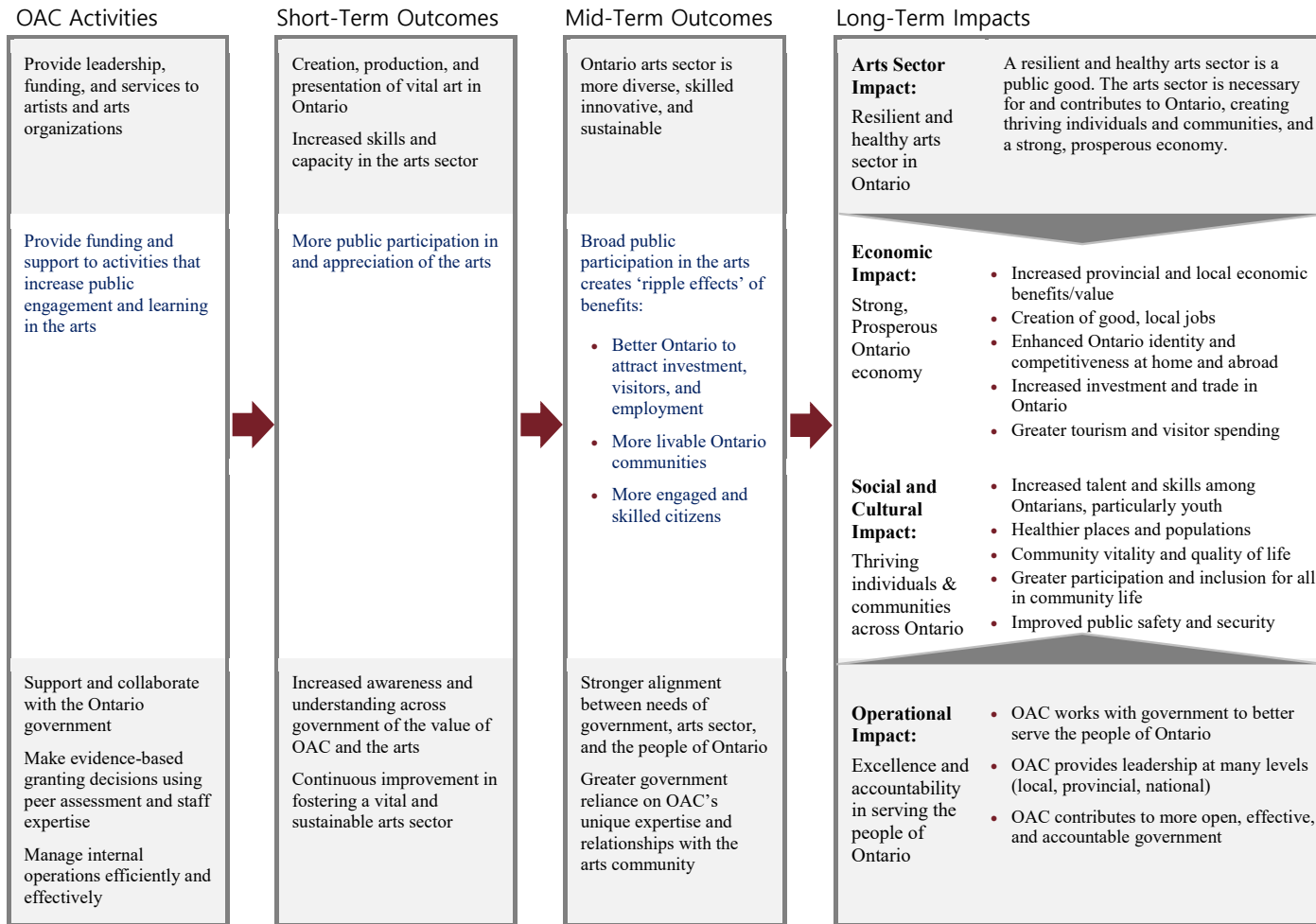




# Performance Measurement Framework

## Logic Model

OAC's mandate is to foster the creation and production of art for the benefit of Ontarians



## Measurement Rationale

This logic model shows how OAC activities contribute to public value: from short- and mid-term outcomes through to long-term impacts on Ontario's economy, society and culture. The logic model reflects OAC's strategic plan and is the foundation of OAC's performance measurement framework.

OAC's performance measures are short-term outcomes that: (1) can be clearly attributed to OAC activities, (2) can be feasibly measured every year, and (3) help to guide decisions and build understanding about how OAC is achieving its goals.

By collecting performance measurement data on short-term outcomes, OAC gains evidence about its progress and contributions to longer term impacts.

# Performance Measures

OAC's measures for key short-term outcomes from the logic model are:

## Short-Term Outcomes and Measures

### A) Creation, production, and presentation of vital art in Ontario

- Measures
- 1) Funding of artists and arts organizations in all parts of the province.
  - 2) Diversity and inclusion in OAC applications and funding.
  - 3) Employment and income for arts professionals in Ontario.

### B) Increased skills and capacity in the arts sector

- Measure
- 4) Funding of grants and services that increase skills and capacity.

### C) More public participation in and appreciation of the arts

- Measures
- 5) Opportunities for Ontarians to experience and participate in the arts.
  - 6) Opportunities for Ontarians to participate in arts learning.
  - 7) Opportunities for people outside Ontario to experience Ontario artists and arts organizations.

### D) Continuous improvement in fostering a vital and sustainable arts sector

- Measures
- 8) Administrative efficiency of OAC assessment process.
  - 9) Stakeholder satisfaction with OAC processes and decisions.

## Performance Measures and Indicators

The table below is an overview of OAC's performance measures and indicators for key short-term outcomes from the logic model. There are several possible ways to operationalize each measure. OAC examines its performance from several perspectives, while keeping the number of indicators manageable. By using a variety of indicators to describe OAC's performance, it is possible to understand relative performance (%), as well as specific values (# and \$).

### Short-term outcomes

### Measures

### Indicators

#### A) Creation, production, and presentation of vital art in Ontario

1) Funding of artists and arts organizations in all parts of the province.

**A1.1** % of Ontario counties/districts where resident artist or arts organization received OAC funding

**A1.2** % of total # grants in each geographic region

2) Diversity and inclusion in OAC applications and funding.

**A2.1** % of # applications to OAC from artists/arts organizations who identify as member of priority group(s): Artists of colour, Deaf artists or artists with disabilities, Francophone, Indigenous, New generation (18-30 years), Regions outside Toronto.

**A2.2** % of total # OAC grants to artists/ arts organizations who identify as member of priority group(s): Artists of colour, Deaf artists or artists with disabilities, Francophone, Indigenous, New generation (18-30 years), Regions outside Toronto.

3) Employment and income for arts professionals in Ontario.

**A3.1** # artists & arts professionals paid (fees or salaries) through OAC-funded activities

**A3.2** \$ value of income paid to artists/ arts professionals through OAC-funded activities

**A3.3** # FTE jobs for artists and arts professionals in organizations receiving operating grants from OAC

#### B) Increased skills and capacity in the arts sector

4) Funding of grants and services that increase skills and capacity.

**B4.1** # artists & arts professionals who attend activities/events for training and skill development supported or provided by OAC

**B4.2** # activities/events for training and skill development supported or provided by OAC

**B4.3** % of total # grants provided by OAC for training and skill development

**C) More public participation in and appreciation of the arts**

5) Opportunities for Ontarians to experience and participate in the arts.

**C5.1** # public activities and events produced by OAC-funded artists & organizations in their home communities

**C5.2** # total audience for home community events in Ontario

**C5.3** # public activities and events produced by OAC-funded artists & organizations touring in Ontario

**C5.4** # total audience for touring events in Ontario

**C5.5** % of operating organizations touring in Ontario

6) Opportunities for Ontarians to participate in arts learning.

**C6.1** % of total # OAC grants that provide funding specifically for arts learning

**C6.2** % of operating organizations that offer arts learning as part of ongoing activities

**C6.3** # events that offer opportunities for arts learning by OAC-funded artists & arts organizations

**C6.4** # participants (adults/ youth) in all arts learning events by OAC-funded artists & arts organizations

7) Opportunities for people outside Ontario to experience Ontario artists and arts organizations

**C7.1** # of public activities and events produced by OAC-funded artists and organizations and toured nationally (outside Ontario) and internationally

**C7.2** # total audience for events toured nationally (outside Ontario) and internationally

**C7.3** % of operating organizations touring outside Ontario

**D) Continuous improvement in fostering a vital and sustainable arts sector**

8) Administrative efficiency in OAC's assessment process.

**D8.1** % of applications meeting the service commitment to a 4-month turnaround from program deadline to decision

9) Stakeholder satisfaction with OAC processes and decisions.

**D9.1** % applicants who report satisfaction with OAC grant process

**D9.2** % of complaints responded to within three business days

# Outcomes, Measures, and Indicators

## Outcome A: Creation, production, and presentation of vital art in Ontario

### Measure 1) Funding of artists and arts organizations in all parts of the province

ID	Indicator	Target	Baseline <sup>1</sup> 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20
A1.1	% of Ontario counties/districts where resident artist or arts organization received OAC funding	100%	100%	100%	100%	100%	100%	100%	100%
A1.2	% of total # grants in each geographic region	= % of artists (2016 census) <sup>2</sup>							
	Central	6%	5%	5%	5%	5%	5%	5%	4%
	East	12%	12%	13%	13%	13%	11%	12%	12%
	Far north	0.1%	1%	1%	1%	1%	1%	1%	1%
	Northeast	2%	6%	5%	6%	6%	7%	7%	6%
	Northwest	1%	3%	3%	2%	3%	3%	2%	2%
	South central	20%	7%	6%	6%	6%	6%	6%	7%
	Southwest	18%	15%	15%	16%	15%	15%	15%	15%
	Toronto	41% <sup>1</sup>	51%	52%	52%	52%	52%	50%	53%

<sup>1</sup> The 2013-2014 baseline was chosen because it is the year before OAC's current strategic plan was launched.

<sup>2</sup> The census figure on which this target is based represents the regional distribution of individual artists only and does not reflect the high concentration of arts organizations located in Toronto. For this reason, this census target, while useful as a general benchmark, is imperfect as an absolute goal as it likely underestimates the proportion of Ontario's arts sector located in Toronto.

## Measure 2) Diversity and inclusion in OAC applications and funding

ID	Indicator	Target	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20 <sup>4</sup> <i>(Target for A2.2)</i>	
A2.1	% of # applications to OAC from artists/arts organizations who identify as:	≥ % of artists (2016 Census)								
	Artists of colour	≥ 18%	22%	22%	24%	25%	27%	29%	29%	
	Deaf artists/artists with disabilities	≥ 8% <sup>1</sup>	not available <sup>2</sup>	not available <sup>2</sup>	5%	5%	9%	12%	15%	
	Francophone	≥ 4%	10%	9%	10%	11%	9%	8%	7%	
	Indigenous	≥ 2%	8%	10%	11%	11%	11%	10%	7%	
	New generation (18-30 years)	≥ 24%	24%	23%	22%	22%	26%	30%	27%	
	Regions outside Toronto	≥ 59% <sup>3</sup>	43%	44%	44%	45%	45%	46%	44%	
A2.2	% of total # OAC grants to artists/arts organizations who identify as:	≥ % applications same year <i>(A2.1 data from 2019-20)</i>								\$ Value <sup>4</sup> (million) 2019-20
	Artists of colour	≥ 29%	21%	20%	22%	25%	27%	28%	29%	\$5.7
	Deaf artists/artists with disabilities	≥ 15%	n/a	n/a	3%	5%	8%	11%	12%	\$1.7
	Francophone	≥ 7%	10%	10%	11%	11%	10%	10%	8%	\$3.4
	Indigenous	≥ 7%	10%	12%	13%	13%	14%	16%	11%	\$3.7
	New generation (18-30 years)	≥ 27%	18%	17%	16%	18%	20%	22%	21%	\$4.0
	Regions outside Toronto	≥ 44%	49%	48%	48%	48%	49%	50%	47%	\$21.8

<sup>1</sup> Percent of Ontario experienced labour force with a moderate/severe/very severe disability (Source: Canadian Survey on Disability 2017 Statistics Canada custom request)

<sup>2</sup> Collection of data on support to Deaf artists and artists with disabilities began in 2015-16.

<sup>3</sup> The census figure on which this target is based represents the regional distribution of individual artists only and does not reflect the high concentration of arts organizations located in Toronto. For this reason, this census target, while useful as a general benchmark, is imperfect as an absolute goal as it likely underestimates the proportion of Ontario's arts sector located in Toronto.

<sup>4</sup> Note that percentages do not add up to 100 and that total dollar value does not add up to total OAC grant dollars because (1) some artists/organizations identify as more than one of the priority groups and (2) not all applicants choose to self-identify. As such individual dollar figures included here will likely underestimate the actual support provided to the various groups.

### Measure 3) Employment and income for arts professionals in Ontario

ID	Indicator	Target (> baseline over 5 years)	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18 <sup>1</sup>	2018-19	2019-20
A3.1	# artists & arts professionals paid (fees or salaries) through OAC-funded activities	> 56,255	56,255	57,001	56,634	62,073	67,375		
A3.2	\$ value of income paid to artists/ arts professionals through OAC-funded activities	> \$345.9 million	\$345.9 million	\$356.5 million	\$361.9 million	\$382.6 million	\$419.3 million		
A3.3	# FTE jobs for artists and arts professionals in organizations receiving operating grants from OAC	> 4,423	4,423	4,478	4,537	4,579	4,657		

<sup>1</sup> These are actual figures for 2017-18 as submitted with the 2019-20 OAC operating applications/CADAC, or with the 2017-18 project grants' final reports, and represent the most currently available data.

## Outcome B) Increased skills and capacity in the arts sector

### Measure 4) Funding of grants and services that increase skills and capacity

ID	Indicator	Target (> baseline over 5 years)	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18 <sup>1</sup>	Results 2018-19	Results 2019-20	\$ Value 2019-20
B4.1	# artists & arts professionals who attend activities/events for training, skill development supported or provided by OAC	> 123,725	123,725	128,628	128,444	135,261	161,193			---
B4.2	# activities/events for training and skill development supported or provided by OAC	> 4,888	4,888	4,964	4,786	4,951	4,846			---
B4.3	% of total # grants allocated by OAC for training and skill development	> 8%	8%	8%	8%	9%	9%	8%	6%	\$5.3 million

<sup>1</sup> For indicators B4.1 and B4.2, these are actual figures for 2017-18 as submitted with the 2019-20 OAC operating applications/CADAC, or with the 2017-18 project grants' final reports, and represent the most currently available data.



## Outcome C) More public participation in and appreciation of the arts

### Measure 5) Opportunities for Ontarians to experience and participate in the arts

ID	Indicator	Target (> baseline over 5 years)	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18 <sup>1</sup>	2018-19	2019-20
C5.1	# public activities and events produced by OAC-funded artists & organizations in their <b>home communities</b>	> 36,507	36,507	37,037	38,912	40,841	46,880		
C5.2	# total audience for home community events in Ontario	> 17.6 million	17.6 million	17.1 million	19.2 million	19.6 million	21.0 million		
C5.3	# public activities and events produced by OAC-funded artists & organizations <b>touring</b> in Ontario	> 4,063	4,063	4,762	4,464	4,889	5,175		
C5.4	# total audience for touring events in Ontario	> 1.2 million	1.2 million	1.3 million	993,799	1.2 million	891,020		
C5.5	% of operating organizations touring in Ontario	>35%	35%	36%	34%	35%	35%		

<sup>1</sup> These are actual figures for 2017-18 as submitted with the 2019-20 OAC operating applications/CADAC, or with the 2017-18 project grants' final reports, and represent the most currently available data.

## Measure 6) Opportunities for Ontarians to participate in arts learning

ID	Indicator	Target (> baseline over 5 years)	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18 <sup>1</sup>	Results 2018-19	Results 2019-20	\$ Value 2019-20
C6.1	% of total # OAC grants that provide funding specifically for arts learning	> 6%	6%	7%	7%	7%	6%	4%	5%	\$3.1 million
C6.2	% of operating organizations that offer arts learning as part of ongoing activities	> 85%	85%	84%	85%	84%	85%			---
C6.3	# events that offer opportunities for arts learning by OAC-funded artists & arts organizations	> 74,569	74,569	73,655	75,713	88,137	93,923			---
C6.4	# participants (adults/ youth) in all arts learning events by OAC-funded artists & arts organizations	> 4.9 million	4.9 million	5.2 million	5.3 million	5.9 million	6.6 million			---

<sup>1</sup> For indicators C6.2, C6.3 and C6.4, these are actual figures for 2017-18 as submitted with the 2019-20 OAC operating applications/CADAC, or with the 2017-18 project grants' final reports, and represent the most currently available data.

## Measure 7) Opportunities for people outside Ontario to experience Ontario artists and arts organizations

ID	Indicator	Target (> baseline over 5 years)	Baseline 2013-14	Results 2014-15	Results 2015-16	Results 2016-17	Results 2017-18 <sup>1</sup>	2018-19	2019-20
C7.1	# public activities and events produced by OAC-funded artists & organizations and toured nationally (outside Ontario) and internationally	> 4,872	4,872	3,727	3,842	4,354	4,225		
C7.2	# total audience for events toured nationally (outside Ontario) and internationally	> 1.6 million	1.6 million	1.4 million	1.5 million	1.6 million	1.2 million		
C7.3	% of operating organizations touring outside Ontario	>29%	29%	28%	29%	28%	28%		

<sup>1</sup> These are actual figures for 2017-18 as submitted with the 2019-20 OAC operating applications/CADAC, or with the 2017-18 project grants' final reports, and represent the most currently available data.

## Outcome D) Continuous improvement in fostering a vital and sustainable arts sector

### Measure 8) Administrative efficiency in assessment process

ID	Indicator	Target	Baseline 2019-20 <sup>1</sup>
D8.1	% of applications meeting the service commitment to a 4-month turnaround from program deadline to decision	85%	90%

### Measure 9) Stakeholder satisfaction with OAC processes and decisions

ID	Indicator	Target Over 3 years	Baseline 2019-20 <sup>2</sup>
D9.1	% applicants who report satisfaction with OAC grant process	85%	
D9.2	% of complaints responded to within three business days	90%	

<sup>1</sup> Includes two programs with a 3-month turnaround commitment. Excludes programs with open intake (i.e. no fixed deadlines).

<sup>2</sup> Development of tracking mechanisms for the two stakeholder satisfaction indicators is underway but has been delayed by COVID-19 and work needed to address its impact on the arts sector.