC. OAC’s original 2022-23 Business Plan is based on an allocation of \$59,937,400, a difference of \$5,000,000.

This addendum sets out the use of the incremental contribution of \$5,000,000 in OAC’s 2022-23 fiscal year, with no funds being allocated for administration and all of the funds strategically invested to support opportunities in the arts for all Ontarians, both now and into the future.

OAC will invest in three key areas aligned with its 2023-24 Mandate Letter from the Ministry of Tourism, Culture and Sport as well as its 2022-2027 Strategic Plan: *Reset. Renew. Revitalize.*

- 1. Reset: Ontario Diversity, Equity & Growth Investment**
Targeted investments in the growth of arts organizations making a significant contribution to diversity, equity and inclusion in Ontario, including BIPOC mandated organizations, and organizations in regional and rural areas of the province.
- 2. Renew: Ontario Artist-Focused Innovation Investment**
 - a. Recurring investments in innovative arts organizations contributing to renewal in the sector and seeding the next generation of Ontario’s artists and arts leaders.

- b. Targeted one-time investments in Ontario artists creating, producing, and presenting new and innovative work.

3. Revitalize: Ontario Jobs & Opportunities Investment

- a. Strategic one-time investments in major artist centered organizations.
- b. Strategic one-time investments in partnered initiatives.

Social and Economic Impact

In 2019-20 Arts Organizations that receive OAC operating funding generated¹:

- \$638.5M in revenue from non-OAC sources, including sales, private fundraising and non-OAC government sources
- \$348.4M in fees and salaries to artists and artistic professionals
- 41,656 artist and arts professional jobs through OAC-funded activities
- 21,845 public activities and events such as concerts, exhibitions, performances, and readings
- 5,047 arts learning events and activities such as workshops and classroom visits

It is anticipated that the impacts above would increase using the investments in this addendum. \$4.3M of the \$5M investment represented in the addendum is directed towards arts organizations receiving operating funding, representing an increased investment of 11.65%.

Impact Outside of the Toronto Downtown Core

In 2021-22 OAC invested in all 124 Ontario riding communities and 23 out of the 30 riding communities receiving the greatest operating investment are outside of the Toronto downtown core:

- Perth—Wellington
- Ottawa—Vanier
- Niagara Falls
- Ottawa Centre
- Hamilton Centre
- Sudbury
- London North Centre
- Kitchener Centre
- Algoma—Manitoulin
- Windsor West
- Kingston and the Islands
- Thunder Bay—Atikokan
- Guelph
- Leeds—Grenville—Thousand Islands and Rideau Lakes
- St. Catharines

¹ OAC Performance Measures and Operating Organization financial submissions

- Peterborough—Kawartha
- Thunder Bay—Superior North
- Bruce—Grey—Owen Sound
- Barrie—Springwater—Oro-Medonte
- Etobicoke—Lakeshore
- Huron—Bruce
- Waterloo
- Humber River—Black Creek

Reset: Ontario Diversity, Equity and Growth Investment

Aligned with the equity focus of OAC’s new Strategic Plan, OAC will make a **growth investment** in organizations that are making a significant contribution to **diversity, equity and inclusion** in Ontario by engaging with artists and audiences from equity-deserving communities and/or bringing arts experiences and opportunities to communities outside of Toronto.

Arts organizations that are representing and employing members of equity-deserving, regional and rural communities are vital to the diversity that has made Ontario stand out on the world stage as a great place to live and do business with. This targeted investment recognizes the **growth opportunity** in these organizations as well as their **unique and important voice** in the province.

Arts organizations that receive OAC operating support, are **well assessed yet underfunded** compared to organizations of similar scope and impact, and that are making a **significant contribution** to equity, regional and rural arts will benefit from this investment. For organizations that are mandated to serve Indigenous Artists and Communities this investment will be an ongoing commitment as an increase to their operating grant. For all other organizations it will be a one-time investment to respond to the needs of the sector.

Renew: Ontario Artist-Focused Innovation Investment

Innovative Arts Organizations

OAC will make a recurring investment in innovative arts organizations contributing to **renewal in the sector** and receiving a first-time operating grant, resulting in **first-time and ongoing commitments to an estimated 38 organizations** based in **24 riding communities** across Ontario, including at least one organization in the following riding communities outside the Toronto downtown core:

- Scarborough—Agincourt
- Nipissing
- Timiskaming—Cochrane
- Sudbury
- Oshawa
- Hamilton Centre
- Vaughan—Woodbridge
- Mississauga Centre
- Mississauga East—Cooksville

- Eglinton—Lawrence
- Kingston and the Islands
- Mississauga—Lakeshore
- Mississauga—Malton
- Simcoe—Grey
- Northumberland—Peterborough South
- Ottawa Centre

The investment will represent new commitments to an estimated fourteen BIPOC organizations and three Francophone organizations, as well as one organization dedicated to artists with disabilities. Together, these organizations are projected to produce 7,500 events with an estimated 526,000 attendees in the funded year.

The investment supports the growth trajectory of these organizations at a critical moment in their development, allowing them to attract further investment and support the careers and creative output of a **new generation** of artists and arts leaders in the province.

Artists Creating and Innovating

OAC will make a one-time investment in Ontario’s creative talent by supporting projects that **pay artists to produce or present artistic work**, or that support **artists to create new work**. This investment will result in a number of **new, innovative, and original Ontario stories** expressed through literature, films, theatre scripts, music recordings, etc.

Ontario has the **highest culture sector GDP and output per capita** of all provinces and territories in Canada due to the diversity of creative talent residing in and sustained by the province.² This investment in the creative output of artists ensures that communities across our province and around the world continue to have access to the **diverse stories of Ontario** told by Ontario’s professional artists.

Revitalize: Ontario Arts Jobs & Opportunities Investment

Major Artist Centred Organizations

OAC will invest all **10 organizations in its Major Organizations program**, which have a proven track record of leveraging OAC support and of exceptional contribution to adopting an artist centred approach as demonstrated through their investment in artist fees and artistic salaries. The organizations are:

- Toronto Symphony Orchestra
- National Ballet of Canada
- Canadian Opera Company
- Royal Conservatory of Music
- Stratford Festival
- Shaw Festival
- Canada's National Ballet School

² Hill Strategies. *Analysis of Provincial and Territorial Cultural Indicators, 2020 (product perspective)*, Statistics Canada. June 2022.

- Harbourfront Centre
- Toronto International Film Festival
- RBC Royal Bank Bluesfest

This one-time investment recognizes that these organizations are key to the **economic and creative recovery of Ontario** and provides incentive to maintain their excellent track record of investment in artist fees and artistic salaries.

Strategic Partnered Initiatives

OAC has an opportunity to combine resources with the knowledge, networks and investments of partners to help the sector emerge from the pandemic and “build back better”. A strategic investment of \$300,000 will leverage OAC’s capacities as **connector, convenor, and partner to seed new partnered initiatives** for medium and longer-term impacts, possible initiatives could include:

- **Film, Television and Gaming Creation**
 - A multi-partner initiative to support screenwriter creation projects, allowing individual writers and creatives to complete new scripts for feature films, episodic works, and gaming platforms.
 - As the only investor in individual artists in the Provincial policy landscape, OAC supports individual creators to create **original Ontario stories** across the cultural industries in publishing, music, commercial theatre, visual arts and crafts. OAC has identified a gap in this individual support: the vital film, television, and gaming sectors. This initiative will pilot support for screenwriters and develop an important base of knowledge and experience supporting individuals in the sector. Eventually this work could help ensure that productions produced in Ontario more frequently feature original Ontario stories by Ontario creators, as opposed to the growing predominance of stories from the United States and other stories in Ontario’s film, television and gaming industries.
- **International Market Development Support**
 - Partnered initiatives aimed at increasing international market development opportunities for Ontario artists and building their readiness to engage in international presentations, tours, sales and co-productions.
 - International markets are essential to the economic sustainability of artists in Ontario and also attract foreign investment to the province. This initiative will help to build stronger international markets for Ontario arts and cultural products and increase foreign investment in Ontario’s cultural output.
- **Data-Sharing and Knowledge Mobilization**
 - A multi-lateral partnership with other arts funding agencies across Canada, such as the Canada Council for the Arts, to develop innovative and collaborative ways to collect, analyze and share data on the results and impact of public investments in the arts.

Across the country, funders are seeing an opportunity to innovate within funding models in order to enable success in a digital, transformed world. Shared strategies for knowledge mobilization will build the evidence base for future program directions and investments.

- **Audience Behaviour Research**
 - An initial data study and literature review to engage potential partners across sectors in a conversation about current and future trends in subscriptions, memberships, and season tickets.
 - Through analysis of data submitted by funded organizations, OAC has noted a significant decline in these revenue streams for performing and visual arts organizations. This research will increase our understanding of the economic and social consequences of this decline and how we could engage in partnered solutions with other sectors witnessing the same trend, for example, sports and attractions.

- **Intellectual Property Engagement**
 - Engagement of arts IP stakeholders in government, industry and artists' representation to explore networked ways of maximizing the benefits of IP for Ontario artists and arts organizations, the OAC and the Ontario Government.

- **Convening and Incentivizing Collaboration to Combat Antisemitism Through the Arts**
 - A call-out to and gathering of arts leaders and other stakeholders to incentivize the creation of one or more initiatives to combat antisemitism through the arts in Ontario.

Pursuing the OAC Strategic Plan and Ministry Mandate

The investments outlined in this addendum are driven by OAC's Strategic Plan and the expectations and priorities in OAC's 2022-23 and 2023-24 Agency Mandate Letters:

2022-27 OAC Strategic Plan

1. Further develop our funding approach to build strength and relevance.
2. Amplify the impact, benefits and value of the arts.
3. Cultivate connections, collaborations, and partnerships.

Agency Mandate Letters (2022-23 and 2023-24)

1. Working in collaboration with other agencies, ministry partners, stakeholders and communities.
2. Sharing success stories, promoting the arts in all regions, and celebrating artistic diversity.
3. Supporting the recovery, sustained growth, stability, and resilience of the arts sector, and promoting the sustainability of applicants.
4. Identifying and pursuing opportunities for revenue generation through partnerships and innovative practices.
5. Improving how the agency uses data in decision-making, information-sharing and reporting, including by leveraging available or new data solutions.
6. Digitization for online service delivery and continuing to meet and exceed customer service.

Note

The original 2022-23 OAC Business Plan considered increases to the operating grants of highly assessed organizations that are making a significant contribution to OAC priority groups, and that are currently underfunded compared to organizations of similar size and scope. While different approaches were considered to achieve this approach during the year, this addendum allows for a final approach where:

- All returning operating organizations, with the possible exception of those with assessment concerns, are making critical contributions to arts jobs and growth in the sector, and OAC will maintain operating investments for these organizations at 100% of their 2021-22 level, with the exception of organizations mandated to serve Indigenous Artists & Communities, where their allocation of the Ontario Diversity, Equity and Growth Investment will be increases to their operating grant beyond 100% of their 2021-22 level.
- OAC opened all operating deadlines to new applicants and will fund highly assessed new applicants for the first time in the operating program at reasonable levels as compared to their size, scope and operating investment request. This investment is referred to as Innovative Arts Organizations earlier in this addendum.
- For all returning operating organizations aside from those mandated to serve Indigenous Artists & Arts Organizations, instead of increases to ongoing Operating investments, there will be one-time investments in organizations making a significant contribution to OAC priority groups, and that are currently underfunded compared to organizations of similar size and scope. This is referred to as the Ontario Diversity, Equity and Growth Investment earlier in this addendum. A one-time approach was chosen for returning organizations after analysis of possible future funding scenarios for OAC, to allow for flexibility as OAC implements its 2022-27 strategic plan, and to prioritize the ongoing investment required to support new organizations and returning Indigenous organizations.
- All new revenues in this addendum are part of the line “MTCS Operating” in the Financial Forecast Summary and all new expenditures part of the line “Grants / other programs” in the Financial Forecast Summary.