ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO

an Ontario government agency
un organisme du gouvernement de l'Ontario

ONTARIO ARTS COUNCIL
2025 – 2028 BUSINESS PLAN

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Executive Summary

The Ontario Arts Council (OAC) fosters the creation and production of art for the benefit of all Ontarians.

OAC's business plan for 2025-2028 outlines a strategic vision to create a vibrant, inclusive, and sustainable arts sector that drives artistic, economic, and social returns on investment for Ontario. This plan builds on OAC's ongoing commitment to enrich communities across the province and ensure that Ontario's arts sector remains a key contributor to economic growth and social belonging where people live, work and play.

OAC serves one of the largest arts communities across Canada, with over 40% of artists in the country residing and/or working in Ontario, according to Hill Strategies Research's analysis of Canada's 2021 census. Ontario also hosts the largest number of newcomers in the country, many of whom start their integration journey in Ontario by interacting with arts and cultural activities. As Ontario continues to grow, OAC will play a critical role in funding arts activity that will build a better Ontario.

OAC's Core Objectives

OAC is delivering on its mandate and the objectives in its 2025-2026 Letter of Direction from the Minister of Tourism, Culture, and Gaming, in line with OAC's 2022-2027 strategic plan *Reset. Renew. Revitalize.*, through three areas of focus:

- **Promoting Ontario arts**: OAC plays a vital role in promoting and developing the arts in all regions of the province, including through direct engagement of MPPs and the Ministry of Tourism, Culture and Gaming (MTCG).

  Organizations that receive annual funding from OAC welcome 20 million audience members from across Ontario and around the world each year.

  A 2023 Nanos report found that 90% of Ontarians agree that an active local arts scene helps make a community a better place to live.

- **Maximizing investments**: OAC maximizes public investment by ensuring that grant recipients deliver on multiple benefits and objectives, including value-for-money and administrative efficiency along with artistic and social impact.

  Organizations that received annual OAC operating funding generated an economic impact of $1 billion from direct spending and contributed significantly to an annual $11.4 billion in arts and culture tourism visitor spending in Ontario.

These organizations also generated over $109 million in direct and indirect tax revenues from their spending and contributed significantly to the $1.9 billion in provincial tax revenue for the province from arts and culture tourism.

- **Streamlining support**: OAC explores opportunities to ensure our programs efficiently provide appropriate support for the arts sector.

91% of applicants report satisfaction with OAC's grant process.

OAC will deliver these focus areas through programs that are innovative in customer focus, sustainable in public service delivery, and publicly accountable through effective performance measures.

Key Outcomes

OAC's approach is focused on achieving four key outcomes that reflect its mission and government priorities:

1. **Artistic impact** (Artistic return on investment): OAC will empower Ontario's diverse arts community by providing accessible, equitable funding and support that enhances the quality and reach of artistic work. By investing in artists and organizations across all regions, OAC will foster innovation, creativity, and artistic excellence, creating a strong artistic return on investment, and supporting a sustainable arts ecosystem.

2. **Economic impact** (Economic return on investment): OAC will maximize the arts sector's contribution to Ontario's economy by strategically directing funding and fostering partnerships that support job creation, economic growth, and tourism. This approach not only benefits the arts sector, but also reinforces Ontario's brand and economic competitiveness, positioning the arts as a vital economic driver within the province.

3. **Social impact** (Social return on investment): OAC will expand access to the arts for all Ontarians, recognizing the arts as vital to personal and civic growth and well-being, as well to building stronger, more cohesive communities. With the principles of Equity, Diversity and Inclusion and Accessibility (EDIA) embedded in all programs, OAC funding will help to celebrate diversity, bridge social divides, and enhance community well-being across Ontario.

4. **Operational effectiveness**: Through careful stewardship of grants and resources, OAC will continue to ensure that investments yield maximum value by streamlining processes to improve efficiency, and by leveraging technology to optimize service delivery. Additionally, by refining grant processes, enhancing digital platforms, and ensuring robust data management, OAC will enable more effective and accessible support for Ontario's artists and arts organizations.

Strategic Initiatives

OAC's key initiatives to achieve these outcomes include:

- **Arts Forward Framework** (working title): This wide-ranging initiative is driven by OAC's commitment to offering responsive, accessible programs that meet the evolving needs of Ontario's diverse arts sector. Through a phased roll-out, it will streamline grant programs and support structures, while ensuring that EDIA principles are integrated across all initiatives. It will also enable OAC to support a wider range of communities and artistic practices effectively.

- **Promoting Ontario's arts and the arts across Ontario**: Through targeted and province-wide initiatives, OAC will work to increase the visibility of the arts in Ontario; enhance public awareness of the arts sector's contributions to Ontario's economy, society, and culture; and foster community engagement and support.

- **Enhanced digital services**: Systems will be updated and used to improve service efficiency, program navigability, and data-driven decision-making, enhancing both client satisfaction and operational effectiveness.

- **Stakeholder engagement**: OAC will strengthen its partnerships with artists, arts organizations, government bodies, and other entities to expand resources and foster a collaborative approach to supporting Ontario's arts sector.

These strategic initiatives will ensure that OAC remains a vital force in Ontario's arts community, building an arts sector that is impactful, sustainable, and inclusive. They will keep Ontarians at the centre of OAC's everyday vision and the execution of its mandate. Finally, they will strive towards a high return on investment across artistic, economic, and social dimensions, ensuring that the arts continue to enrich the lives of all Ontarians.

Financial Overview

In the 2024-2025 fiscal year, OAC leveraged its operating allocation from the province of approximately $60 million to effectively support arts funding and services, through a budget aligned with its mandate and government objectives. Moving forward, OAC will continue in its track record of prudent fiscal management while exploring new avenues for financial sustainability, such as partnerships and potential self-generated revenues, to support its mission in a way that is as effective as possible.

Summary

OAC's 2025-2028 Business Plan charts a clear path forward for Ontario's arts sector, emphasizing sustainability, inclusivity, and community engagement. As OAC adapts to the needs of a growing

population and changing cultural landscape, it remains committed to its mission of enriching the lives of Ontarians by fostering a vibrant, inclusive arts sector across the province.

Section 1: Promoting Ontario Arts

As part of OAC's goal to "amplify the impact, benefits, and value of the arts," OAC demonstrates the broad impact of public arts funding by:

- Gathering and sharing data about the impact of the arts on Ontario's economic well-being and the quality of life of its residents, including how artistic activity supports a sustainable equitable regional economy.

- Amplifying the diverse stories of Ontario's artists and arts organizations that illustrate not only the value of the arts in society, but also OAC's role in supporting them. OAC looks to share stories that emphasize a future state of sustainable growth for the sector.

Gathering and sharing data about the impact of the arts on Ontario's economic well-being and the quality of life of its residents

In 2023-2024, OAC invested $53.3 million in **219 communities**, in **all 124 ridings** across Ontario, through 2,149 grants to individual artists and 1,043 grants to organizations.

This included 1,879 grants in ridings outside of the former City of Toronto, for a total investment of $25.7 million in the arts in those ridings. This helped organizations in these areas create and produce art for over 10.2 million attendees and 1.7 million arts education participants. This also included 318 grants and $4.6 million investment in Northern Ontario, and 403 grants and $6.5 million investment in rural areas.

OAC maintains performance measures (detailed in section 5 and Appendix D), which are based on 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. OAC's four key short-term outcomes from the logic model are supported by nine performance measures and 25 indicators.

Amplifying the diverse stories of Ontario's artists and arts organizations that illustrate not only the value of the arts in society, but also the role of OAC and the province of Ontario in supporting them

OAC believes deeply in building communities where the arts are not only central but enable more people to share in the creativity, connection and endless possibilities offered by cultural and artistic experiences. A publicly supported arts infrastructure contributes to the province's economy (including creating and maintaining jobs, and attracting tourism and investment), and also improves the lives of Ontarians and enhances social cohesion for strong communities.

Ontario arts are the fuel of the province's powerful culture sector. Ontario's arts and culture sector represents $26.4 billion or 3% of the province's GDP and 270,528 jobs. Statistics Canada figures from 2022 show that Ontario are responsible for almost half (45%) of the total GDP of Canada's culture products and 42% of Canadian culture jobs. *(Source: Statistics Canada. Table 36-10-0452-*

01 Culture and sport indicators by domain and sub-domain, by province and territory, product perspective. https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610045201)

As detailed in the Communication Plan (Appendix E), OAC continues to build strategic capacity to increase emphasis on amplifying the many positive impacts of publicly funded arts activity in Ontario (as funded by OAC) for defined stakeholder groups, who in turn amplify these benefits among their own constituencies further from OAC's immediate sphere. This includes initiatives designed for stakeholders at various points in the "awareness-to-support" spectrum – with the key stages as:

Chart 1: Awareness-to-Support Conceptual Model

Approach and Key Audiences

OAC ensures its continued relevance by always listening to its stakeholders and by responding to evolving needs. This, along with OAC's long history and expertise in the professional not-for-profit arts sector, makes it a trusted and informed resource for the arts community, the government, and a variety of other key audiences.

Government

OAC regularly reports to MTCG through documents and requests pertaining to compliance and accountability. OAC also develops and shares materials around the impact of the arts sector both across the province, and in specific constituencies.

OAC also works to highlight how the activities of arts funding recipients contribute to achieving the goals of other ministries and the government as a whole. For example:

- **Ministry of Indigenous Affairs**: OAC's Indigenous Arts programs and other initiatives supporting Indigenous artists and communities align with the ministry's goal to foster the preservation and growth of Indigenous cultural expressions.
    - In 2023-2024, OAC invested $4.2 million through 236 grants to Indigenous artists and 94 grants to Indigenous organizations across 89 communities in Ontario. This represented 8 per cent of OAC's granting budget during the year. Non-Indigenous organizations funded by OAC also frequently feature Indigenous artists in their programming and bring arts activities to Indigenous audiences.
    - In fall 2021, the ministry provided a one-time investment administered through OAC to create more opportunities for Indigenous artists and arts organizations to reconnect with their audiences, recover from the impacts of COVID-19, and help new emerging artists across all disciplines during a pivotal stage in their careers.

- Select examples of OAC's 2023-2024 investments in Indigenous arts include:

    - **Woodland Cultural Centre** (Brantford–Brant):This First Nations educational and cultural centre, aims to protect, promote, interpret and present the history, language, intellect, and cultural heritage of the Hodinohsho:ni people of the Eastern Woodlands.

    - **Weengushk Film Institute (WFI)** (Algoma—Manitoulin)
      Based in M'Cheeging First Nation, Manitoulin Island, this is the only Indigenous-led media arts training organization in Canada. WFI was founded in 2002 in response to the critical need to engage Indigenous youth and to insert Indigenous voices in the shaping of narratives about Indigenous experiences.

    - **Ojibwe Cultural Foundation** (Algoma—Manitoulin):This organization presents gallery exhibitions; workshops on traditional art forms; cultural performances; school programs and more. It aims to revitalize and develop the language, culture, spirituality and traditions of Anishnaabe people.

- **Ministry of Francophone Affairs**: OAC supports and fulfills the requirements of the French Language Services Act through its equal provision of granting programs, communications and services simultaneously in French and English. Specialized Francophone arts programs supporting Francophone cultural festivals and events contribute to the ministry's goal to support the social, cultural, and economic vitality of Ontario's Francophonie.

    - In 2023-2024, the Ontario Arts Council invested $4.1 million in Francophone arts through 253 grants (145 grants to Francophone artists and 108 grants to Francophone organizations) across 48 communities in Ontario. This represented 8 per cent of OAC's granting budget that year.

    - Select examples of OAC's 2023-2024 investments in Francophone arts include:

        - **Alliance culturelle de l'Ontario (ACO)** (Ottawa–Vanier) :This organization, which regroups Franco-Ontarian arts service organizations, represents seven sectors of artistic activity and the interests of two groups from culturally diverse communities.

        - **Le Salon du livre du Grand Sudbury** (Sudbury):This organization runs an annual book fair where readers can meet Francophone authors and purchase French-language books. The organization also works closely with regional communities and schools and provides French-language literary activities throughout the year.

        - **Afrique Nouvelle Musique** (Davenport):This organization presents concerts by culturally diverse Francophone musicians, highlighting the richness of

African and Caribbean cultures. Its Festival Bana y'Afrique provides a springboard for emerging artists.

- **Ministry of Education**: OAC supports the integration of arts education activities into the school curriculum in communities across the province through Artist-in-Residence programs. The organizations that OAC funds on an ongoing basis reach 4 million arts education participants each year.

    - In 2023-2024OAC invested $2.4 million (5 per cent of OAC's granting budget that year) through its dedicated arts education programs. This included29 grants to artists and 81 grants to organizations across 39 communities in Ontario. This.

    - Select examples of OAC's 2023-2024 arts education investments include:

        - **Lakeshore Arts** (Etobicoke–Lakeshore):This urban community arts council works to improve the availability of arts, culture and heritage activities in the local area. It supports youth programming and youth-led initiatives, as well as arts education and arts programming in schools.

        - **Multicultural Arts for Schools & Communities (MASC)** (Ottawa Centre):This organization brings artists from diverse disciplines and cultural traditions to work in schools across Ottawa and Eastern Ontario. It offers programs for under-served communities, street-involved/homeless youth, and seniors.

- **Ministry of Health**, including **Mental Health and Addictions**: Many OAC grant recipients focus their work on the connections between arts and well-being – for example, through collaborative efforts to incorporate arts into mental health programs and community arts initiatives.

    - Select examples of OAC's 2023-2024 investments that contribute to health and wellness goals include:

        - **Concerts in Care Ontario** (Toronto Centre): This organization presents programming in a range of seniors' care communities across Ontario to bring joy, relief, and beauty to elders, caregivers and loved ones. Their concerts provide a focal point for building bridges and engaging powerful emotions which can activate memory and improve mood for seniors.

        - **Workman Arts** (Spadina–Fort York): This organization promotes a greater understanding of mental health and addiction issues through the creation and presentation of artistic work. They support artists living with mental health and addiction issues through peer-to-peer arts education, public presentations and partnerships with the broader arts community.

Ontario's Arts Sector (Artists and Arts Organizations, Including Board Members and Staff)

OAC works with grant recipients to drive connections through engagement in their communities, including through recognition of government support. In 2023, OAC changed its recognition policy to foster more connections between grant recipients and MPPs, including by introducing a defined moment for funding recognition (whether in-person at an event or online on social media. OAC will continue to offer and enhance guidance and support to the arts sector to deliver this recognition.

Other Sectors

OAC builds connections with other sectors where there are opportunities to leverage the unique strengths of the arts to achieve mutual goals. This includes OAC's ongoing and planned work with the Tourism Industry Association of Ontario, Destination Ontario, the Association Municipalities of Ontario, the Ontario Chamber of Commerce, and the Ontario Business Improvement Area Association – all of which centre on the unique draws of arts and culture for local tourism, economic growth, and municipal revitalization.

The Public (Audiences, Participants and Volunteers)

OAC aims to engage with Ontarians so that they are aware of and able to enjoy the arts in their communities, helping ensure that the arts are relevant and valued for continued support. In 2021-2022, 20.4 million participants engaged in activities offered by OAC's annually funded organizations.

One way that members of the public show their support for and appreciation of the arts is by volunteering with an arts organization – as a board member, a grassroots volunteer, or in another capacity. In 2021-2022, an estimated 1,032,800 hours were contributed by 44,758 volunteers at OAC's annually funded organizations all across the province.

International Engagement

OAC's aims to foster collaborations with international arts organizations, councils, and governments to support cultural and knowledge exchange, as well as capacity-building. OAC's goals in this area include increasing visibility of Ontario based artists and cultural organizations on global stages, along with increasing access for Ontarians to international art practices. OAC achieves this by leveraging digital and hybrid platforms as well as in-person opportunities for increased interaction. We believe in the promotion of cultural innovation through global collaborations, particularly in emerging fields such as digital arts, AI, and multimedia.

OAC supports Ontario artists and organizations to export work globally and collaborate with international partners. For example, in 2024, OAC participated for the first time in the international Sommet de la Francophonie (in collaboration with l'Alliance Culturelle de l'Ontario and the provincial Ministry of Francophone Affairs), to showcase Ontario as a growing destination for Francophone arts tourism, and to drive touring and market development opportunities for Francophone Ontario artists.

Key Communications Themes for 2025-2028

1. **The arts achieve public goals that benefit Ontarians**
    - Showcase how the arts contribute to public goals, including economic development, community building, and education, including how:
        - The arts sector contributes to a strong Ontario economy, creates jobs, and drives financial value locally
        - The arts build strong, healthy communities in Ontario and create good places in which to live and do business
        - Healthy Ontario communities need the arts to retain their identity and their attraction to citizens and visitors
    - Leverage OAC's unique position at the intersection of arts and government to provide credible and reliable data about the sector

2. **The arts are worthy of public support**
    - Improve awareness and understanding of OAC as the government of Ontario's primary vehicle for supporting Ontario's professional artists and not-for-profit arts sector
    - Emphasize the value of OAC's mission, vision, and mandate
    - Participate in the provincial conversation on the arts

3. **OAC continues to evolve to benefit the arts sector, and in turn Ontario**
    - Decode OAC for potential and existing applicants for ease of access and experience
    - Communicate OAC's efforts to streamline its programs and support mechanisms to better serve artists and arts organizations
    - Develop strategic communications initiatives to bring awareness of proposed changes under the Arts Forward Framework project effectively to community and partners

If the outlined strategies and initiatives are successfully implemented, OAC will significantly enhance the visibility and impact of the arts across Ontario. This success will lead to more Ontarians who will recognize and appreciate the value of the arts in their communities. Ontarians will have enhanced participation in arts activities, leading to more vibrant and cohesive communities reflective of diverse communities. The arts sector will contribute more robustly to the provincial economy, creating jobs and attracting tourism and investment. Ontario's arts and culture will gain greater international visibility, fostering cultural exchange and collaboration.

Section 2: Maximizing Investment

For more than 60 years, OAC has played a vital role as the Government of Ontario's key partner in maximizing public investment through the arts – which in turn contributes to economic growth; good jobs; safe and sustainable communities; quality of life; the advancement of equity and diversity; and more.

Ontario's public investment in artists and non-profit organizations creates a competitive advantage within a diversified economic strategy and is a key pillar in the province's commitment to building a strong Ontario. Over the next three years, OAC will further develop its funding approach to keep pace with Ontario's significant population growth and build strength in the province's culture sector. Ensuring public arts funding supports growing communities across Ontario will help the government achieve its priorities to promote and develop the arts and economy in all regions of the province.

Overview of Current and Future Programs and Activities

OAC currently delivers 58 funding programs and administers 18 awards. OAC receives annual funding from MTCG with occasional support from other partners or special government initiatives. This funding is allocated specifically to support various arts disciplines (such as dance, theatre, visual arts, literature, and music), arts activities (such as arts education, touring, and skills development) and communities (such as Francophone arts and Indigenous arts).

Grant Programs

OAC offers a range of grant programs for individual artists, collectives, and organizations. These grants support different objectives, such as project support, operating funding, capacity building, and career development. Grant amounts and requirements vary depending on the specific goals of each program and on resources available.

Programs are divided primarily into two streams – operating and project grants.

Operating grants provide organizations with ongoing financial support to cover general administrative costs, staff salaries, and other essential expenses necessary for their day-to-day operations. These grants help ensure stability and sustainability for arts organizations.

> In 2024-2025, OAC introduced a new contribution agreement model for 12 organizations that receive funding through OAC's Major Organizations: Operating program (all of which have operating budgets of $15 million or more). The goal of this initiative is to establish a stable, long-term partnership with major arts organizations that significantly impact Ontario's cultural landscape, recognizing their key roles in driving economic and community impact. It aims to ensure the sustainability and stability of these organizations through consistent funding, enabling them to deliver high-quality programming while fostering artistic excellence.

This model also promotes accessibility and inclusivity by ensuring these organizations engage diverse communities across the province by increasing opportunities for participation. Finally, the contribution agreement model enforces accountability and transparency through enhanced performance metrics and reporting requirements, emphasizing the responsible use of public funds and the organizations' overall value to Ontario's arts and culture sector.

Project grants are designed to support specific initiatives, activities and events with defined goals and timelines. These are typically one-time funding opportunities rather than ongoing support, and they enabling activities such as performances, exhibitions, creation and community engagement projects.

Grant Applications and Administration

Artists and organizations submit applications through OAC's online application and administration portal, Nova. Operating funding applicants provide information through the Canada-wide CADAC system, which OAC co-founded, and which allows for comprehensive data analysis and reporting.

Applications are assessed using a transparent, accountable and rigorous peer review process, which is detailed on OAC's public website. Assessment is completed by diverse juries of arts professionals with expertise in the disciplines, activities and communities represented in submitted applications. This approach ensures decisions are made either by or with input from people with direct, first-hand knowledge of the arts sector and Ontario communities. OAC also has exacting standards in managing conflict of interest for all its stakeholders, including assessors. Applications are evaluated by factors that include benefits to artists, communities, equity, and economy.

All OAC programs have equity criteria in their assessment guidelines. Additionally, OAC offers specific programs with a focus on priority groups (e.g. Northern Arts Projects, Indigenous Arts Projects, Skills and Career Development: Indigenous Arts Professionals and Arts Professionals of Colour). OAC has dedicated programs and staff for Indigenous Arts and Francophone Arts, as well as a Northern Arts representative. OAC also offers targeted outreach and support for priority groups through grant-writing workshops, partnerships with relevant community organizations, and more.

Awards

OAC administers and presents several awards that recognize outstanding achievements by Ontario-based artists and organizations, celebrating excellence, lifetime contributions, and emerging talent across a range of disciplines. Awards are endowed through partnerships, private donors, or special funds set up in honor of influential artists or patrons.

Many OAC awards require a nomination, which can be submitted by peers, community members, or arts professionals. A peer review process is used to select award nominees. Juries are made up of experienced artists and professionals who review nominations and select recipients based on criteria such as artistic excellence, impact, and contributions to the arts.

Award recipients are honored in ceremonies or public announcements and often receive cash prizes or other forms of recognition. These awards not only celebrate individual artists but also raise the profile of Ontario's arts scene by highlighting talent and achievement.

OAC-Funded Activities Build a Stronger Ontario

OAC fulfills its mandate to promote and develop the arts across Ontario by supporting diverse communities and by fostering inclusivity in the arts sector. Programs are designed to ensure access for all Ontario arts communities. This includes diverse artists and cultural groups – such as Indigenous, Francophone, and racialized artists and equity-deserving communities – which directly connects with OAC's goal to enrich the cultural landscape and strengthen Ontario's arts sector for all Ontarians.

By focusing on arts for all Ontarians – including by considering equity, sustainability, and economic impact – OAC ensures its investments not only meet artistic needs but also contribute to community well-being, aligning with both its mandate and government priorities. Notably, this works in alignment with MTCG's goals of promoting economic growth and promoting vibrant communities through the arts.

Among the types of OAC program support that directly contribute to key provincial government priority areas:

- **Audience and market development:** OAC offers funding for touring and market development opportunities for works created and produced in Ontario, giving profile to and generating export opportunities for creative intellectual property (IP). OAC also prioritizes support for programming that provides meaningful experiences for diverse audiences, including through new outreach and audience development strategies, as well as the innovative use of technology.

- **Partnerships:** OAC engages in partnerships that advance the arts, including some developed expressly to address the needs of the arts community – such as research studies or pooling funds with other funding bodies to serve specific strategic goals. For example, in 2024-2025, OAC continued to participate in a consortium of partners led by arts service organization Work in Culture for the Catalyst and Transformation program, with an aim to strengthen the arts sector's ability to innovate and adapt for sustainability and transformation.

- **Artists in communities and schools**: OAC offers a suite of programs with funding for professional artists to engage students and community members in collective creation and learning experiences. Activities funded through these programs focus on building social engagement, reducing barriers to arts participation, and increasing access to the arts for underserved or marginalized communities.

- **Indigenous arts:** OAC has several programs focused on amplifying Indigenous voices in the arts by promoting traditional and contemporary practices and providing opportunities for mentorship.

- **Francophone arts:** OAC offers a range of programs supporting the Francophone arts community across Ontario through multiple art forms. OAC's investment is augmented by complementary funds awarded through the Canada-Ontario Agreement on Minority Language Services (COAMLS) via Ontario's Ministry of Francophone Affairs (MAFO).

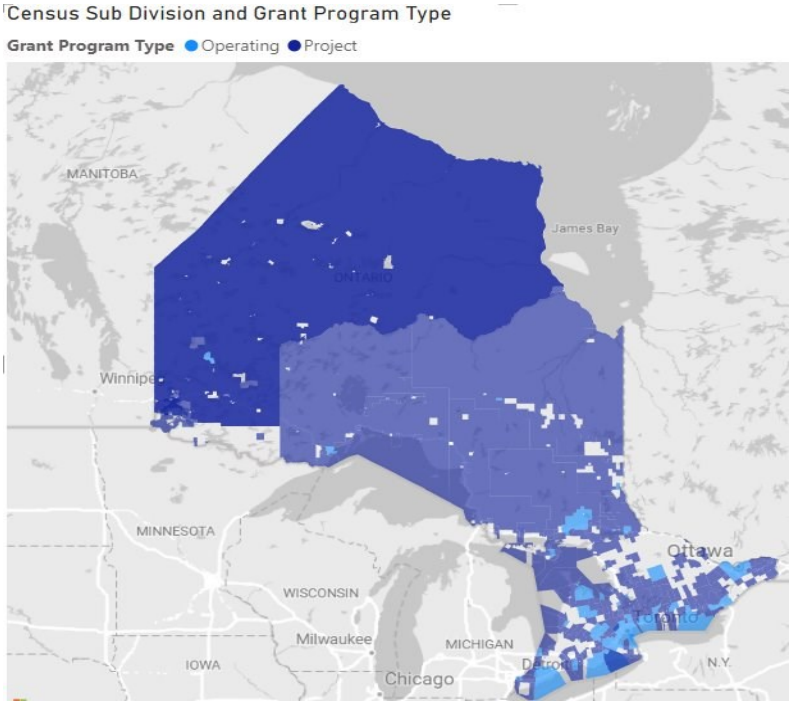
- **Deaf and disability arts:** OAC has dedicated programs for artists and arts professionals who are Deaf and/or have a disability, as well as organizations mandated to serve those who are Deaf and/or have a disability.

- **Artists of color:** OAC offers funding for diverse and innovative arts practices that are essential to the cultural vitality of Ontario.

- **Northern arts:** OAC has a dedicated program and on-the-ground staff support for artists and arts organizations in geographically distant parts of the province that face challenges with regard to access to resources and professional opportunities.

- **Regional reach**: OAC funding is invested in all 49 Ontario census divisions and 224 communities across Ontario.

Chart 2: OAC Funding by Census Subdivision



Section 3: Streamlining OAC Support for Increased Impact

OAC's current strategic plan, *Reset. Renew. Revitalize.*, calls for OAC to enhance the strength and relevance of its programs by adapting and responding to the evolving needs of Ontario's diverse and vibrant arts sector. These key action items are detailed in two sections of the strategic plan – Direction 1: *further develop OAC's funding approach*, and Direction 3: *renew program design and service delivery*.

Arts Forward Framework

OAC's response to these directions is the development of the Arts Forward Framework (or AFF, working title). The overall goal of this initiative is to improve and enhance OAC programs and services, as well as OAC's role in supporting the arts community in Ontario, including through:

- strategic streamlining to improve access to OAC programs and services
- improved data collection and management
- integration of new performance measures to evaluate success and respond to evolving needs

By prioritizing and investing in AFF, OAC will ensure the sustained growth and vitality of Ontario's arts sector, in turn benefiting individuals, communities, and society more broadly.

The development of the AFF includes evaluating the impact of OAC's programs and services in relationship to its mandate, business plan, and strategic plan. In 2024-2025, OAC engaged a third-party consultant to conduct focus groups with OAC staff, board members, and members of Ontario's arts community on these topics. OAC is beginning to outline changes to programs, services and equity, diversity, inclusion and accessibility (EDIA) best practices, with a goal of announcing and launching the framework in OAC's 2025-2026 fiscal year, with applications beginning under the new framework as of fiscal 2026-2027.

Components of the AFF will include:

- **Sustainability and resilience:** The AFF will address the sustainability of Ontario's arts sector both structurally by supporting arts organizations in becoming more resilient in the face of economic and social challenges.

- **Sector development:** The AFF will support OAC's efforts to invest in professional development and capacity-building for artists and arts organizations – including by providing resources, training, and opportunities for mentoring, networking and collaboration to strengthen the arts sector.

- **Strategic partnerships:** The AFF will facilitate OAC's ability to create strategic partnerships with other organizations, government bodies and communities to amplify the impact of the arts and ensure a broader reach and integration of arts into various aspects of public life.

- **Diversity, equity and inclusion**: The AFF will bring a new approach to measuring OAC's EDI and regional investment, using data-driven methodology to identify areas of focus, demographics and geographies. These will be evaluated in line with OAC's performance measures and key performance indicators (KPIs), which will in turn help OAC make informed decisions and take actions through outreach and/or granting mechanisms.
- **Accessibility for the arts**: The AFF will enhance access to international platforms for Ontario artists and organizations and will provide increased opportunities for sharing knowledge and ideas.

Anticipated impacts that will be measured under the AFF include:

1. Artistic investment performance (artistic return on investment)
2. Financial and economic investment performance (economic return on investment)
3. Social impact from investments (social return on investment and EDIA measures)
4. Operational performance (operational effectiveness)

Overall, the AFF will ensure that OAC can effectively support the evolving needs of the arts community in Ontario, fostering a more inclusive, sustainable, and dynamic arts ecosystem.

Arts Sector Outreach and Development

OAC's arts community outreach and development strategy aims to build meaningful connections between OAC and the arts community in Ontario, developing and enhancing artists' and organizations' ability to achieve their goals. OAC engages with the arts community in a way that fosters understanding, trust, and support, and that encourages interaction, participation, and collaboration embedded within wider communities.

Aspects of this strategy include:

- **Arts community development:** Promoting awareness of OAC's grant programs and inspiring interest in getting involved. Providing support to potential and existing applicants through accessible, relatable, and relevant points of connection, along with helpful guidance and feedback.

- **Community engagement:** Expanding OAC's formal and informal knowledge of Ontario's arts sector and its many community connections, including with the artists, leaders and networks. Cultivating productive and lasting relationships by fostering open communication and responding to community needs.

- **Access and equity:** Broadening the reach of OAC's programs and services to diverse audiences and underrepresented communities, ensuring everyone feels welcome and represented in the arts.

- **Build rapport and trust:** Increasing engagement with grant applicants and recipients, including by visiting funded or potentially funded projects and events.

- **Arts learning and skills development:** Creating opportunities for the arts sector to access learning and skills development, including through OAC webinars and workshops. Encouraging programming by grant recipients that nurtures learning activities for the community.

Outreach events in 2023-2024 included include:

- A joint outreach session in the Kitchener-Waterloo region with the Canada Council for the Arts, with separate sessions for artists and arts organizations. The format encouraged dialogue, which allowed attendees to share ideas, concerns and challenges. Both OAC and CCA are using this feedback to enhance relations with the arts community, as well as between two funding agencies.

- A collaboration with the department of Canadian Heritage, through which OAC's Northern Arts Representative was able to travel to remote Northern Ontario communities (including Red Lake and Sioux Lookout) to offer information sessions for local artists and arts organizations.

- An event hosted by OCADU's Indigenous Visual Culture program, during which OAC's Indigenous Arts Officer offered an information session on arts funding programs and processes with Indigenous students.

- A workshop during of The & (Ampersand) Festival, where OAC's Literature Officer presented to Sheridan College students and attendees about building careers alongside the arts.

Section 4: Resources to Goals

Funding from the Government of Ontario

MTCG will provide OAC with an annual operating allocation of $60 million for the fiscal year 2025-2026. Additional, Ontario's Ministry of Francophone Affairs has approved funding of $859,000 for the next four years through the 2024-2028 Canada-Ontario Agreement on Minority Language Services (COAMLS).

Self-Generated Revenue

OAC is in conversation with the government on how to best develop an ability to complement its operating allocation by entering funding arrangements and/or receiving funding from new sources, such as the federal government, other provincial ministries, municipalities, foundations, and private donors. OAC has a goal of developing the capacity and partnerships needed to establish an approach to realize significant additional revenue by 2027-2028.

Administrative, Service and Strategic Expenditures

OAC is a leader in effectiveness among Tourism & Culture funders in Canada, as measured by administration expenditure per application processed. In 2023-24 OAC received 11,215 applications.

OAC monitors its expenditures closely to ensure that no large variances occur. To fund unplanned expenses, OAC examines under-spending in other areas to make sure expenditures can be supported within its budget. Larger expenditures are budgeted as part of the annual budget process.

OAC's capital assets consist of computer hardware, software, leasehold improvements, as well as furniture and office equipment.

OAC also records accumulated remeasurement gains as a part of its fund balances following public sector accounting standards for government not-for-profit organizations.

2025-2026 Administrative, Service and Strategic Expenditures

In 2025-26 grants to the arts community are projected at $51.4 million and services to the arts community at $881 thousand. Combined they are projected to be 85.1% of expenditure, a slight decrease from the projected 85.81% of expenditure in 2024-25.

OAC is in continued communication with MTCG regarding its operating allocation from the Province, and how to best leverage OAC's continued leading effectiveness towards granting and services for the arts community.

Section 5: Target Measures, Goals and Logic Model

OAC's current performance measures framework is based on a key activity map and logic model that clearly links public investment activities output-based measures, outcome-based measures, and related impacts on Ontario's arts sector, economy, and communities. By collecting performance measurement data, OAC gains evidence about its progress and contribution to longer term goals. OAC's future performance measures will be updated with the rollout of the Arts Forward Framework and will seek alignment with the 2025-2026 Government Priorities for Provincial Board-Governed Agencies outcome measures and reporting.

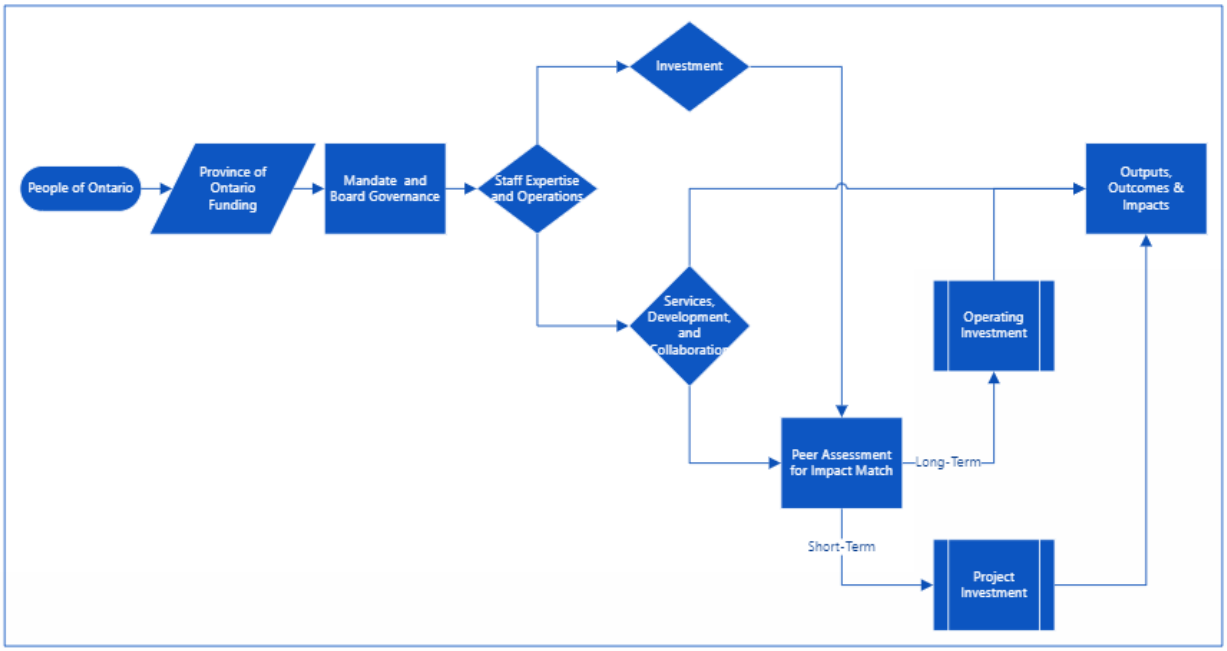
OAC Key Activities Map

OAC's activities start with the people of Ontario – just as it was established in 1963 by the Government of Ontario to foster the creation and production of art for the benefit of all Ontarians.

Each year, OAC oversees the responsible delivery of provincial public funding to arts organizations and artists located in every riding across the province. OAC's staff process over 10,000 applications each year, which are assessed through peer review processes. OAC also undertakes projects to support opportunities and innovation in the arts sector and manages an awards program recognizing outstanding accomplishments in the arts.

Through its work, OAC contributes to a thriving arts sector in Ontario, a prosperous province, economic growth, healthy communities and vibrant places that make Ontario strong.

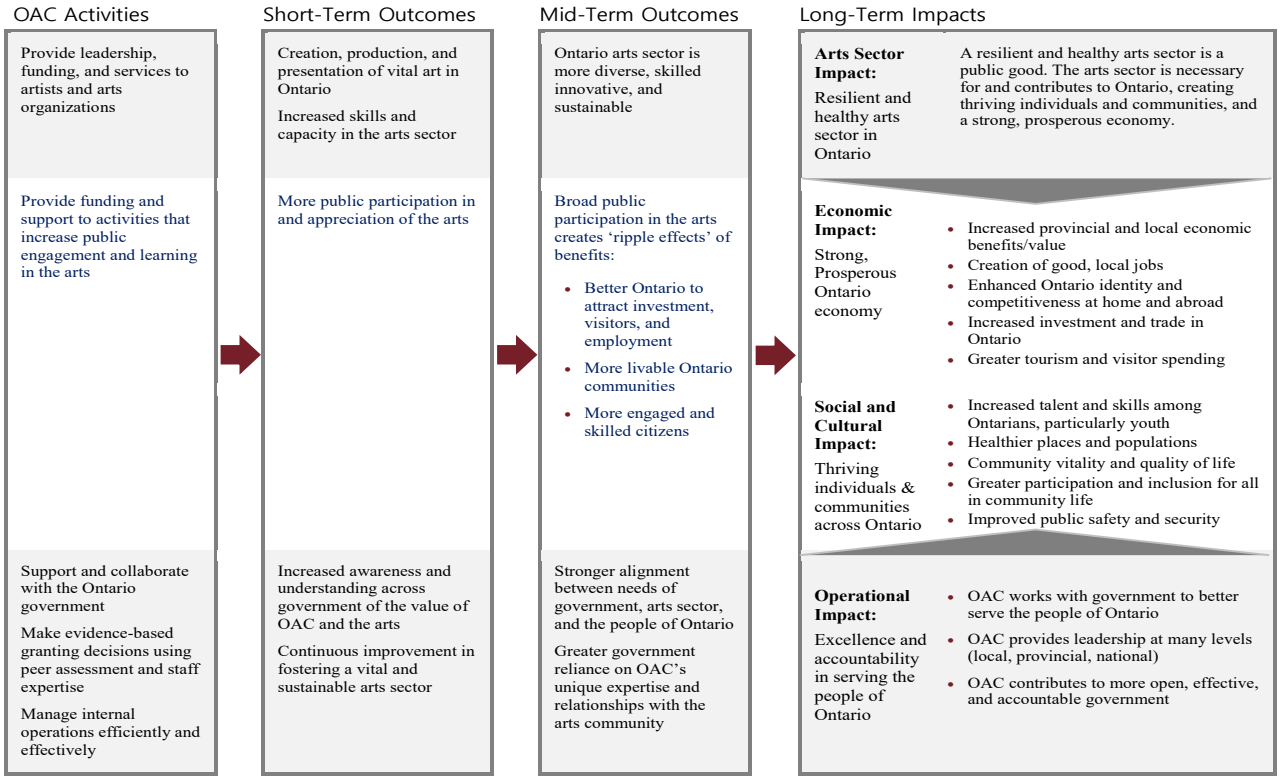
Chart 3: OAC Activity Map



OAC Logic Model

Logic models are graphical representations that demonstrate the sequence of events on how a community benefits through the resources invested. The logic model is a tool that supports evidence-based program planning, program design, and program management. The logic model is also the first step in evaluation and program measurement to ensure resources are used efficiently and effectively.[1] OAC's logic model is a high-level summary of the interdependent results of OAC's work at each stage of its roadmap for results.

Chart 4: Logic Model



OAC Performance Measures

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.

OAC's four key Outcomes and nine performance measures are:

[1] 1.2: Logic modeling is a way of thinking – Enhancing Program Performance with Logic Models

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

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

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

MEASURE 4: Funding of grants and services that increase skills and capacity

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

MEASURE 5: Opportunities for Ontarians to experience and participate in the arts
MEASURE 6: Opportunities for Ontarians to participate in arts learning
MEASURE 7: Opportunities for people outside Ontario to experience Ontario artists and arts organizations

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

MEASURE 8: Administrative efficiency in assessment process
MEASURE 9: Stakeholder satisfaction with OAC processes and decisions

These measures were developed as part of OAC's previous strategic plan, *Vital Arts, Public Value* (2014). In the context of this publication, the word "vital" reflects qualities essential to a healthy arts sector including artistic merit, relevance, impact, risk-taking and effectiveness. These attributes are the basis for OAC's grant assessment evaluation rubrics.

Measuring Equity, Diversity, Inclusion and Accessibility (EDIA) and OAC Priority Groups

OAC is committed to ensuring equitable access for all Ontarians, with particular emphasis on the following priority groups: Artists of Colour, Deaf Artists and Artists with Disabilities, Francophone Artists, Indigenous Artists, New Generation Artists (18-30 year olds), and Artists Living In Regions Outside Toronto.

EDIA-related data facilitates OAC decision-making in several ways. For example:

- **Assessor selection process**: Program officers put together assessment panels with an eye not only to assessor discipline and expertise, but also the need to reflect the range of applications received, using priority group aggregate statistics for that group of applications. For example, if 30% of applications in a group come from Indigenous artists, it's important that the panel of assessors reflects that diversity.

- **Outreach strategy**: EDIA data allows OAC to compare the number and percentage of applications received from specific priority groups to the number of applications funded – either compared to OAC's overall totals, or within that priority group specifically.

    - If a particular demographic group is underrepresented among grant applicants, this informs OAC's outreach decisions. For example, if a program has a low number of

applicants who identify as being Deaf or having a disability, OAC may pursue outreach sessions in partnership with an appropriate arts organization to understand gaps, encourage applications and provide added support.

    - If a particular demographic group is well-represented in applications but not in funded grants, OAC considers supporting additional professional development opportunities (e.g. grant writing workshops). OAC may also look into how the expertise and knowledge of the community is represented on assessment panels.

- **Program design**: EDIA data helps to inform program design, as it can indicate where a community may benefit from a specialized program.

Overall, EDIA data is useful to help OAC identify gaps and opportunities, as well as to measure success and impacts across Ontario. However, the design of any solutions, particularly new programs, benefits from further consultations with the community to ensure input and respect throughout the process.

Section 6: Next Steps

To achieve the core objectives outlined in the 2025-2028 Business Plan, OAC will implement a structured, outcome-focused approach centered on promoting artistic, economic, and social impact while enhancing operational effectiveness. These next steps are designed to ensure alignment with government priorities and to maximize the impact of public resources.

1. Promoting Ontario and the Arts: Achieving Artistic, Economic, and Social Impact

- **Arts Forward Framework Implementation**: OAC will continue the development of and begin the phased implementation of the AFF. This will include the establishment of funds to pursue OAC's mandate; revised outcome-based performance measures regarding applicants, recipients, and OAC effectiveness; and prioritized support for organizations and projects achieving those measures. The AFF will also develop a new way to identify and support underrepresented regions and communities.

- **Public Engagement**: To drive greater awareness of the value and impact of the arts in Ontario, OAC will highlight the sector's economic, social, and cultural contributions. These efforts will underscore the arts' role in economic growth and community cohesion, cultivating broad public support for the arts, and fostering strong economic and social impact.

2. Maximizing Investments for Sustainability: Strengthening Economic Impact and Operational Efficiency

- **Strategic Partnerships and Stakeholder Engagement**: OAC will collaborate with artists, arts organizations, public agencies, and private sector entities to leverage additional resources, increase funding, and support sector-wide initiatives. These partnerships will enable OAC to maximize economic returns and reinforce the arts as an essential component of Ontario's economic infrastructure.

- **Enhancing Financial and Administrative Systems**: Through updated systems, OAC will improve data management, grant tracking, and financial reporting, enhancing operational efficiency. These advancements will ensure that resources are deployed effectively to maximize impact, aligning with economic and operational objectives.

3. Streamlining Support: Improving Operational Effectiveness and Client Experience

- **Simplifying Grant Processes**: OAC will streamline its grant application processes through the AFF, making it easier for artists and organizations to access opportunities for funding and support. Enhanced digital tools will offer a more intuitive and efficient application experience, aligning with OAC's goal to increase operational effectiveness and client satisfaction.

- **Data Protection and Cybersecurity**: OAC will ensure the safety and integrity of client data by continuing to implement robust cybersecurity protocols and responsible AI practices.

This commitment to data security supports public trust, aligns with government standards, and contributes to OAC's operational effectiveness.

- **Performance Tracking and Reporting**: To ensure accountability and maintain focus on its strategic outcomes, OAC will establish quarterly milestones and a comprehensive evaluation framework to monitor artistic, economic, and social returns on investment. This performance tracking will provide insights into program effectiveness and allow for timely adjustments to maximize impact.

These next steps will enable OAC to achieve its mission and deliver a high return on investment across artistic, economic, and social dimensions. By focusing on streamlined support, sustainable investments, and an inclusive approach to promoting Ontario's arts, OAC is positioned to make a meaningful difference in the lives of Ontarians while upholding the highest standards of operational effectiveness.

Appendices

Appendix A – Priorities and Key Performance Indicators

Priorities

This section provides an overview of the Ontario Arts Council's mission and mandate and outlines how the Ontario Arts Council's business plan is fulfilling the expectations and government priorities articulated in the Letter of Direction.

Overview

The OAC was established in 1963 to foster the creation and production of art for the benefit of all Ontarians. For more than 60 years, OAC has played a vital role as the Government of Ontario's key partner in maximizing public investment through the arts – which in turn contributes to economic growth; good jobs; safe and sustainable communities; quality of life; the advancement of equity and diversity; and more.

Mandate, Arts Council Act, R.S.O. 1990, CHAPTER A.30

It is the function of the Ontario Arts Council to promote the study and enjoyment of and the production of works in the arts, and to such end may:

- assist, co-operate with and enlist the aid of organizations whose objects are similar to the objects of the Council;
- provide through appropriate organizations or otherwise for grants, scholarships or loans to persons in Ontario for study or research in the arts in Ontario or elsewhere or to persons in other provinces or territories of Canada or any other countries for study or research in the arts in Ontario;
- make awards to persons in Ontario for outstanding accomplishments in the arts.

Ministry of Tourism, Culture and Gaming, Letter of Direction

Through a Letter of Direction, dated November 5, 2024, the Honourable Stan Cho, Minister of Tourism, Culture and Gaming (MTCG) outlined his expectations that the Ontario Arts Council's current and future direction is aligned with three government-wide commitments for board-governed provincial agencies and five priorities specific to Ontario Arts Council.

The Ontario Arts Council is a strong partner with the Government Ontario, Ministry of Tourism, Culture and Gaming, works in the best interests of the people of Ontario, and ensures that the agency provides value for money to taxpayers through our services and programs.

Government Wide Commitments for Agencies and Appointments Directives

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.

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.

Ontario Arts Council Specific Directives

MTCG priorities specific to Ontario Arts Council:

1. **Continue to play a vital role in promoting and developing the arts in all regions of the province.**

   OAC plays a vital role in promoting and developing the arts in all regions of the province, including through direct engagement of MPPs and the Ministry of Tourism, Culture and Gaming (MTCG).

   As OAC adapts to the needs of a growing population and changing cultural landscape, it remains committed to its mission of enriching the lives of Ontarians by fostering a vibrant, inclusive arts sector across the province.

   One of OAC's four key outcomes detailed in the business plan, reflecting its mission and government priorities, is social return on investment. OAC will expand access to the arts for all Ontarians, recognizing the arts as vital to personal and civic growth and well-being, as well as to building stronger, more cohesive communities. OAC also aims to engage with Ontarians so that they are aware of and able to enjoy the arts in their communities, helping ensure that the arts are relevant and valued for continued support.

   Additionally, as part of OAC's goal to "amplify the impact, benefits, and value of the arts," OAC will demonstrate the broad impact of public arts funding by:

   - Gathering and sharing data about the impact of the arts on Ontario's economic well-being and the quality of life of its residents, including how artistic activity supports a sustainable equitable regional economy.

   - Amplifying the diverse stories of Ontario's artists and arts organizations that illustrate not only the value of the arts in society, but also OAC's role in supporting them. OAC looks to share stories that emphasize a future state of sustainable growth for the sector.

   Finally, as detailed in the Communication Plan (Appendix E), OAC will continue to build strategic capacity to increase emphasis on amplifying the many positive impacts of publicly funded arts activity in Ontario (as funded by OAC) for defined stakeholder groups, who in turn amplify these benefits among their own constituencies further from OAC's immediate sphere.

2. **Continue to deliver in accordance with the Ontario Arts Council's 2022-2027 strategic plan.**

   OAC is delivering on its mandate and the objectives in its 2025-2026 Letter of Direction from the Minister of Tourism, Culture, and Gaming, in line with OAC's 2022-2027 strategic plan Reset. Renew. Revitalize. and the plan's four strategic directions:

   1) Further develop our funding approach to build strength and relevance
   2) Amplify the impact, benefits and value of the arts
   3) Renew program design and service delivery
   4) Cultivate connections, collaborations and partnerships

   These areas of focus will ensure that OAC remains a vital force in Ontario's arts community, building an arts sector that is impactful, sustainable, and inclusive. They will keep Ontarians at the centre of OAC's everyday vision and the execution of its mandate. Finally, they will strive towards a high return on investment across artistic, economic, and social dimensions, ensuring that the arts continue to enrich the lives of all Ontarians.

3. **Continue to maximize investments in grants that demonstrate value-for-money and foster sustainability and continue to improve administrative efficiencies.**

   OAC maximizes public investment by ensuring that grant recipients deliver on multiple benefits and objectives, including value-for-money and administrative efficiency along with artistic and social impact.

   Ensuring public arts funding supports growing communities across Ontario will help the government achieve its priorities to promote and develop the arts and economy in all regions of the province.

   Two of the key outcomes detailed in OAC's business plan, reflecting its mission and government priorities, are as follows:

   Economic impact (Economic return on investment): OAC will maximize the arts sector's contribution to Ontario's economy by strategically directing funding and fostering partnerships that support job creation, economic growth, and tourism. This approach not only benefits the arts sector, but also reinforces Ontario's brand and economic competitiveness, positioning the arts as a vital economic driver within the province. Already, organizations that receive annual OAC operating funding generate an economic impact of $1 billion from direct spending each year.

   Operational effectiveness: Through careful stewardship of grants and resources, OAC will continue to ensure that investments yield maximum value by streamlining processes to improve efficiency, and by leveraging technology to optimize service delivery. Additionally, by refining grant processes, enhancing digital platforms, and ensuring robust data

management, OAC will enable more effective and accessible support for Ontario's artists and arts organizations.

4. **Continue to explore opportunities to ensure the Ontario Arts Council's programs are streamlined and provide appropriate support for the arts sector.**

   OAC explores opportunities to ensure our programs efficiently provide appropriate support for the arts sector.

   Two key initiatives in this area include:

   - Arts Forward Framework (working title): This wide-ranging initiative is driven by OAC's commitment to offering responsive, accessible programs that meet the evolving needs of Ontario's diverse arts sector. This will include the establishment of funds to pursue OAC's mandate; revised outcome-based performance measures regarding applicants, recipients, and OAC effectiveness; and prioritized support for organizations and projects achieving those measures. The AFF will also develop a new way to identify and support underrepresented regions and communities. It will also enable OAC to support a wider range of communities and artistic practices effectively.

   - Enhanced digital services**:** Systems will be updated and used to improve service efficiency, program navigability, and data-driven decision-making, enhancing both client satisfaction and operational effectiveness. These advancements will ensure that resources are deployed effectively to maximize impact, aligning with economic and operational objectives.

5. **Work with the ministry on public communications opportunities including implementation of the Grants Communications Protocol.**

   OAC will work with the ministry on public communications opportunities including implementation of the Grants Communications Protocol.

   To drive greater awareness of the value and impact of the arts in Ontario, OAC will highlight the sector's economic, social, and cultural contributions. These efforts will underscore the arts' role in economic growth and community cohesion, cultivating broad public support for the arts, and fostering strong economic and social impact.

   OAC works with grant recipients to drive connections through engagement in their communities, including through recognition of government support. In 2023, OAC changed its recognition policy to foster more connections between grant recipients and MPPs, including by introducing a defined moment for funding recognition (whether in-person at an event or online on social media. OAC will continue to offer and enhance guidance and support to the arts sector to deliver this recognition.

Key Performance Indicators

2025-26 Letter of Direction			
Agency Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
Continue to play a vital role in **promoting and developing the arts in all regions** of the province.	Promote Ontario and the arts for artistic, economic and social impact through the implementation of its Arts Forward Framework and public engagement to drive greater awareness of the value and impact of the arts.	Funding Coverage: Per cent of Ontario counties/districts where resident artist or arts organizations received OAC funding.	100% of Ontario's 124 ridings received OAC grants through artists and arts organizations
Continue to deliver in accordance with the Ontario Art Council's 2022-2027 **Strategic Plan.**	Further develop OAC's funding approach to build strength and resilience. Amplify the impact benefits and value of the arts. Renew its program design and service delivery. Cultivate connections, collaborations and partnerships. OAC will encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace, and will build principles of equity throughout OAC to support meaningful and	Careers of Artists and Arts Workers: Creating opportunities for providing resources to benefit artists and arts workers. Equity: Serving and engaging with equity-deserving artists and groups in the arts sector. Tracking by OAC Priority Group Areas. Data on the 2023-24 Grant allocations.	OAC invested 2,149 grants to individual artists for a total value of $10.6 million, in 2023-24. The total artist salaries and fees for all OAC funded activity was $475 million in 2021-22. This includes CADAC and publisher data. Artists of Colour $8.3 million Deaf Artists/ Artists with Disabilities $2.8 million Francophone $4.1 million Indigenous $4.1 million

	genuine forms of diversity, equity and inclusion.		New Generation (Artists18 - 30) $4.1 million Regions outside Toronto $23.1 million Rural Artists (Artists outside CMA's) $6.4 million
		Economy: Leveraging OAC's investment to create jobs and boost tourism.	Over 500 OAC-funded arts organizations had a combined local spend of $981.6 million in 2021-22 in communities across Ontario
		Quality of Life: Enhancing engagement with audiences, particularly in remote or underserved communities.	27.1 million people engaged in OAC-funded activities in 2021-22
Continue to **maximize investments in grants** that demonstrate value-for-money and **foster sustainability and improve administrative efficiencies**.	Maximize the arts sector's economic return on investment by strategically directing funding and fostering partnerships that support job creation, economic growth and tourism through strategic partnerships and stakeholder engagement. Enhance financial and administrative systems through improved data management, grants tracking, financial	Gross Domestic Product: Tourism Regional Economic Impact Model (TREIM) for OAC operating organizations Ratio Return: a calculation of the total revenues minus the total OAC grant (awarded amount) divided by the total OAC grant (awarded amount)	OAC-funded organizations contribute approximately $1 billion to Ontario's GDP. Additionally, every dollar invested by the OAC generates $25 in other sources of revenue.

	performance and operational efficiencies. Continue to ensure that investments yield maximum value by streamlining processes to improve efficiency and leveraging technology to optimize service delivery.		
Continue to explore opportunities to ensure the Ontario Arts Council's programs are streamlined and provide appropriate support for the arts sector.	To enhance overall efficiency and satisfaction, OAC will simplify its grant processes through the **Arts Forward Framework.** Grant applications processes will be simplified to make it easier for applicants to access opportunities for funding and support. **Enhanced digital tools and services** will offer a more intuitive and efficient application experience.	Customer Service: Total Number of Grant Applications	OAC received 11,215 grant applications in 2023-24
Work with the ministry on public communications opportunities, including implementation of the Grants Communications Protocol.	OAC will offer tools and guidance to grant recipients on how to recognize government support of the arts sector, including resources to support in-person opportunities (e.g. speaking engagements, meetings) and virtual ones (e.g. social media engagement).	Social Media Engagement: Track metrics such as number of social media posts related to government funding recognition, as well as uptake on different recognition tools offered	Between April 1, 2024 and March 31, 2025: • OAC grant recipients tagged MPPs in their social media posts recognizing provincial arts funding **100+** times • MPPs participated in **17** official OAC funding

			recognition events • Since introducing funding recognition templates in late February 2025, **15** grant recipients have posted these on social media with details on why OAC funding matters to them

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
Innovative			
1. Simplify client/customer interactions	OAC reviews grant program applications annually to simplify client and customer interactions.	Processing time: Track the average time it takes project clients to start and complete an application.	Project Applications average 10 days from application start to submit date. Note, this includes days where applicant may not be working on the application so the number of days to complete the application is over estimated.
2. Expand and optimize digital service offerings.	Fully optimized digital service delivery service offerings and the application process is 100% fully digital.	Percentage of services offered online: Track the percentage of services/transactions available electronically and aim to increase this number over time.	100% (72/72) of program application deadlines offered online. This does not include cheque payment.

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
		Percentage of Satisfaction with Services Offered Online: Track the percentage of client satisfaction with services offered digitally. Number of users completing services online across demographics: Monitor usage data to ensure all demographics (age, location, etc.) are accessing digital services effectively. Website traffic and user engagement: Track website traffic, user sessions, and page views related to digital services.	27% or 1,639 of all individual and organization applicants were first time applicants in 2023-24. OAC Individual and Organization applicants by Priority Areas • Artists of Colour 1,945 • Deaf and Disability Artists 917 • Francophone Artists 386 • Indigenous Artists 456 • New Generation (18-30) 1,450 • Artists in Regions Outside Toronto 2,810 • Rural Artists (Outside CMA's) 634 2023-24 OAC Website Statistics • 1,266,668 page views • 602,000 sessions • 206,216 users
3. Improve Client/ customer satisfaction.	Regularly gather and analyze customer insights, and promptly address their concerns and suggestions	Percentage of Satisfaction with Services Offered Online: Track the percentage of client satisfaction with services offered digitally.	91% of OAC's clients are satisfied with the service they receive and OAC will continue to work to grow client and customer satisfaction.

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
Sustainable			
4. Strengthen public service delivery by optimizing organizational capacity and directing existing resources to priority areas.	Conduct regular reviews of priority areas to ensure resources are efficiently allocated and align with MTCG's priorities	List OAC's priority areas as outlined by the Letter of Direction.	As directed by MTCG, OAC has 8 priority areas in alignment with the Letter of Direction: 1. Arts in all Ontario regions 2. Advance OAC's Strategic Plan 3. Show value-for-money 4. Provide appropriate support for the arts sector 5. Work with the ministry on public communications 6. Innovation in service 7. Sustainability in service 8. Accountability in service
5. Use Public Resources efficiently and a. Operate within agency's financial allocations	OAC will operate within its financial allocation.	Budget Variance: Calculate the agency's actual spending against its allocated budget. Operating Expense Ratio: Ratio of operating expenses to revenue Forecast Accuracy: Compare your financial forecasts to budget actuals	OAC's budget variance was within 0.6% of budget in 2023-24 OAC's operating expense ratio is 13.3% in 2023-24 OAC's forecast accuracy was within 0.7% of projections in 2023-24
b. Prudently and responsibly manage workforce size. Where an agency requires a material increase in workforce	OAC will engage in an analysis of its organizational design, workforce and talent requirements to ensure its revised granting program design and service delivery	Annual Percentage Change in Workforce Size: Track the change (increase or decrease) in annual percentage change in workforce size. Track the growth rate (annual percentage increase) in workforce size.	No change in headcount in last three years. No change in growth rate in last three years.

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
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.	will be well supported.	Track the shrink rate (annual percentage decrease) in workforce size.	No change in shrink rate in last three years.
Accountable			
6. Develop and report on outcome-focused performance measures to effectively monitor and measure performance.	OAC is examining its performance measures reporting under the Arts Forward Framework	Grant Disbursement Efficiency - Average time taken to process and disburse grants to beneficiaries. Percentage of Complaints Submitted and Resolved. Time taken to make decisions (days) – Track total	In 2023-24 it took an average of 50 days to process and disburse grants from Board/ CEO approval to cheque date. On average it took 5 days to process payment from cheque requisition to cheque date. The process from Board/ CEO approval includes MPP protocol, recipient confirmation of grant and recipient satisfying grant conditions. 100% of complaints received were resolved in 2023-24. 2023-24 average of 118 days to make decisions (Deadline Date to Board/ CEO Approval) service

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
		days taken to reach decision.	target is 4.5 months or 135 days from deadline to approval.
7. Protect individual, business or organization data by actively managing data and cybersecurity and reporting Artificial Intelligence uses.	Establish robust data protection policies and measures, regular software updates and employee training.	Number of cybersecurity risks reported Number of cybersecurity risks reported with mitigation plans Number of cybersecurity plans established with measurable outcomes – track number of cybersecurity plans established with measurable outcomes Number of successful cybersecurity audits completed - track number	No cybersecurity risks have been reported. No cybersecurity risks have been reported. We have a cybersecurity plan. We completed two cybersecurity audits.
8. Report all high risks including effective mitigation plans	Continue to report on high risks including mitigation plans through regular reporting	Number of high risks reported Number of high risks reported with mitigation plans	1 High Risk reported; 2 Medium to High Risks reported 3 high risks reported with mitigation plans
9. Align hybrid work policies with the OPS and identify and assess office optimization opportunities to reduce office realty footprint and find cost reductions.	OAC is aligned with OPS hybrid work policies	Percentage of employees attending the workplace a minimum of three days a week.	88% - counts regular full-time positions, excludes Northern Representative. Only those with temporary and longer-term accommodations are not in office three days per week.

2025-26 Letter of Direction			
Priority	**Implementation Plan**	**Performance Measures**	**Performance Tracking**
a. Collaborate with MOI to identify office space opportunities.	OAC collaborates with MOI to identify space opportunities	Relationship status with MOI	OAC Office Spaces now managed by IO through MOI direction since April 2024.
b. Align with the MBC Realty Directive and the OPS Modern Office Space (OMOS) Standards.	OAC supports the Government's initiative to modernize its approach to real estate	Compliance with MOI Directives	OAC partnering and complying with all recommendations, directives and regulations from MOI through IO.
10. Develop and encourage diversity and inclusion initiatives by promoting an equitable, inclusive, accessible, anti-racist and diverse workplace.	To be continued and evolve through the implementation of the Arts Forward Framework	Accessibility Training: Percent completion rate of accessibility training within the organization and the frequency of training sessions.	100% completion; training takes place upon hire and then on an add needed basis.

Appendix B – Implementation Plan

Implementation Plan for OAC's Business Plan

OAC has a comprehensive implementation plan to achieve its strategic goals, which includes the following key elements:

Further Develop the Arts Forward Framework (AFF) Approach and Implementation

- **Enhance funding programs**: Strengthen the relevance and impact of OAC's funding programs to better support the arts sector, including a communications plan in support of this goal.
- **Streamline programs**: Simplify and improve the design of OAC programs to provide appropriate, effective support.
- **Enhance accessibility**: Ensure that service delivery is accessible and responsive to the needs of the arts community, including for underrepresented and marginalized groups.
- **Adaptability**: Ensure that funding approaches are flexible and responsive to the changing needs of artists and arts organizations.

Amplify the Impact and Value of the Arts

- **Public awareness**: Increase public awareness of the benefits and value of the arts in Ontario through targeted campaigns and outreach initiatives.
- **Economic and social contributions**: Highlight and promote the economic, social, and cultural contributions of the arts to the province.

Cultivate Connections and Partnerships

- **Collaborations**: Foster collaborations and partnerships within the arts sector and with other sectors to enhance the reach and impact of the arts.
- **Stakeholder engagement**: Strengthen relationships with stakeholders, including artists, arts organizations, and the public, to support the growth and sustainability of the arts in Ontario.

Open Data and Transparency

- **Transparency initiatives**: Commit to transparency through the open data initiative, making data on funding, program outcomes, and sector impact publicly available.
- **Accessible information**: Provide accessible information about OAC's activities and impact to build engagement and understanding.

Ensure Resourcing Needs Are Balanced and Implemented

- Following OAC's recent leadership changes and restructuring, continue the work required to ensure that new roles, responsibilities, channels of communication, and accountabilities are clear.

These strategic directions and actions are designed to ensure that the OAC can effectively support the arts community, promote equity and inclusion, and maximize the impact of its investments from 2025 to 2028.

Appendix C – Environmental Scan

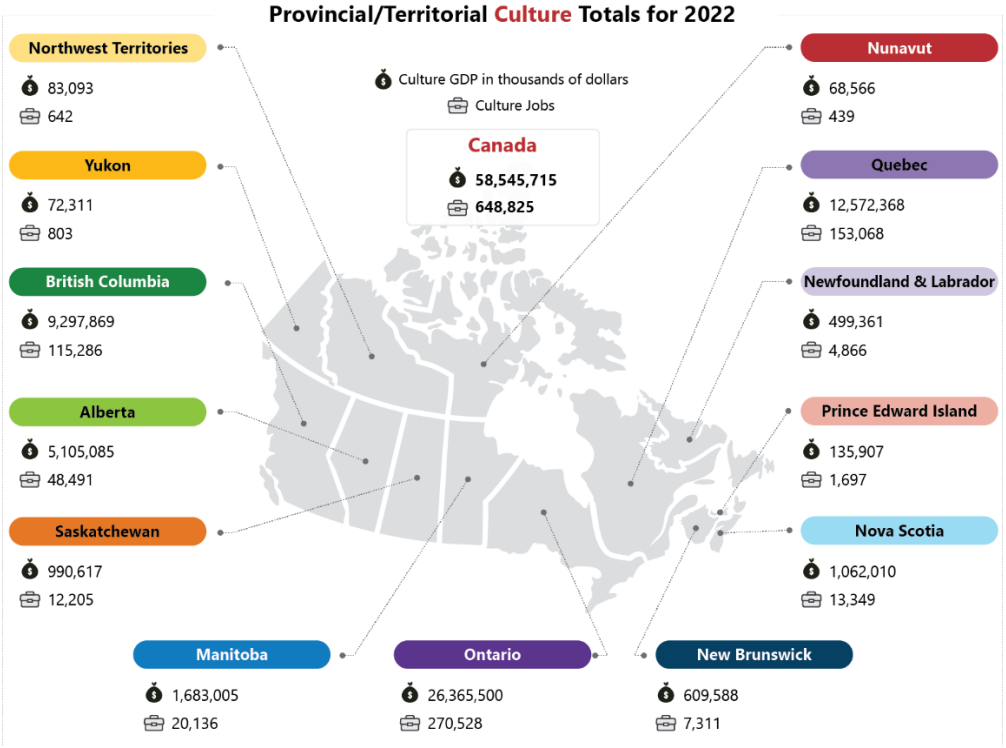
This section provides an overview of the current business, policy and social environment in which OAC operates and notes broader sector trends that will inform future years.

Business Environment

Economic Outlook of Ontario's Culture Sector

Ontario's culture sector has remained resilient and responsive within a rapidly changing context. In 2022, the Ontario culture sector contributed $26.4 billion in GDP and 270,528 jobs. The culture sector is the 12th largest employer in Ontario and provides more jobs than other industries – including in real estate, auto manufacturing, forestry and mining combined.[2] The Ontario culture sector also generated nearly half of the total GDP for Canada's culture sector, delivering 45% of the national culture GDP and 42% of the national culture jobs.[3]

Chart 5: Provincial/Territorial Culture Totals for 2022



Source: Statistics Canada, *Provincial and Territorial Culture Indicators, 2010 to 2022*. Date: June 3, 2024

Canada

[2] *Arts Across Ontario*, preliminary findings. October 2024. Source: Statistics Canada. Table 36-10-0402-01 and Table 36-10-0452-01 and Culture Satellite Account Statistics for Ontario.

[3] Culture Satellite Account - Canada.ca

For statistical purposes, the culture sector is defined in Canada as the "creative, artistic activity and the goods and services produced by it, and the preservation of heritage."[4]

Statistics Canada uses the conceptual construct of the economic "creative chain" as the series of steps by which a culture good or service is created, developed, and perhaps manufactured and distributed. Within the culture sector, cultural activities include heritage and libraries, live performance, visual and applied arts, written and published works, audio-visual and interactive media, and sound recording.[5] The full picture of the culture sector reveals an interconnected value creation chain of creators, distributors and promoters, arts educators, suppliers of goods and services, consumers and audiences, and donors and funders.[6]

The Canadian Framework for Culture Statistics (CFCS) was developed in 2011 and updated in 2021 by Statistics Canada, working with the Department of Canadian Heritage and other stakeholders. It establishes the conceptual framework that outlines the standard concepts, definitions and classifications for comparable and consistent statistics on culture using the North American Industry Classification System (NAICS) and the National Occupational Classification - Statistics (NOC-S).

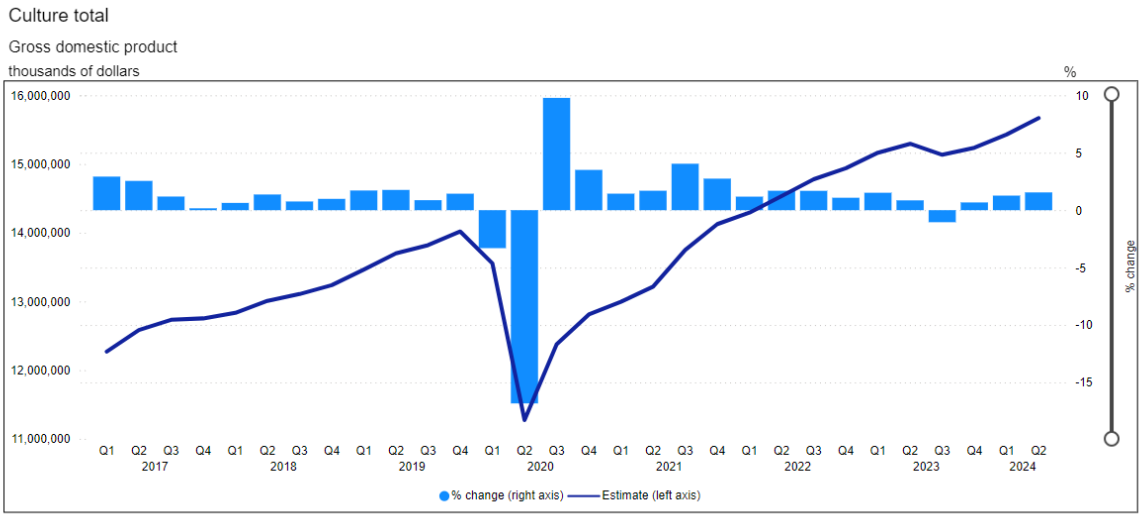
Statistics Canada shares information national GDP and jobs figures for the culture sector quarterly, and provincial and territorial GDP and jobs annually

Canada's Culture Sector GDP and Jobs – Quarterly Data

Nationally, between 2017 and 2019, the culture sector grew steadily from $12.5 billion in Q1 2017 to almost $14 billion in Q4 2019. Due to the required closure of businesses to support public health restrictions during the COVID-19 pandemic, the country's culture sector contracted to $11 billion in Q2 2020 and then rebounded between 2021 and 2024. The culture sector's quarterly GDP was $13 billion in Q2 2021 and increased 15% to over $15 billion in Q1 2024.

[4] Canadian Framework for Culture Statistics
[5] Domains and sub-domains of the Canadian Culture Satellite Account adapted from Canadian Framework for Culture Statistics
[6] Deaken, Jonathan et al. The arts in the UK: Seeing the big picture: A perspective on how to gauges and sustain the UK arts sector's full impact. McKinsey & Company. November 2023.

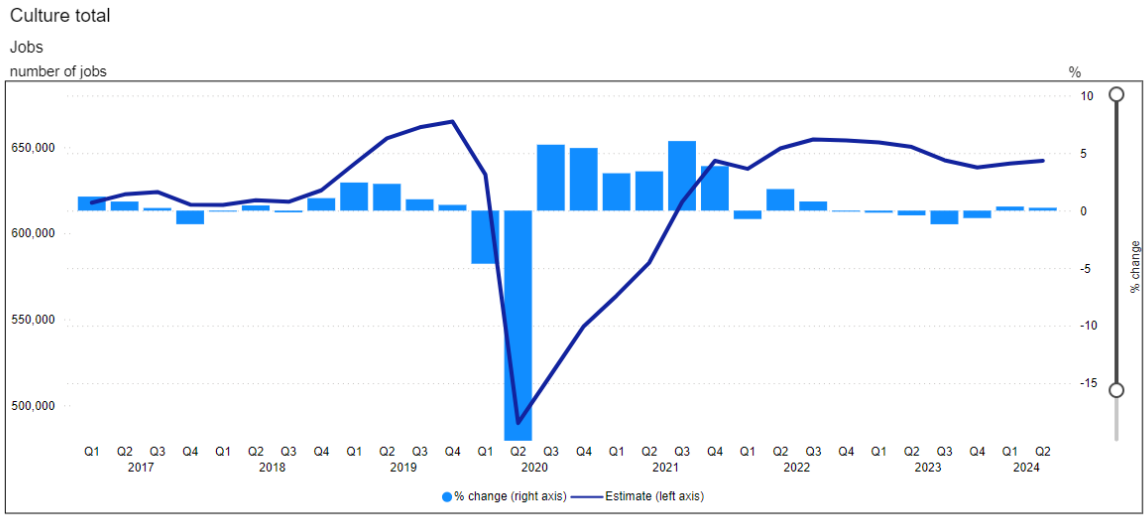
Chart 6: GDP Culture Total, Canada



Source: Statistics Canada, Table 36-10-0652-01.

Between 2017 and 2019 the culture jobs total was also increasing, going from a high of 675,000 in Q4 2019 and to around 400,000 jobs in Q2 2020. Much like the culture GDP, the number of culture jobs rebounded between 2021 and 2023 to just under 650,000 in Q1 2024 –which is higher than 2017 levels, but not at the same level as 2019.

Chart 7: Jobs, Culture Total, Canada



Source: Statistics Canada, Table 36-10-0652-01.

Creative Occupations Growth and Specialization

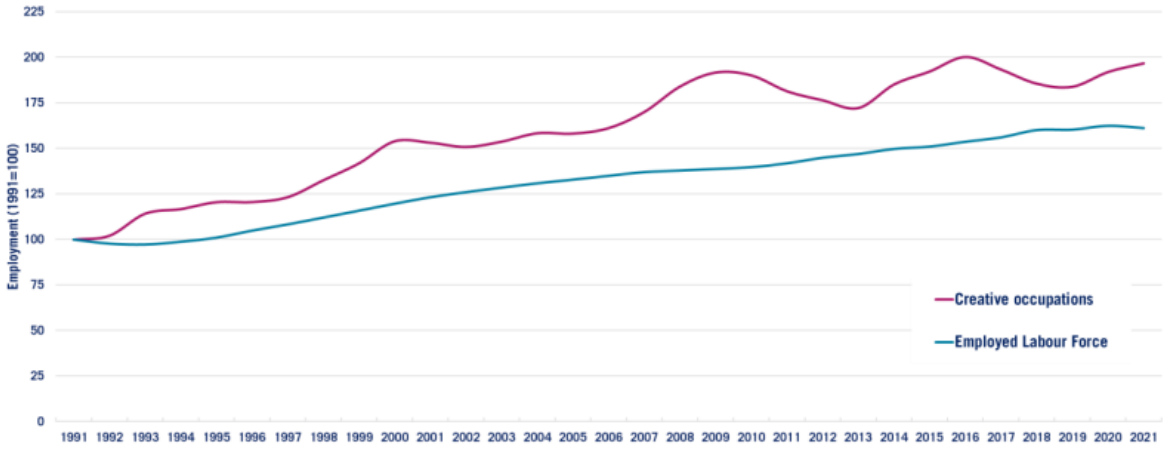
The cultural workforce includes people who work in culture jobs within the culture sector; support staff in those industries providing management, administrative and accountancy work; and individuals working in culture occupations in other industries not defined as "creative" – for example, a graphic designer working in a bank. A report prepared by the UK agency NESTA found

that there are more people working in creative occupations work outside the creative industries than within them –.in other words, that culture jobs are also prevalent outside of the cultural sector. [7]

In the UK, embedded creative employment is greatest in manufacturing, real estate, business activities, wholesale and retail trade and financial intermediation. This points to significant linkages between the culture sector and the broader economy, and the crossover of creative occupations between many important economic industries. Further research is required to determine the extent of Ontario's creative workforce in other sectors.

In Canada, cultural occupations are defined using the National Occupation Classification (NOC) system at the 5-digit level. Creative occupations are those that place emphasis on the individual creator or artist.[8] A report prepared by the University of Toronto's Department of Geography and Planning demonstrates the long-term growth of creative work in Ontario's economy.

Chart 8: Toronto CMA Employment growth: Creative occupations vs. employed labour force, 1991-2021[9]



Source: Statistics Canada, Labour Force Survey, 1991-2021 [Custom tabulations, Author's calculations; 3-year moving average]

The chart above shows that in the Toronto CMA, over a 30-year period, growth in creative occupations outpaced the growth of the overall employed labour force. Note, it is likely that the number of people employed in creative occupations is under-reported due to the challenges of capturing data on artists through statistical surveys, for reasons that include the definition of professional artists and the amount of part-time and cross-over work that takes place in artists' labour markets.

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[7] Higgs, Peter, et al. Beyond the creative industries: Mapping the creative economy in the United Kingdom. Technical report. February 2008.

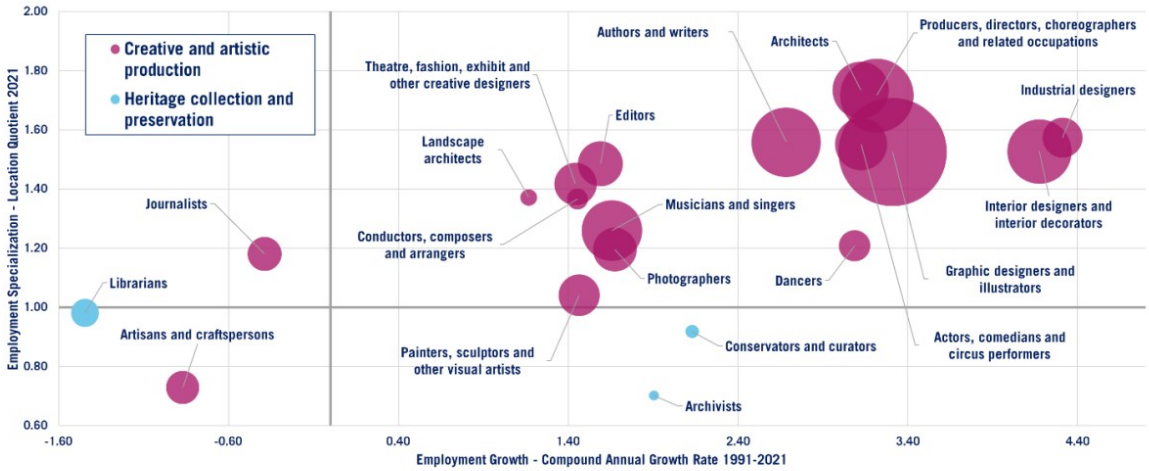
[8] Statistics Canada's definition of creative occupations includes: actors, architects, archivists, artisans and crafts persons, authors and writers, conductors, composers and arrangers, conservators and curators, dancers, editors, graphic designers and illustrators, industrial designers, interior designers, journalists, landscape architects, librarians, musicians, singers, other performers, painters, sculptors and other visual artists, photographers, producers, directors and choreographers, technical writers, theatre, fashion, exhibit and other creative designers.

[9] Vinodrai, Tara. TORONTO'S CULTURAL SECTOR: Economic Dynamics and Change, 1991 to 2021. July 2024.Page 4.

The following chart, from Statistics Canada's *Toronto Cultural Sector* report, illustrates three measures simultaneously:

1. The number of employees in cultural occupations within the Toronto region (indicated by the relative size of the "bubble");
2. The average annual job growth rate of the cultural occupations in the region (horizontal axis); and
3. The relative employment concentration – or location quotient (LQ) – of the cultural occupation in the region to the national average (vertical axis).

Chart 9: Growth and specialization in Toronto's cultural occupations, 1991-2021[10]



Source: Statistics Canada, Census of Population, 1991 and 2021 [Author's calculations]

This shows Ontario's strength through the Toronto CMA region in high-value and highly skilled cultural work. The largest occupation group is graphic designers and illustrators, followed by authors and writers; producers, directors, choreographers and related occupations; interior designers and decorators; and musicians and singers.

Ontario Population Projections

It is anticipated that Ontario's projected population growth, driven by migration, will result in a higher demand for cultural goods and experiences, increased opportunities for cultural goods production and creation, and a broader labour market for arts and culture in Ontario. It is important to prepare for this through programs that support audience engagement, marketing, creation of new jobs, and training opportunities.

Ontario's population is projected to increase by 41.7 per cent, or over 6.5 million, over the next 28 years, from an estimated 15.6 million on July 1, 2023 to over 22.1 million by July 1, 2051.[11] Net

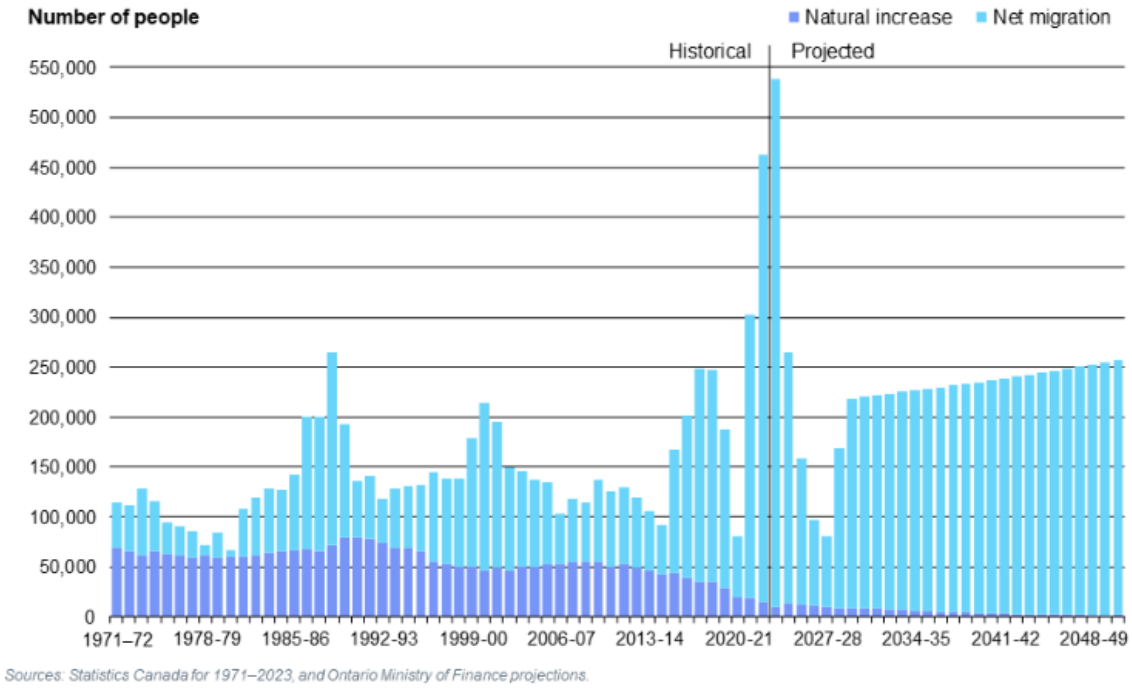
[10] Ibid, page 11.

[11] Ontario population projections | ontario.ca

migration is projected to account for 97 per cent of all population growth in the province over the 2023-2051 period, with natural increase accounting for the remaining 3 per cent.

Recently, net migration was affected by COVID-19 pandemic-related disruptions, slowing from 212,000 in 2018-2019 to 60,000 in 2020-2021. However, in the past two years, net migration to Ontario has rebounded to record levels of 283,000 in 2021-2022 and 448,000 in 2022-2023. While immigration has been rising, the very high net migration levels observed recently have mostly been driven by a rapid increase in the number of non-permanent residents.

Chart 10: Contribution of natural increase and net migration to Ontario's population growth, 1971 to 2051[12]



Sources: Statistics Canada for 1971–2023, and Ontario Ministry of Finance projections.

In the medium term, as the net change in non-permanent residents goes from its current elevated levels to annual declines announced by the federal government, net migration will decline from a projected 528,000 in 2023-2024 to 70,000 by 2027-2028. Subsequently, net migration is projected to rebound to 209,000 in 2029-2030 and increase gradually over the rest of the projection, reaching 255,000 by 2050-2051.[13]

The Ontario Ministry of Finance currently groups the province into six regions; each of these is projected to see a growing population over this period. Central Ontario is projected to be the fastest-growing region, with its population increasing by 1.6 million, or 46.8 per cent – from 3.5 million in 2023 to 5.1 million by 2051.

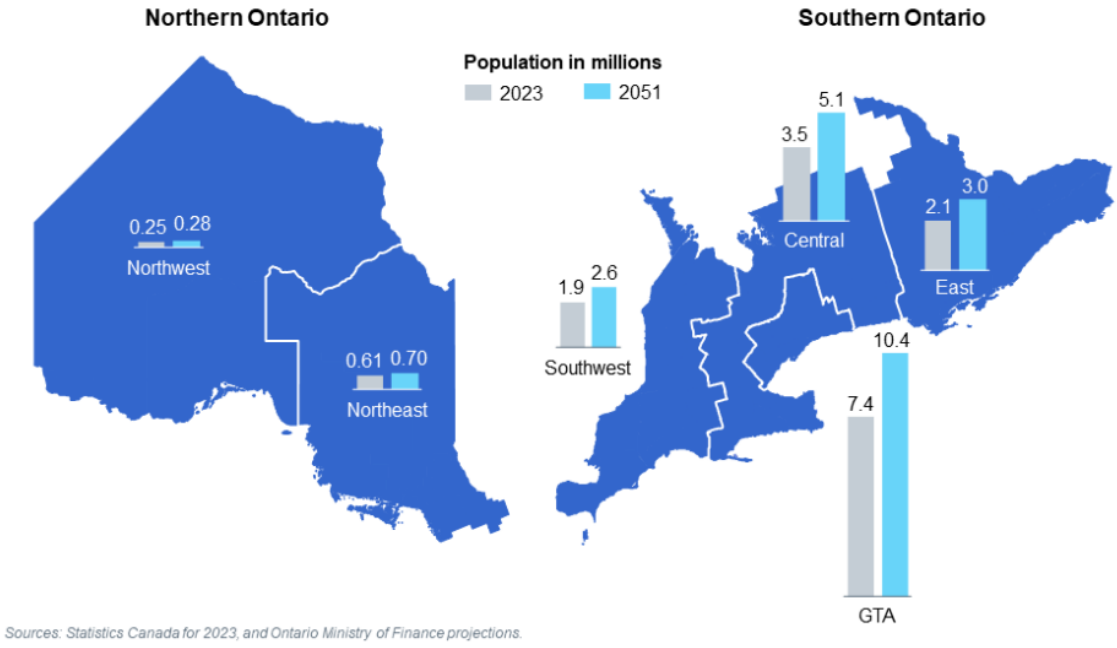
[12] Ontario population projections | ontario.ca

[13] Ontario population projections | ontario.ca

The Greater Toronto Area (GTA) will see the largest increase in population, adding over 3.0 million residents by 2051, with growth of 41.4 per cent – from 7.4 million in 2023 to 10.4 million by 2051. The GTA's share of the provincial population is projected to be 47 per cent by 2051, similar to its 2023 share.

All regions will see a shift to an older age structure, while the GTA is expected to remain the region with the youngest age structure, as a result of strong international migration and positive natural increase.

Chart 11: Population of Ontario regions, 2023 and 2051[14]



The projected trends in regional population growth point to the likely future demand for arts grants across the province, especially in the Central region and the GTA.

Consumer Price Index Inflation

Increasing cost pressures – including the cost of living; higher labour, transportation and supply costs; and higher borrowing costs – have put an upward pressure on arts organizations and individual artists' expenses.

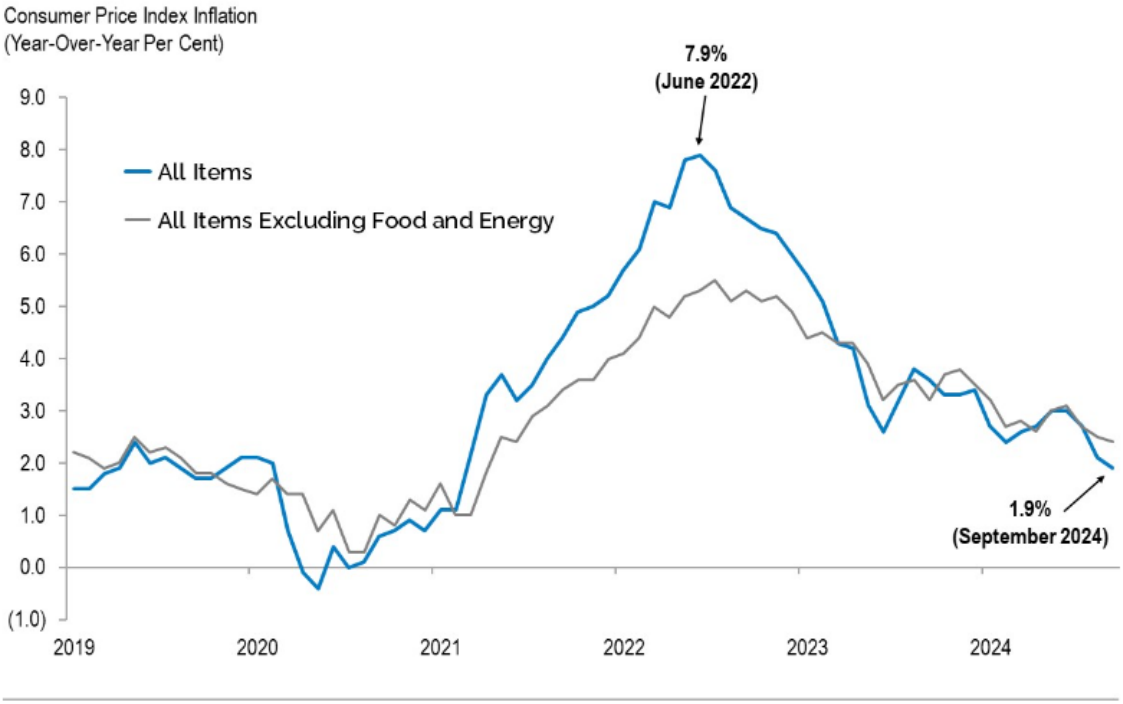
Despite recent cuts to the Bank of Canada's key policy interest rate, rates remain at high levels and are projected to continue weighing on economic growth in the near term.

[14] Ontario population projections | ontario.ca

Consumer Price Index (CPI) inflation has now returned to within the Bank of Canada's 1.0 to 3.0 per cent inflation control range. Canadian CPI inflation moderated to 1.6 per cent in September 2024 compared to a year earlier, its slowest pace since February 2021.

Ontario CPI inflation moderated to 1.9 per cent (year-over-year) in September, after reaching 2.1 per cent in August – six percentage points lower than the peak increase of 7.9 per cent recorded in June 2022. Over this period, price moderation was widespread, with particularly steep declines in energy prices. In September, gasoline prices were 10.1 per cent lower than a year ago, compared to gasoline inflation of 54.8 per cent in June 2022.[14]

Chart 12: Ontario Consumer Price Inflation Moderates[15]



Note: Latest data point is September 2024.
Source: Statistics Canada.

Inflation excluding food and energy moderated to 2.4 per cent in September 2024 from 5.5 per cent in July 2022. While prices have moderated for most CPI components, shelter price inflation remained elevated at 5.0 per cent in September, in part due to households continuing to renew and initiate mortgages at relatively high interest rates. Nationally, mortgage interest costs rose by 16.7 per cent, making this the largest contributor to national headline inflation in September.

[15] Ontario population projections | ontario.ca

Appendix D – Performance Measurements 2018-2023 Results

Key Outcomes, Measures and Indicators

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 $).

OAC's four (4) key Outcomes and nine (9) performance measures are tracked by a further twenty-five (25) indicators.

OAC Performance Measures and Indicators

OUTCOME	MEASURE	INDICATOR
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.
	3 - Employment and income for arts professionals in Ontario	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. 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	5 - Opportunities for Ontarians to	C5.1 # public activities and events produced by OAC-funded artists & organizations in their home communities

in and appreciation of the arts	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	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 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 C7.1 # public activities and events produced by OAC-funded artists & 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 assessment process 9 - Stakeholder satisfaction with OAC processes and decisions	D8.1 % of applications meeting the stated service commitment turnaround from program deadline to decision. D9.1 % applicants who report satisfaction with OAC grant process D9.2 % of complaints responded to within three business days

Report on 2018-2023 Results

Summary

Between 2018-2019 and 2023-2024, Ontario's arts organizations experienced a high degree of change. This was largely due to external factors beyond their control, including COVID-19–related shutdowns, and the secondary impacts of rapid increases in interest rates by the Bank of Canada in an effort to lower inflation.

Governments responded quickly to this challenge by developing new one-time funding programs. This includes the following key Government of Ontario investments, delivered by OAC, that were introduced to support arts jobs, new generation artists and funding for Indigenous arts programs:

- 2022-2023 figures include an additional $4.6 million from the Ontario Diversity, Equity & Growth Investment and the Ontario Arts Jobs & Opportunities Investment

- 2021-2022 figures include additional $4.6 million from the Indigenous Arts Support Fund and Career Catalyst: Project Grants for New Generation Artists programs

- 2020-2021 figures include an additional $25 million in emergency COVID-19 funding, including the Arts Recovery Support Fund and the Arts Response Initiative project grant programs

Altogether, this means that OAC was able to maintain its commitment of funding arts and cultural activity in every census division in the province, increasing support for artists of colour and Deaf artists and artists with disabilities, and significantly increasing the number of grants for skills and career development.

As well, OAC exceeded its target for continuous improvement in fostering a vital and sustainable arts sector, as tracked by administrative efficiency and applicant satisfaction targets. It is anticipated that over the next few years, there will be more public participation and civic engagement in the appreciation of the arts in Ontario as arts organizations stabilize and develop new artistic products and experiences for Ontarians.

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

Results Analysis: OAC funding is investing in all 49 Ontario census divisions. There are opportunities for further investment in the Central, South Central, and Southwest regions.

ID	**Indicator**	Target	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24**
A1.1	% of Ontario counties/districts where resident artist or arts organization received OAC funding	100%	100%	100%	100%	100%	100%	**100%**

ID	% of total # applications in each geographic region	= % of artists (2021 census) [2]	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24**
A1.2	Central	7%	5%	4%	5%	5%	5%	**5%**
	East	11%	12%	11%	11%	12%	12%	**10%**
	Far north	0.1%	0.5%	0.6%	0.3%	0.6%	0.5%	**0.4%**
	Northeast	2%	5%	4%	4%	6%	5%	**4%**
	Northwest	0.6%	1.9%	1.5%	1.4%	1.9%	1.4%	**1.1%**
	South central	20%	8%	8%	10%	11%	10%	**10%**
	Southwest	20%	14%	14%	15%	16%	15%	**17%**
	Toronto	39%[1]	54%	56%	54%	49%	51%	**51%**

ID	% of total # grants in each geographic region	= % of artists (2021 census) [2]	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24**
A1.2	Central	7%	5%	4%	5%	4%	4%	**5%**
	East	11%	12%	12%	12%	12%	13%	**11%**
	Far north	0.1%	1.0%	0.8%	0.7%	0.8%	1.0%	**0.6%**
	Northeast	2%	7%	6%	5%	7%	7%	**7%**
	Northwest	0.6%	2.2%	2.1%	1.9%	2.3%	2.3%	**2.2%**
	South central	20%	6%	7%	8%	9%	8%	**9%**
	Southwest	20%	15%	15%	14%	15%	16%	**15%**
	Toronto	39%[1]	50%	53%	53%	49%	49%	**49%**

[1] The 2018-2019 baseline was chosen because it is the last complete fiscal year not impacted by the COVID-19 pandemic. Figures from CADAC (for operating grant recipients) and final reports (for project grant recipients) are sourced from applicant data, many of whom had activities in 2020 interrupted by COVID-19 and reported this as part of their 2019-2020 data.

[2] 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

Results Analysis: OAC is exceeding its target in attracting grant applications from equity-deserving artists and arts organizations. Areas for potential further grant investment are regions outside of Toronto and funding for New Generation artists. The bump in Indigenous applications in 2021-2022 is a result of a government investment through OAC in a one-time program called the Indigenous Arts Support Fund.

ID	**Indicator**	Target	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24[4]** *(Target for A2.2)*
	% of # applications to OAC from artists/arts organizations who identify as:	= % of artists (2021 census)[2]						
A2.1	Artists of colour	≥ 23%	29 %	29 %	33%	31%	31%	**37%**
	Deaf artists/artists with disabilities	≥ 8%[1]	12 %	15 %	16%	17%	20%	**21%**
	Francophone	≥ 5%	8 %	7 %	6%	7%	6%	**6%**
	Indigenous	≥ 2%	10 %	7 %	7%	13%	9%	**7%**
	New generation (18-30 years)	≥ 25%	30 %	27 %	28%	31%	26%	**26%**
	Regions outside Toronto	≥ 61%[3]	46 %	44 %	46%	51%	49%	**48%**

	% of total # OAC grants to artists/ arts organizations who identify as:	≥ % applications same year *(A2.1 data from 2023-24)*	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24[4]**	**$ Value[4] (million) 2023-24**
A2.2	Artists of colour	≥ 37%	28%	29%	33%	34%	32%	**37%**	**$8.3**
	Deaf artists/artists with disabilities	≥ 21%[1]	11%	12%	13%	16%	17%	**17%**	**$2.8**
	Francophone	≥ 6%	10%	8%	8%	9%	8%	**8%**	**$4.1**
	Indigenous	≥ 7%	16%	11%	12%	14%	15%	**11%**	**$4.2**
	New generation (18-30 years)	≥ 26%	22%	21%	21%	32%	21%	**19%**	**$4.1**
	Regions outside Toronto	≥ 48%[3]	50%	47%	47%	51%	51%	**51%**	**$23.2**

[1] Percentage of Ontario's experienced labour force with a moderate/severe/very severe disability. (Source: Canadian Survey on Disability 2017 Statistics Canada custom request.)

[2] Collection of data on support to Deaf artists and artists with disabilities began in 2015-16.

[3] 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.

[4] 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 being part of more than one priority group 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

Results Analysis: The increase in the number of artists and arts professionals includes an additional 8,700 artists and arts professionals reported by publishers, who were not previously included in these figures (as they did not previously report their data via CADAC, as detailed in the footnotes). Publishers accounted for $39 million in salaries and fees; if subtracted from 2021-2022 results, this still meets a target baseline of $433.4 million. Similarly, even after removing 605 publisher full-time equivalents (FTEs) from the 2021-22 results (5,125), the baseline target of 4,882 FTEs is still achieved.

ID	**Indicator**	Target (> Baseline over 5 years)	Baseline 2018-19	Results 2019-20[3]	Results 2020-21[2]	**Results 2021-22[2]**
A3.1	# artists & arts professionals paid (fees or salaries) through OAC-funded activities	>69,201	69,201	52,348	53,628	**74,540**
A3.2	$ value of income paid to artists/ arts professionals through OAC-funded activities	> $433.4 million	$433.4 million	$363.0 million	$343.8 million	**$475.8 million**
A3.3	# FTE jobs for artists and arts professionals in organizations receiving operating grants from OAC	> 4,882	4,882	4,276	4,623	**5,730**

[1] The 2018-2019 baseline was chosen because it is the last complete fiscal year not impacted by the COVID-19 pandemic. Figures from CADAC (for operating grant recipients) and final reports (for project grant recipients) are sourced from applicant data, many of whom had activities in 2020 interrupted by COVID-19 and reported this as part of their 2019-2020 data.

[2] Presented here and elsewhere in this document are actual figures for 2021-2022 as submitted through 2023-24 OAC operating applications/CADAC, or through 2021-2022 project grants' final reports, and represent the most currently available data. 2021-2022 is the first year that publishers' financial and statistical data included in figures; this was previously unavailable as publishers did not enter data into CADAC.

[3] Grant recipients report this data to OAC based on their own fiscal years, which may not be the same April to March fiscal year that OAC uses. As such, the data used to obtain the 2019-2020 figures reflects 12-month periods with several different start dates (including April 1, 2019; January 1, 2020; or another date in 2020). Accordingly, the impact of Ontario's COVID-19 related restrictions on arts activities can already be seen in 2019-2020 results, when compared with 2018-2019 results.

OUTCOME B: Increased skills and capacity in the arts sector

MEASURE 4: Funding of grants and services that increase skills and capacity

Results Analysis: The increase in artists and arts professionals attending skill development training in 2020-2021 is a result of 348 grants awarded through the one-time program Arts Response Initiative: Project Grants for Individuals program, which included funding for training and skill development activity. The number of artists that participated in professional training was maintained in 2021-2022 as a result of 500 grants that were supported through the one-time Career Catalyst: Project Grants for New Generation Artists program.

ID	**Indicator**	Target (> Baseline over 5 years)	Baseline 2018-19	Results 2019-20	Results 2020-21	**Results 2021-22[1]**	Results 2022-23	Results 2023-24	**$ Value 2023-24**
B4.1	# artists & arts professionals who attend activities/events for training, skill development supported or provided by OAC	> 158,774	158,774	129,145	162,923	**162,817**			---
B4.2	# activities/events for training and skill development supported or provided by OAC	> 6,693	6,693	5,180	7,509	**9,912**			---
B4.3	% of total # grants allocated by OAC for training and skill development	> 8%	8%	6%	14%	19%	5%	**5%**	**$5.5 million**

[1] For indicators B4.1 and B4.2, these are actual figures for 2021-202,2 as submitted through 2023-24 operating applications/CADAC, or through 2021-2022 project grants' final reports, and represent the most currently available

data. 2021-2022 is the first year that publishers' financial and statistical data included in figures; this was previously unavailable as publishers did not enter data into CADAC.

B4.3: 2020-2021 figures include 348 grants from the one-time program Arts Response Initiative: Project Grants for Individuals. This program included funding for training and skill development activity including: creating and adapting workspaces; developing knowledge and/or skills in administration, technology and digital platforms; and/or artistic practice, documenting artistic work, upgrading technology, research and planning, and website development. These figures are not included in Measure B4.1 as this includes individuals who attended a training and skill development activity supported or provided by OAC. Arts Response Initiative: Project Grants for Individuals program recipients were not attending events, but rather completing training and skills activity projects.

B4.3: 2021-2022 figures include 500 grants from the one-time program Career Catalyst: Project Grants for New Generation Artists. This program included funding for training and skill development activity including: professional development and training; marketing and promotion; purchase of art materials and supplies, software and hardware upgrades; and artist studio or workspace enhancements.

OUTCOME C: More public participation in and appreciation of the arts

MEASURE 5: Opportunities for Ontarians to experience and participate in the arts

Results Analysis: The number of public activities and events produced by OAC-funded artists and organizations in their home communities increased from 2020-2021 to 2021-2022, while attendance is close to 2018-2019 levels of activity. The bounceback in attendance levels may reflect arts organizations broadening their engagement platforms and offering hybrid and online events.

OAC's Touring Projects program was reduced to one deadline in 2020-2021 and suspended in 2021-2022 due to the COVID-19 pandemic. The number of operating organizations touring in Ontario increased from 2020-2021 to 2021-2022, but activities and attendance have not returned to 2018-2019 levels.

ID	**Indicator**	Target (> Baseline over 5 years)	Baseline 2018-19	Results 2019-20	Results 2020-21	**Results 2021-22**[1]
C5.1	# public activities and events produced by OAC-funded artists & organizations in their **home communities**	> 43,104	43,104	25,565	20,885	**35,180**
C5.2	# total audience for home community events in Ontario	> 21.4 million	21.4 million	12.3 million	12.4 million	**20.4 million**
C5.3	# public activities and events produced by OAC-funded artists & organizations **touring** in Ontario	> 4,998	4,998	2,467	2,633	**4,739**
C5.4	# total audience for touring events in Ontario	> 1.1 million	1.1 million	469,645	196,555	**564,298**
C5.5	% of operating organizations touring in Ontario	>36%	36%	25%	17%	**23%**

[1] Presented here and elsewhere in this document are actual figures for 2021-2022 as submitted through 2023-2024 OAC operating applications/CADAC, or through 2021-2022 project grants' final reports, and represent the most currently available data. 2021-2022 is the first year that publishers' financial and statistical data included in figures; this was previously unavailable as publishers did not enter data into CADAC.

MEASURE 6: Opportunities for Ontarians to participate in arts learning

Results Analysis: Since 2020-2021, grants through OAC's Artists in Residence (Education) program have been counted in figure 6.1 – prior to this, the program was classified as an initiative rather than a grant. Because the program only approves a small number of grants, the percentage of grants to arts education was not impacted by this shift.

The percentage of organizations offering arts learning as part of their ongoing activities has been steady, but has not returned to 2018-2019 percentage.

Similarly, the number of events increased in 2020-2021, but not to 2018-2019 (i.e. pre-COVID-19) levels. The number of participants is down starting in 2019-2020, possibly due to many of these activities taking place in schools which were either closed or required to pivot to online classes.

ID	**Indicator**	Target (> Baseline over 5 years)	Baseline 2018-19	Results 2019-20	Results 2020-21	Results 2021-22[1]	Results 2022-23	Results 2023-24	**$ Value 2023-24**
C6.1	% of total # OAC grants that provide funding specifically for arts learning	> 4%	4%	5%	5%	3%	3%	3%	**$2.4 million**
C6.2	% of operating organizations that offer arts learning as part of ongoing activities	> 83%	83%	78%	73%	74%			---
C6.3	# events that offer opportunities for arts learning by OAC-funded artists & arts organizations	> 86,912	86,912	54,288	44,738	62,507			---
C6.4	# participants (adults/ youth) in all arts learning events by OAC-funded artists & arts organizations	> 5.1 million	5.1 million	2.8 million	4.2 million	3.9 million			---

[1] For indicators C6.2, C6.3 and C6.4, these are actual figures for 2021-2022 as submitted through 2023-2024 OAC operating applications/CADAC, or through 2021-2022 project grants' final reports, and represent the most currently available data. 2021-2022 is the first year that publishers' financial and statistical data included in figures; this was previously unavailable as publishers did not enter data into CADAC.

[2] 2020-2021 was the first year that OAC's Artists in Residence (Education) program grants were counted in figure 6.1. Prior to 2020-2021, this program was classified as an initiative; it was reclassified as a grant starting in 2020-2021.

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

Results Analysis: OAC's Touring Projects program was reduced to one deadline in 2020-2021 and suspended in 2021-22 due to COVID-19. The number of operating organizations touring in Ontario increased from 2020-2021 to 2021-2022, but activities and attendance have not returned to 2018-2019 levels.

ID	**Indicator**	Target (> Baseline over 5 years)	Baseline 2018-19	Results 2019-20	Results 2020-21	**Results 2021-22[1]**
C7.1	# public activities and events produced by OAC-funded artists & organizations and toured nationally (outside Ontario) and internationally	> 3,558	3,558	2,262	2,236	**2,197**
C7.2	# total audience for events toured nationally (outside Ontario) and internationally	> 1.6 million	1.6 million	2.4 million	651,851	**648,568**
C7.3	% of operating organizations touring outside Ontario	> 27%	27%	21%	14%	**21%**

[1] These are actual figures for 2021-2022 as submitted through 2023-2024 OAC operating applications/CADAC, or through 2021-2022 project grants' final reports, and represent the most currently available data. 2021-2022 is the first year that publishers' financial and statistical data included in figures; this was previously unavailable as publishers did not enter data into CADAC.

OUTCOME D: Continuous improvement in fostering a vital and sustainable arts sector

MEASURE 8: Administrative efficiency in assessment process

Results Analysis: OAC continues to exceed its stated service commitment target, efficiently turning around applications from program deadline to decision.

ID	**Indicator**	Target	Baseline 2019-20[1]	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24[1]**
D8.1	% of applications meeting the stated service commitment turnaround from program deadline to decision.	85%	90%	96%	88%	96%	**89%**

MEASURE 9: Stakeholder satisfaction with OAC processes and decisions

Results Analysis: OAC also continues to exceed its target goal for the percentage of applicants who are satisfied with OAC's grant process.

ID	**Indicator**	Target Over 5 years	Baseline 2019-20	Results 2020-21	Results 2021-22	Results 2022-23	**Results 2023-24**
D9.1	% applicants who report satisfaction with OAC grant process	85%	86%	87%	87%	91%	**91%**
D9.2	% of complaints responded to within three business days	90%	90%	100%	95%	95%	**95%**

[1] Service commitment revised to 4.5 months in 2022-2023. Excludes programs with open intake (i.e. no fixed deadlines).

Appendix E – Communication Plan

In 2024, OAC completed the development of a new area called Public Affairs, Research and Communications (PARC), a key action of OAC's 2023 restructuring. This brought together OAC's existing communications and research teams (which had four and two staff members, respectively) with four staff members from the Granting area (with strong experience in business analysis, process systems, written communications and customer service) into a newly integrated team under one director. The overall goal of reorganizing this team has been to build capacity and expertise in both areas – and, to leverage the ways in which public affairs and data analysis work are becoming increasingly complementary and mutually supportive.

Key Areas of Activity

Activity Area	2024-2025 Achievements	2025-2028 Plans
Social Media	Following analysis of key audience social media preferences, launch of OAC Instagram account, which immediately began to outperform all other OAC social media accounts. Increased activity on LinkedIn to engage particular audiences more likely to be there, which has also allowed for increased staff sharing throughout Ontario. Increased recognition of key calendar dates for various arts activities, practices, and sector initiatives, along with EDIA-related dates aligned with OAC's priorities.	Continued analysis of ROI of various social media platforms, with consideration given to sunsetting accounts that are no longer performing well among key audiences. Increasing efficiency of social media posting process by converting remaining unilingual accounts (i.e. where OAC has separate English- and French-language presence) to bilingual accounts (which has worked well on both Facebook and LinkedIn). Combining this recognition with further statistical analysis of OAC's impact related to the date being recognized, as well as with outreach to stakeholders with a shared interest in this recognition (e.g. government ministries, elected officials, trade associations).
E-marketing	Launch of bi-monthly newsletter, enabling OAC to share more diverse information with a wider stakeholder group on a more regular basis. Activation of application programming interface (API) between e-marketing platform and OAC grant management platform (together with IS&T team), greatly increasing efficiency and seamlessness of communication with grant applicants and recipients.	Building on the success of the newsletter, using the Year-1 baseline and solicited feedback to strategically adjust format and content. Developing more sophisticated subscription management options for contacts, especially in consideration of changes under the Arts Forward Framework.

Impact Reporting	Building on OAC's existing practice of collecting photos from grant recipients for use in OAC communication products, launching an easily query-able image database to facilitate photo usage in more OAC publications, presentations and on social media. Following the first full year of OAC's new funding recognition policy for grant recipients, including a survey of operating funding recipients on this topic, continued refinements to OAC's requirements and addition of new useful resources. Development of new vehicles for synthesizing and sharing OAC impact, including new year-in-review initiatives.	Continued building and refinement of database, with an overall goal of ensuring stakeholders can visually understand the impact of OAC's work across the province. Continuing to implement new methods to acknowledge and celebrate the achievements of grant recipients, and offering training for grant recipients on how to effectively communicate about the impact of funding, including how to connect effectively with stakeholders. Enhancing OAC's ability to capture impact-related content from existing processes (including from grant recipient final reports, presentations to OAC's board of directors, etc.).
Marketing Infrastructure	Launching a new lexicon and style guide to bring consistency to (and reduce questions about) standard OAC terms for external written communications in both English and French.	Beginning OAC's visual rebranding project, including a new logo and colour scheme. Beginning OAC's website redevelopment project.
Event Production	Initial arts sector convening in October 2024 to introduce the new Minister of Tourism, Culture and Gaming to the sector, along with announcing key research and granting updates.	Larger-scale convenings to engage partners and gather feedback.
Community Engagement	Co-leading the development of a new system and process for staff to log and manage community outreach opportunities for board, leadership and staff members. This has contributed to a significant increase in OAC presence at events across the province, including valuable opportunities for grant recipients to share community-based experiences and ideas.	Continued development and use of the system, including concluding stages of events (from thank-you notes to social media posting to relaying feedback). With an increased number of speaking opportunities generated through the system, development of tools and templates to manage demands on staff time.
Sector Development	Hosted a series of webinars for operating grant recipients on topics related to economic data and the arts.	In conjunction with Research and Granting areas, continuing to provide educational sessions related to the arts and OAC's initiatives.

Customer Service	Development of feedback reporting templates for frontline staff in the communications area (i.e. those working in reception and social media) to analyze and take action on recurring challenges encountered by grant applicants.	Broadening feedback reporting mechanisms to include feedback and analysis received via staff members in other departments.

Other Ongoing Activities

- Managing announcement and supporting presentation of OAC-administered awards (five annual, four biennial, one triennial).
- Fulfilling grant recipient requests for OAC letters of welcome, video greetings, program advertisements and speeches at events.
- Writing, translation and publication of written content across OAC's website and system interfaces.

Beginning in 2025-2028

- Supporting the roll-out of the Arts Forward Framework, including development of communications strategies using a mix of one-to-many/broadcast communications (e-marketing, social media) with activities such as webinars and live events to initiate the awareness spectrum for applicants and other key stakeholders.

By focusing on these activities and themes, while proactively shaping and evolving key structures, OAC will enhance its communication efforts, increase public and stakeholder engagement, and support the arts sector in Ontario effectively.

Appendix F – Financial Forecast

	2023-24	2024-25	2025-26	2026-27	2027-28
	ACTUAL	*Budget*	*FORECAST*		
PROVINCE OF ONTARIO	-	-	-	-	-
MTCS Operating (including maintenance)	59,937,400	59,937,400	59,937,400	59,937,400	59,937,400
MTCS (CANON - French Language Services)	70,000		184,551	190,389	251,663
TOTAL PROVINCIAL FUNDING	**60,007,400**	**59,937,400**	**60,121,951**	**60,127,789**	**60,189,063**
OTHER GOVERNMENT	-	-	-	-	-
(specify program name, government & funding period)					
TOTAL OTHER GOV'T FUNDING	**0**	**0**	**0**	**0**	**0**
SELF GENERATED REVENUES					
Investment Income -Operation	1,619,257	1,350,000	1,100,000	900,000	800,000
Investment Income -Restricted	1,273,017	1,826,159	1,771,374	1,665,092	1,565,186
Non-Government Grants					
Other (specify source e.g. fund transfers, reserve/restricted funds):					
Contribution to Restricted Fund	431,048	19,937			
Fund administration	77,887	70,000	70,000	70,000	70,000
Recovery of prior years' grants	94,494	100,000	75,000	75,000	75,000
Miscellaneous*	224,354	568,971	93,971	93,971	93,971
TOTAL SELF GENERATED	**3,720,057**	**3,935,067**	**3,110,345**	**2,804,063**	**2,604,157**
TOTAL REVENUE:	**63,727,457**	**63,872,467**	**63,232,296**	**62,931,852**	**62,793,220**

EXPENDITURES					
Awards and expenses -Restricted	1,119,927	1,195,525	1,009,357	797,057	150,000
Grants / other programs -Operation	52,761,065	52,377,101	51,391,954	50,758,652	50,260,420
Grants / other programs -Restricted	1,637,215	1,734,776	1,836,533	1,601,431	1,336,533
Services	702,647	855,353	881,014	907,444	934,667
Administration					
Salaries & Benefits	6,691,012	6,849,988	7,192,487	7,552,112	7,929,717
Occupancy / Lease	591,599	686,897	707,504	728,729	750,591
Travel	37,754	145,315	149,674	154,165	158,790
Communications**	114,817	44,549	45,885	47,262	48,680
Other***	585,727	841,185	866,421	892,413	919,186
TOTAL EXPENDITURES	**64,241,763**	**64,730,689**	**64,080,829**	**63,439,264**	**62,488,583**
Amortization of deferred capital contributions			(57,000)	(57,000)	(57,000)
Amortization of capital assets	(235,784)	(225,983)	(225,983)	(225,983)	(225,983)
	(235,784)	**(225,983)**	**(282,983)**	**(282,983)**	**(282,983)**
Net Proceeds (Loss) - Operation	**302,987**	**0**	**0**	**0**	**0**
Net Proceeds (Loss) - Restricted	**(1,053,077)**	**(1,084,205)**	**(1,131,515)**	**(790,396)**	**21,654**
Total Net Proceeds (Loss)	**(750,090)**	**(1,084,205)**	**(1,131,516)**	**(790,395)**	**21,654**
Net assets (deficit), beginning of year	34,052,907	36,283,969	35,199,764	34,068,248	33,277,853

Excess of Revenue Over Expenses	(750,090)	(1,084,205)	(1,131,516)	(790,395)	21,654
Net remeasurement gains	2,981,152				
Net assets (deficit), end of year	36,283,969	35,199,764	34,068,248	33,277,853	33,299,507

* Property tax rebate and private donations

**Communications, Media Monitoring, Accessibility, Typesetting and Design, Electronic Distribution and Subscription & Publication

*** Insurance, information systems and technology, legal, office supplies, translation costs, CADAC, human resources, etc.

Notes:

Funds that comprise the Net Assets	
Invested in Capital Assets	98,030
Restricted and Endowment Funds	25,779,303
Unrestricted	2,581,402
Accumulated Remeasurement Gains	7,825,234
	36,283,969

Appendix G – Human Resources and Staffing

Workforce Statistics

The implementation of a new organizational structure in 2023-2024, and the recruitment of some lingering vacancies being filled in 2024-2025, have resulted in 42% of the workforce having less than five years of employment with OAC. Additionally, 29% of the workforce is over 50 years old, so succession planning and effective onboarding become critical as more staff edge closer to retirement.

Voluntary turnover rate decreased significantly from the previous year to just under 7% as of the end of October 2024.

Area of Focus for Human Resources in 2025 – 2028

Organizational Design for Arts Forward Framework

In 2026-2027, OAC's leadership will engage in analysis of organizational design and workforce and talent requirements to ensure revised granting program design and service delivery, and other business priorities, are well-supported. Necessary changes will be implemented in 2027-2028.

Collective Bargaining

The finalization of the April 1, 2022 – March 31, 2025, renewal collective agreement will take place by the end of the 2024-2025 fiscal year, and immediate attention will be given to implementing the retroactive compensation and benefits changes. Updates and revisions to practices, policies and documentation will be rolled out in 2025-2026.

OAC plans to return to bargain the successor OAC and AMAPCEO collective agreement in 2025-2026.

Compensation and Benefits

OAC's annual compensation increases for bargaining unit members are in alignment with AMAPCEO OPS. The same provisions are taken into consideration when determining annual compensation increases for management and exempt positions, while reviewing compensation increase forecasts of similar industries and cost of living.

Attraction and retention of executive-level positions will be a key challenge to address in the upcoming years as OAC compensation levels fall below relevant public sector and private sector positions due to a flatline budget and legislated requirements that have limitations on salary increases.

OAC provides healthcare benefits administered by Canada Life and a defined benefit pension plan administered by the Ontario Pension Board, through its association as an agency of the government. All eligible OAC staff participate in the same benefits and pension plan.

OAC's healthcare benefit plan is similar to the OPS Management and Excluded and AMAPCEO Plan, aside from the lack of a healthcare spending account and greater reimbursements for specific paramedical expenses. Modifications to insured healthcare benefits in the areas of registered massage therapy, physical therapy and mental therapy were introduced in 2024 after more than twenty years at the same rate. There are no additional plans to modify or adjust healthcare benefits in the immediate future. The same plan is provided for unionized and non-unionized staff.

Human Resources Policies and Procedures

OAC will explore platforms and service providers in 2025-2026 to support the generation of streamlined human resources policies, forms and information, and legislated training, to enhance organizational and individual awareness and access.

OAC will also continue to investigate, modify or implement processes and policies that further OAC's commitment to EDIA under its EDI Action Plan and its Multi-Year Accessibility Plan.

Employee Engagement

A new employment engagement survey is being developed. Analysis of results will inform a 2025-2026 plan to implement actions that have the most meaningful impact on improving workplace culture.

Summary of Staff Numbers

OAC's headcount is projected to be 59 full-time regular salaried employees by year-end 2025-2026 with temporary professionals engaged to support the development of Arts Forward Framework 2026-2027.

OAC had the following staff categories in 2024-2025:

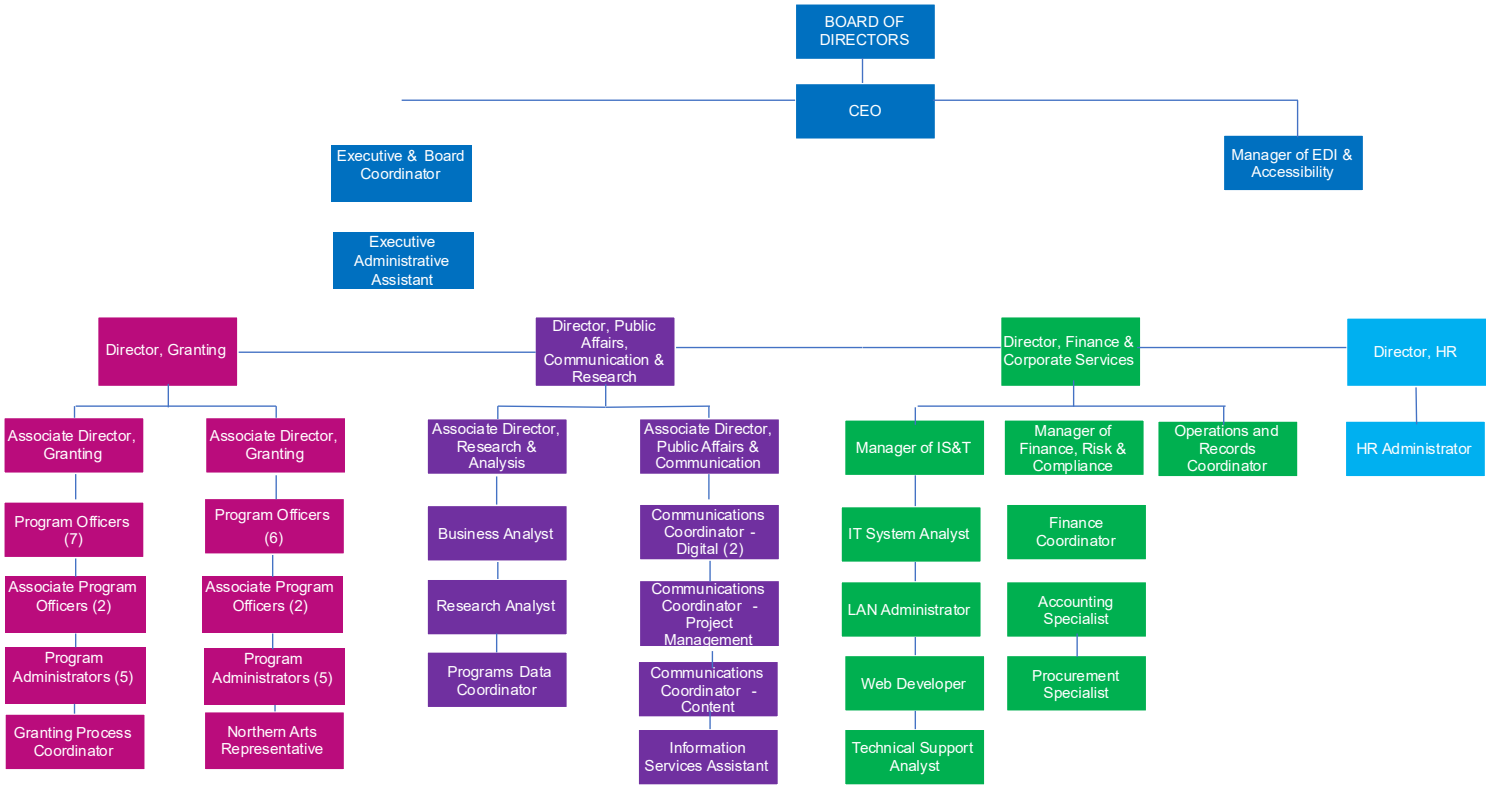
- Executive: 5 permanent full-time
- Management: 7 permanent full-time
- Exempt: 2 permanent full-time
- Unionized: 45 permanent full-time

AMAPCEO is the bargaining agent for all employees of OAC, except persons exercising managerial functions or employed in a confidential capacity in matters relating to labour relations. Unionized staff include administrative support staff as well as arts professionals, such as OAC's program officers.

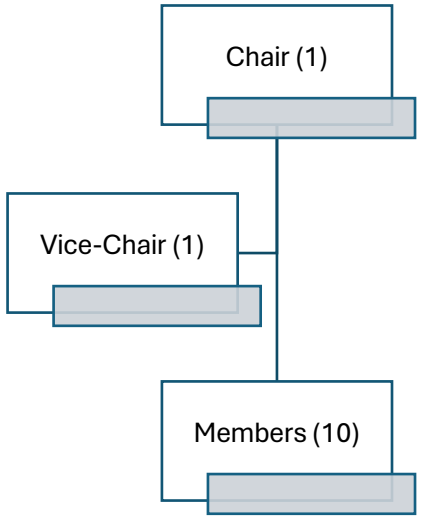
Staffing Numbers – Actuals and Three-Year Forecast						
FTEs	**2022-23 Actuals**	**2023-24 Actuals**	**2024-25 Actuals**	**2025-26 Forecast**	**2026-27 Forecast**	**2027-28 Forecast**
	59	59	59	59	59	59

Appendix H – OAC Organization Chart and Governance Structure – 2025-2026

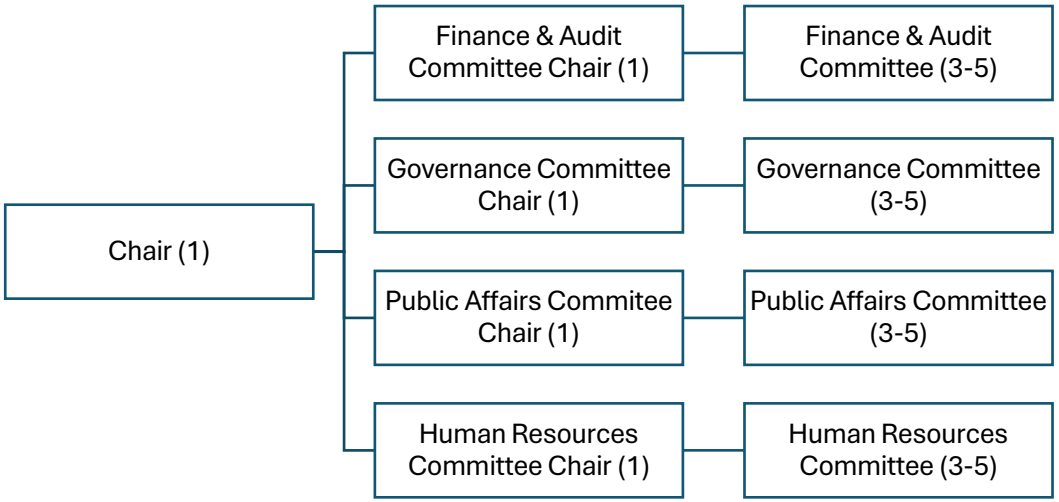
OAC Organization Chart 2025/26



Board of Directors Structure



Board Committee Structure



Appendix I – Equity, Diversity, Inclusion and Accessibility

Equity, Diversity and Inclusion Action Plan (EDIAP)

OAC is dedicated to fostering a workplace with equity, diversity, inclusion (EDI) and accessibility. In alignment with OAC's EDI Action Plan (EDIAP), we acknowledge that this work involves reviewing barriers to access, engagement and equity. Since the launch of the EDIAP we have made progress on several key initiatives:

- **Policy review**: In consultation with internal committees, work has begun to review and update several key policies and programs to ensure integration of EDIA-best practices. Updates are in progress for OAC's Accommodation and Respect in the Workplace policies.

- **Management capacity-building**: To strengthen the role of managers in fostering positive workplace culture and EDIA best practices, a new leadership development forum has been created. With sessions every five weeks, this forum will dedicate space for both collaborative planning and formal EDIA training, with topics including addressing racism and microaggressions in the workplace, promoting psychological safety, conflict resolution/engagement and coaching with an EDIA lens.

- **EDI learning and development plan**: As part of OAC's broader strategy in EDI learning and development, staff, managers and board have recently completed training sessions in topics including Diversity, Equity, Inclusion and Reconciliation; Addressing Islamophobia and Antisemitism; and Neuro-Inclusive Communication.

    - Upcoming sessions will focus on applied team-level grounding in EDIA concepts alongside the development of team norms in areas including conflict-resolution, psychological safety and fostering an equitable and inclusive workplace culture.

- **Partnership projects**: OAC is committed to supporting EDIA initiatives that have an impact across the broader arts sector. Current partnerships include a collaboration with the Black Screen Office to develop an Anti-Black Racism Policy Framework to be piloted in the Canadian screen industries and the SHVILIM project to address antisemitism through the arts.

Planned EDIAP Initiatives

- **Asynchronous and digital EDIA training**: An accessible digital training platform will be developed to support onboarding and offer ongoing learning and resources in EDIA-centered practices. Learning areas will include anti-racist and anti-oppressive practices in the workplace, inclusive strategies for gender and sexual diversity, and supporting accessibility.

- **Staff engagement survey**: To inform ongoing efforts in EDIA learning and capacity-building, a foundational staff engagement survey will be launched to gather insights into staff experiences of workplace culture and engagement.

Multi-Year Accessibility Plan (MYAP)

In alignment with OAC's 2023-2028 Multi-Year Accessibility Plan (MYAP), OAC is committed to advancing accessibility in all operations. By working across departments, OAC is building more responsive systems that support equity and access for both staff and the public. Currently, this work includes:

- **Ensuring AODA compliance and digital accessibility**: Ongoing review of OAC's websites and the Nova platform is underway to ensure both compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and enhanced digital accessibility for all users.

- **Improved feedback channels**: OAC is developing more streamlined systems for channeling accessibility feedback, enabling better identification and addressing of gaps, and driving continuous improvement across programs and services.

- **Collaborative initiatives**: OAC is exploring strategies, including strengthened partnerships with Deaf and disability service organizations, to identify and address access gaps in granting systems.

Planned MYAP Initiatives

- **Accessibility and AODA training**: As part of the broader EDIA learning and development strategy, OAC plans to expand its focus on accessibility and develop new learning and practice resources in areas including AODA awareness, accessible communication and fostering accessible environments in both digital and physical spaces.

  Deaf and Disability Advisory Group: Renewed collaboration with a Deaf and Disability Advisory Group will help shape OAC's approach to accessibility and ensure that diverse perspectives and lived experiences inform development in policies, practices and programs.

Appendix J – Information Technology (IT) / Electronic Service Delivery (ESD) Plan

OAC's Information Systems & Technology (IS&T) area is responsible for supporting OAC's business objectives and innovation. OAC's grants management system, Nova, enables OAC to provide reliable online services to applicants across the province. The IS&T team plays an important role in ensuring the Nova system efficiently supports OAC's programs, follows all regulations and directives, and maintains robust data security.

Concurrently, the team also provides effective information management to support the continuing efforts of finding operational efficiencies and to support data-driven, evidence-based decision-making processes. IS&T also continuously updates and upgrades technology platforms with modern, agile, and secure platforms.

In the next several years, as OAC continues to enhance its technology infrastructure and improve its digital service delivery, IS&T will be instrumental in supporting the organization to achieve its objectives. Initiatives in IS&T include work in the following areas:

IT Infrastructure, Systems, Services and Security

Innovation

IS&T has been implementing cloud technologies at OAC from service providers such as Amazon and Microsoft. Most of OAC's systems are now cloud-based and IS&T continues to migrate other systems to the cloud.

The benefits of cloud technologies are:

- Ecosystem optimization
- System and application rationalization
- Digital acceleration and transformation
- Reduced cost in system management
- Value-added cybersecurity and privacy
- Improved technology scalability and redundancy
- Mobility
- Better disaster recovery plans and business continuity solutions

These enhancements have provided OAC with a technologically competitive advantage, while drastically reducing cost and risk. The enhancements will also provide critical support as OAC continues to implement its strategic plan.

Infrastructure

IS&T will continue its work upgrading OAC's onsite hardware and software to provide modern and secure services. In 2024-2025, IS&T upgraded OAC's network area storage (NAS) and implemented cloud storage. Microsoft Intune is expected to be implemented by March 2025. In 2025-2026, IS&T

plans to upgrade the corporate Wi-Fi infrastructure. IS&T also plans to expand OAC's data backup solution to cover new business needs.

Cybersecurity

As OAC moves more and more of its services to digital, cybersecurity continues to be an important consideration for IS&T as it develops infrastructure and IT services. In 2024-2025, IS&T reviewed and improved security settings in the Nova system. IS&T also implemented two-factor authentication for OAC's VPN.

User training is also an important part of cybersecurity awareness. IS&T will provide training and/or tests throughout the year to help users be aware of the cybersecurity threats and maintain a sense of vigilance. Every October for Cybersecurity Awareness Month, IS&T develops articles and presentations to share with staff to expand their awareness and knowledge of cybersecurity.

Applications and Systems

IS&T plans to provide all OAC services digitally to all Ontarians. So, IS&T will further adopt and roll out applications to launch web portals, collaboration platforms and web/cloud applications to improve services, streamline workflows and processes. At the same time, IS&T will continue to improve existing systems and services by integrating new and existing systems, including OAC's grants management system.

- IS&T will build on the Microsoft 365 platform and develop software applications and systems to improve OAC's internal processes and workflows.

- In 2024-2025, a preliminary analysis of OAC's public website was completed. The execution of the project is expected to start later this year or early next year. IS&T will work with other departments on the public website redesign project.

- A brand-new Request Management System is currently being developed and expected to be completed by the end of this fiscal year. The system includes purchase request management and translation service request management. OAC staff will be provided with training and documentation to become familiar with this new system.

- OAC's current financial system, Great Plains, is being migrated to Microsoft Business Central, a cloud-based financial system. The system is expected to go live on April 1, 2025.

- In 2025-2026, IS&T plans on enhancing OAC's current intranet by adding deadline calendar and department pages.

Artificial Intelligence (AI)

Artificial Intelligence (AI) refers to computer systems that perform tasks typically requiring human intelligence, such as data analysis, pattern recognition, and decision-making. By automating complex processes, AI has the potential to increase efficiency, improve accuracy, and support

better decision-making across various functions. As OAC explores AI's possibilities, it is essential to consider not only its benefits, but also the risks and responsibilities associated with its use.

IS&T plays a critical role in OAC's AI exploration and potential adoption phases. IS&T will be responsible for evaluating AI technologies to ensure they meet security, compliance, and ethical standards, while also providing technical support for any AI projects. Additionally, the IS&T team will work to establish secure data management protocols and advise on best practices for integrating AI with existing systems. By partnering with other departments, the IS&T team will help ensure that any AI solutions adopted are effective, reliable, transparent and compliant.

At this stage, IS&T is thoughtfully exploring AI applications, with an emphasis on understanding the implications for data privacy, ethical standards, compliance requirements, and operational integrity. Any future implementation will prioritize these considerations, ensuring that AI solutions align with OAC's goals and values.

As of 2024, Microsoft Copilot Chat with Commercial Data Protection is the only government-approved enterprise AI-powered generative AI chat tool for Ontario Public Service staff. IS&T will focus on exploring Microsoft Copilot as a potential AI solution for OAC. IS&T will also continue to monitor AI trends and government directives to ensure OAC's approach remains current and compliant.

Future areas OAC would be interested in pursuing related to AI include automating administrative processes, compliance-specific automation of final reports, or drawing on trends from mass data, like sentiment analysis or other framework analysis. OAC would not look to use AI for evaluation or replacement of peer-to-peer panel assessment.

Information Governance and Business Continuity

Enterprise Architecture

IS&T will work to improve integration and interoperability between disparate systems and shift to a business-focused enterprise architecture. IS&T will enable the elimination of technology silos and improve agility of technology platforms so that other areas at OAC can effectively apply changes to processes and capabilities.

Data Governance

IS&T will work on a data governance program to define a strategy and a set of procedures, plans and policies to oversee the management of the confidentiality, availability, usability, integrity and security of enterprise data at OAC.

Business Continuity

Building on the lessons learned during the pandemic, OAC has completed its Business Continuity Plan (BCP) and Cyber Incident Response Plan (CIRP). IS&T services are an important part of the

OAC BCP and CIRP. IS&T will regularly test the plans and ensure services to Ontarians and staff can be provided in emergency situations and scenarios.

Disaster Recovery

IS&T will work on eliminating major infrastructure dependencies by migrating services to cloud-based solutions. IS&T continues to review and improve its backup configurations and geographical redundancy, failover and high availability, which ensures that OAC services are independent of OAC's physical location.

Business Intelligence & Risk Management

Business Intelligence

IS&T is working across departments on a plan to manage all data from the Nova system, OAC's public website, its finance system and other third-party services used by OAC. The data solution will support better analysis, build business intelligence, and improve data-driven decision making. Building on the work already underway to support data sharing with MTCG, IS&T will also manage systems to facilitate the governance of the greater data sharing to add value to the business. Furthermore, it is important to manage and control the proper flow of information between different systems so that data accuracy, integration, and security can be managed. The focus of IS&T in this area will be to manage the security, privacy and encryption of data.

In 2024-2025, IS&T continued working with other teams to implement a business analytics tool using Microsoft Power BI – including to make sure business requirements have been met, and so that the business benefits from new IT advancements.

Enterprise Risk Management

IS&T is an important contributor to and enabler of proper enterprise risk management practices. IS&T will continue to focus on data security and privacy, and to provide tools to support enterprise risk management practices. IS&T will continue working towards securing OAC's infrastructure and services using single sign-on, encryption and multi-factor authentication while providing flexibility, mobility and ease of access to users externally and internally. In 2024-2025, IS&T designed and developed a new secure process of receiving sensitive data from external users. In addition to raising awareness of data security and privacy, and building a culture of cybersecurity at OAC, IS&T will also continue to provide regular training in these areas for staff.

Appendix K – Use of Office Space and Records Management

OAC's Operations team is responsible for supporting business objectives in the areas of realty, facilities and records management. Over the next year, the Operations team will continue its work to realize the expected efficiencies gained through the Centralization of Broader Real Estate Authority (CBREA) and its related processes, and to ensure OAC meets its records management requirements.

Realty

OAC supports the Government of Ontario initiative to modernize its approach to real estate used by government agencies. OAC recently transferred ownership of its Toronto office lease to the Ontario government as part of ongoing realty modernization projects, which will drive efficiencies in real estate and reduce costs. With continued support for the new Realty Directive, OAC will work closely with the Ministry of Infrastructure to implement the Centralization of Broader Real Estate Authority (CBREA), to actively assess its current use of the office space and to determine the best model to unlock any potential to increase its impact.

Records Management

OAC will continue to remain in compliance with the Archives and Recordkeeping Act through the ongoing evaluation of approved records series and will continue to leverage the capacities of Office 365 from a technological perspective. OAC will continue to focus its efforts on digital records management, implementing current best practices, and implementing a system-wide approach to support recordkeeping policies. The modernization of processes driven by policy modernization will continue through 2025, ensuring that OAC adheres to and can exceed all records management requirements.

Appendix L – Leveraging Partnerships: Initiatives Involving Third Parties

Priority Framework for OAC Partnerships

Partnerships are investments of OAC's financial, human and other resources, made together with other organizations, towards strategic outcomes.

Through partnerships, OAC has increased support to local, regional and rural artists and arts activities, and will continue to build connections between the arts and other sectors, such as education, social services, tourism, business and health.

In a partnership, OAC and one or more organizations collaborate on a project with shared or complementary objectives, where all parties:

- enter into an agreement that sets out terms
- share authority, risk and non-monetary benefit
- jointly invest time and resources, which must include financial resources
- work toward a significant single event or resource, or a series of events or resources, with or without renewal

This definition distinguishes partnerships from other types of projects and relationships involving OAC.

OAC typically partners with non-profit organizations and government agencies, not businesses. Partner organizations' mandates can be artistic or non-artistic.

There are no formal eligibility requirements for proposing a partnership; however, there is a framework for approvals.

The resources OAC can spend on partnerships are very limited. Before entering discussions, OAC requires basic information to assess whether a potential partnership aligns with its strategic goals.

First, OAC's definition of a partnership is:

1. The collaboration is between OAC and an external organization.
2. The collaborators will share authority and responsibility.
3. The collaborators will invest time and resources together.
4. The collaborators will share any risks and benefits.
5. There will be a formal agreement outlining the terms of the collaboration.
6. The collaboration will achieve objectives that the collaborators could not achieve on their own.
7. No existing OAC grant, award or service could support this collaboration.

Potential partners are expected to share:

- Names of organization(s) proposing the partnership
- Answers to the seven criteria for a partnership above

- Outline of the project the potential partner wants to undertake (a few sentences)
- Proposed timing for the project
- Notes on which of OAC's strategic plan direction(s) or corporate objectives the proposed partnership would align with:
    - Strategic direction 1: Further develop our funding approach to build strength and relevance
    - Strategic direction 2: Amplify the impact, benefits and value of the arts
    - Strategic direction 3: Renew program design and service delivery
    - Strategic direction 4: Cultivate connections, collaborations and partnerships

Current OAC partnerships are organized into key themes and areas:

1. Anti-Discrimination and Inclusion

- **Black Screen Office, Cultural Pluralism in the Arts Movement Ontario (CPAMO)**: Developing a policy framework to combat systemic anti-black racism in the Canadian screen industries and arts sector.
- **Fentster, Shoreline Collaboratives and No Silence on Race – SHVILIM: Addressing Antisemitism through the Arts**: Enhancing the visibility of Jewish culture in Ontario's arts landscape while supporting greater understanding about anti-Jewish oppression.

2. Data and Analytics / Economic and Sectoral Studies / Sector-Specific Tools and Resources

- **Mass Culture – Data Narratives for the Arts Project**: Empowering artists and arts organizations with data collection and literacy to control and utilize their own data.
- **Nordicity – Arts Across Ontario Regional Profile of Ontario's Culture Sector Study**: Studying the economic vitality of Ontario's culture sector.
- **Nordicity – Live Performing Arts Sector Tax Credit Research Study**: Exploring tax incentives for the live performing arts sector in Ontario.

3. Environmental Sustainability

- **Centre for Sustainable Practice in the Arts – Creative Green Tools**: Promoting environmental stewardship by adapting carbon calculation tools for the Canadian arts and culture sector.

4. Capacity Building and Support

- **Work In Culture – Catalyst and Transformation Fund**: Supporting creative sector organizations through restructuring, mergers, and other structural changes.
- **Business / Arts – artsvest**: Collaborating on corporate funding opportunities to enhance program delivery and engagement with regional and equity-deserving groups.
- **Professional Association of Canadian Theatres – Ignite Theatre Audiences Engagement Campaign**: A nationwide campaign to engage lapsed and new audiences to local theatres.

5. Research and Policy Development

- **OCADU Cultural Policy Hub**: Strengthening cultural policy research and collaboration, focusing on topics such as community cultural spaces and the status of artists and arts workers.
- **Metcalf Foundation – Impact Investing and Canada's Cultural Sector Study**: Exploring how social impact investing could be applied to the arts.

These partnerships reflect OAC's commitment to fostering a diverse, inclusive, and sustainable arts and culture sector in Ontario.

Appendix M – Mitigating Risk: Risk Identification, Assessment and Mitigation Strategies

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Strategic / Policy / Performance – risk that strategies and policies fail to achieve required/targeted results and do not properly support business needs; including stakeholder and public perception / reputation risks; potential underachievement of performance targets; and program objectives whose achievement is highly dependent on other initiatives.**							
1	Possibility of inappropriate use of grant money by grant recipients; the risk is loss of credible reputation of OAC.	OAC's policies that guide the conditions which must be adhered to by grant recipients would be affected.	Public perception that one case is not isolated could result in the generalization that grants are not monitored properly. May result in reduced confidence in OAC by government.	Likelihood: Rare Impact: Moderate	Review of applications and final reports by Program Officers, peer assessment review process, internal grant review process (Officers with senior management) for review of grant recommendations, the imposition of conditions before funds are released, requirement of Board approval for all grants over $30,000. Follow-up by Program Officers with grant recipients to assess how the granting was utilized.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
2	Possibility of low investment returns on the operating fund and on private funds which have been donated to create restricted and endowment funds.	This risk may affect OAC's strategic priority of investing in Ontario's vital artists and arts organizations.	Loss of investment revenue in the operating fund could result from delayed receipt of funding from the government. This in turn would lead to reduction in program spending; awards and programs that depend on restricted and endowment fund returns could be reduced significantly.	Likelihood: Possibly Impact: Minor	Stronger operating cash flow management; the Board's Finance and Audit Committee reviews its investment policy, asset mix, and meets with investment managers annually; a long-term approach is adopted in determining annual disbursements; strict budget controls are in place.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	Finance and Audit Committee / Director of Finance & Corporate Services	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
3	New economic risks of inflation, labour shortages, and potential recession may undermine the viability of arts organizations.	All strategic priorities would be affected, making the government's investment in the professional arts sector make Ontario a better place to live, work, visit and invest in less impactful.	Many OAC-funded organizations have described how inflation and supply chain issues have affected their ability to reopen and recover economically. For example, organizations are reporting higher costs for rent, transportation, and insurance which affects the organizations' ability to achieve financial stability. The arts sector is being impacted by the labour shortage crisis that is occurring in the larger society. Many artists and arts workers have left the sector and/or the province and now the sector is facing a shortage of experienced, talented artists and arts workers.	Likelihood: Likely Impact: High	For organizations prioritized under OAC strategic plan possibility of increased investment, but for others this risk may be exacerbated by stagnant or decreased funding. Partnership activities to support cost sharing, and research into policy which supports the arts sector.	High; Funding Framework and Partnership Development	Yes	Board and CEO	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Governance / Organizational - include risks related to the organizations structure, accountabilities, or responsibilities; risks that culture and management commitment do not support formal structures, include controllership / accounting risks; and issues raised by staff, partners, stakeholders.**							
4	Failure to have appropriate representation on OAC's 12-person Board of Directors – geographically, and with regard to skills, expertise and the diversity of Ontario, including racialized and Indigenous communities.	This risk would affect OAC's objective of strong Board effectiveness and governance.	Due to increased public profile of Equity, Diversity, Inclusion and Accessibility, future Board appointments should be mindful of diversity of representation on OAC's Board. Effective governance requires diverse views and strong skill sets around the board table. A full complement is 12 Board members.	Likelihood: Rare Impact: Moderate	Encourage government to ensure appropriate board representation when filling vacant positions; conduct Board effectiveness and self-identification surveys, which are reviewed by the Governance Committee and Board not less than biannually.	Medium; Limited Management Review Required	Yes	Board Chair*	Ongoing
5	Risk of inadequate succession planning for senior management.	This risk would affect OAC's objective of strong leadership, management and support of the organization.	Challenges in knowledge transfer and corporate history; inefficiencies, errors and delays. Risk associated with an unexpected absence of key personnel. Organizational structure is increasingly lean.	Likelihood: Possibly Impact: Moderate	OAC reorganization addressed this risk in the short term while setting up for long term mitigation. Directors now have supporting managers which also serve as succession candidates.	Low; Limited Management Review Required	Yes	CEO	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
6	Potential failure to establish and maintain proper controls in financial and operational management.	This risk would affect OAC's business objective of maintaining appropriate financial reporting and controls.	Increased risk of fraud, weak business workflows and segregation of duties, inappropriate recording and reporting of financial / operational transactions; decreased transparency and accountability.	Likelihood: Rare Impact: High	Ongoing assessment of current control environment; evaluation of workflows and responsibilities; improvement of job designs to support strong organizational controls and risk management; Implementation of upgraded systems and controls in conjunction with IS&T.	Low; Risk Can be Managed Through Existing and Updated Oversight/Routine Procedures	Yes	Director of Finance & Corporate Services	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Legal / Compliance - include risk of litigation, risks from non-compliance to applicable laws, acts, and policies, and risks related to contract management**							
7	Potential failure to establish and implement proper policies and organizational structures to comply with FIPPA and records management requirements.	This risk would affect OAC's business objective of ensuring strong compliance with legislation and government regulations.	Potential of FIPPA and Records Management policies not covering all areas of business; inadequate organizational resources and training to implement FIPPA policies and respond to FIPPA requests; possibility of privacy breach.	Likelihood: Unlikely Impact: Moderate	Continuation of the development work of strong FIPPA policies to cover all business areas; development of organizational framework to manage FIPPA requests; development of policies and procedures for records management; allocation of resources to records management system development; provision of training and ongoing support to staff.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
8	Terms and conditions of OAC grant applications and payments could be challenged by applicants.	This risk would affect OAC's business objective of ensuring strong administrative compliance with laws and regulations.	Risk of legal dispute relating to various laws and statues and the terms and conditions demanded by OAC along with the activities of recipients.	Likelihood: Rare Impact: High	Periodic review of OAC terms and conditions, implementation of new government regulations and directives; legal review of OAC agreements to ensure compliance; development of policies and procedures for changes in granting applications and grant payments; development and implementation of procedures for deletion of sensitive information as defined by the records retention policy; monitoring of information collection and management.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	Director of Granting	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
9	Political activity of OAC recipients.	Political risk, and risk to funding if political representatives object to activity.	OAC Reputational risk with public and / or key stakeholders.	Likelihood: Likely Impact: High	OAC has the following policies in place in specific relation to applicants: OAC Freedom of Artistic Expression Policy Terms and Conditions, Receipt of OAC Operating Grant Funds Guide for Operating Grant Applicants and Recipients on Engagement with Social Issues	Low; Risk Can be Managed Through Existing and Renewed Policy, Oversight/Routine Procedures	Yes	CEO	On-going

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
10	Liability exposure to OAC for individual artists (grant recipients) working with vulnerable persons in community settings, schools, etc.	This risk would affect OAC's business objective of having strong administrative compliance with laws and "duty of care."	Legal and reputational risk.	Likelihood: Rare Impact: Moderate	Individual artists, collectives and organizations applying to OAC programs to deliver arts programs in educational or community settings are required to confirm to OAC that the required police background check or vulnerable sector verification has been obtained; provision of relevant information on OAC website.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	Director of Granting	On-going

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
11	Failure to comply with all government directives such as the Travel, Meal and Hospitality Directive; Procurement Directive; Memorandum of Understanding , etc.	Business Priority - strong administrative compliance with government policy and direction.	Inappropriate use of public resources; negative reporting in the media. Government could lose confidence in OAC.	Likelihood: Rare Impact: Moderate	Ongoing management reports to Board Committees and to the full Board; orientation of new Board members and new staff includes relevant information about directives; rigorous review of expense claims by Finance Office and signing officers; public disclosure of Board and CEO travel expenses. Ongoing education of existing employees and orientation of new OAC personnel in processes and procedures. Continuous dialogue with government representatives to adjust and modify measures and directives to best support OAC.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	On-going

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Operational / Service Delivery - include risks that products or services will not be completed or delivered as expected; capital or other project delays; level of program efficiency, effectiveness, customer.**							
12	Nova, OAC's online granting application system, may not function as expected, and may not support current and future business needs or the needs of applicants.	This would affect OAC's business objective of making the OAC grant application experience a simple and efficient one, and provide an excellent standard of service to applicants and other system users.	Applicants and staff may not have all the system tools available in Nova; poor customer experience may affect demand and quality of applications; other systems may need to be developed to support business operations.	Likelihood: Possibly Impact: Moderate	Continuous monitoring of and improvements to Nova to add necessary functions and programs; increased resources to the Nova Help Desk for applicant support. Review of additional/alternate systems in the marketplace.	Medium; Limited Management Review Required	Yes	Directors' Committee	On-going
13	Nova's reliability and performance may be negatively affected by external factors.	This would affect OAC's business objective of making the OAC grant application experience a simple and efficient one, and to provide an excellent standard of service to applicants and	Applicants and other system users may not receive services at a level which meets their expectations; the potential downtime or low performance of Nova may delay applications and require temporary alternative resources to support the system.	Likelihood: Unlikely Impact: Moderate	Working with system vendors to strengthen the Nova platform; development of a business continuity plan so that steps can be taken in the event of poor system performance. Maintenance of sufficient backup of the system.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
		other system users.							

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Workforce - include workforce compensation, labour relations and human resources risks; workforce data showing high turnover, imminent retirement, high illness rates, staff complaints**							
14	Workforce retention due to legislated pay limitations, and guidance on hybrid work.	All strategic priorities would be affected as well as the business objective of maintaining administrative efficiencies.	The active employment market impacts OAC as it does other areas of government and other sectors, including the arts sector OAC serves. Turnover in positions cause succession, training, knowledge transfer and culture risk.	Likelihood: Possibly Impact: Minor	OAC reorganization intended to build in more risk mitigation in this area and succession. Increased use of technology to engage processes and knowledge also mitigates. Consideration of alternative factors to offset financial limitations. Use of internal reviews like employee satisfaction and additional feedback mechanisms to gather information for mitigation.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	On-going

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
15	Risk of not having the right number of staff, or the right mix of staff levels and skills to achieve strategic goals and manage OAC business.	This would affect OAC's business objective of maintaining of administrative efficiencies.	Inadequate staffing in some areas; work not done as efficiently and effectively as expected; difficulty in recruiting staff with necessary skills. Organizational structure is increasingly lean.	Likelihood: Unlikely Impact: Moderate	Development of staffing plan to address an ever-changing environment, e.g., gathering information to identify changes and evaluate demand and workload; reallocation of resources to better meet demands. A granting process review was done in 2019-20.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	Human Resources Director; Human Resources Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
	Risk Category:	**Information Technology & Infrastructure - include capital project delays, risks related to organizational assets, physical safety and security risks**							
16	Risk of IT network failure.	This would affect OAC's business objective of maintaining strong administrative efficiencies.	Loss of productivity and potential loss of valuable data; applicants and other users may not be able to access information.	Likelihood: Rare Impact: High	OAC performs regular network maintenance and testing; use of redundancy where possible; conducts proper data backup and restoring procedures. Most OAC systems have been moved towards cloud-based platforms, which will allow for better business continuity and disaster recovery planning.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Director of Finance & Corporate Services	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
17	Risk of IT network breach and security compromise.	All strategic priorities would be affected as well as the business objective of maintaining administrative efficiencies.	Potential loss of confidential data and information; breach of privacy; reputational damage for OAC; financial cost as a result of any security breach.	Likelihood: Rare Impact: High	Development of a strong IT policy; providing ongoing user training; proper data backup and restoring procedures; use of third party to improve network security where appropriate; development of Nova audit processes and procedures review of user onboarding / offboarding processes with HR; taking strong and appropriate actions as required to safeguard security. Adoption of two-factor authentication for VPN, Office 365 and Nova.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Director of Finance & Corporate Services	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
18	Risk of inadequate IT management systems that may not support information management needs.	This would affect OAC's business objective of maintaining administrative efficiencies.	Ineffective information classification, storage, index, search, and backup system; potential loss of information; may not support FIPPA or other requirements.	Likelihood: Possibly Impact: Moderate	Maintenance of a robust IT management system; proper data backup and restoring procedures; development of procedures for handling and storage of information on various forms of media; development of an information classification system.	Medium; Limited Management Review Required	yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
19	Risk of inadequate control of user access of IT systems and insufficient documentations of system level functions and controls.	This would affect OAC's business objective of maintaining strong administrative efficiencies.	Potential loss of confidential data and information; breach of privacy; potential network breach.	Likelihood: Rare Impact: High	Development of a strong system access policy with access approvals in place; ensuring functions and authorizations assigned to users match their roles and responsibilities; improving system documentation; ongoing user training; proper data backup and restoring procedures; use of third party to improve network security where appropriate; maintenance of IT audit logs on critical IT systems, implementation of a review process; review of user onboarding / offboarding process with HR.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
20	The risk of improper adoption/use of AI technologies due to lack of knowledge, skills, and guidance from Ministry	This would affect OAC's business objective of maintaining strong administrative efficiencies. It would also affect OAC's Business Priority of strong administrative compliance with government policy and direction.	Risk of bias results and unintended outcomes; security vulnerabilities and privacy breaches; legal accountability if AI is used to make decisions. There is also risk of failure to comply with government policies and guidelines if we move too fast in adopting AI before the policies are set.	Likelihood: Likely Impact: Moderate	Develop internal policies and controls on what AI technologies will be used for and how we will use it. Proper training for staff that will be using the AI technology.	Low; As we are in the planning stages. Management review and discussion required	Yes	Directors' Committee	Ongoing
Risk Category:		**All other Risks - Risks that do not fit in any of the above categories. Corporate Social Responsibility concerns - Environment, Climate Change, Energy Management , Health Promotion, Waste Reduction. Include risks relating to third parties such as service or goods providers.**							

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
21	Risk of physical threat, injury or security issues, or damage caused by environmental factors, that may impact staff or facilities.	All business objectives would be affected.	Financial impact due to staff absence and insurance costs. Morale would be affected. There would be an operational impact while restoring work environment and a financial impact due to repairs, replacements and the closure of facilities. Operational and service delivery may be impacted if staff cannot work.	Likelihood: Rare Impact: High	Operations conduct a regular safety audit that is reviewed by the Joint Health & Safety Committee. Emergency procedures have been in place since OAC moved to its new premises in 2016, and in September 2019 safety measures were implemented to secure the Reception area of the OAC office. The office now requires security card access.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Director of Finance & Corporate Services, and Director of Human Resources	Ongoing
22	Risk of potential failure of vendors of critical services.	All strategic priorities and business objectives would be affected.	Service delivery in granting, finance, operations, HR, research and communications could all be affected.	Likelihood: Unlikely Impact: Very High	Working with service providers, e.g. Microsoft, SmartSimple, ADP, etc. to understand potential risks in their service delivery; service agreements are reviewed regularly; developing business continuity plan; conducting regular vendor reviews.	Medium; Limited Management Review Required	yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
23	Risk of major disasters which could interrupt OAC operations.	All strategic priorities would be affected.	Service delivery in Granting, Finance, Operations, HR, Research and Communications could all be affected; in an extreme situation, OAC's physical premise and network could become inaccessible.	Likelihood: Rare Impact: High	Ongoing review of business continuity plan to ensure adequate response to potential disasters; working with service providers to improve service availability in case of such events; developing communication protocols in the event of disasters; maintaining adequate insurance coverage. Continue to enhance systems that fully support work from alternative sites.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
24	Deterioration of socio-economic status of artists and arts workers.	This risk would affect all of OAC's strategic priorities.	The combination of inflation and possible recessionary pressures leaves individuals working in the arts at risk for poor social and economic outcomes. Whether through exit from the sector or ongoing financial issues, Ontario could lose artists and arts workers. Without artists and arts workers, the arts and culture industries lose their driving force, creators and labour.	Likelihood: Possibly Impact: High	Increased emphasis in funding policies on fair compensation for artists and arts workers. Discussions with Ministry of Tourism, Culture and Gaming and other ministries regarding their plans towards improvement of housing, labour relations, intellectual property, financing, taxation, and other measures for artists, arts workers, and the companies and organizations that engage them.	Medium - High; Necessity for Ongoing Management Review and Discussion	Yes	Directors' Committee	Ongoing

#	Risk	Related Strategic Priority / Objectives	Impact & Scope Description (Consequences)	Likelihood and Impact	Mitigation Strategies (Action Plans)	Overall Risk Assessment	Risk / Mitigation Funded	Risk Owner	Target Dates for Mitigation Strategies
25	Potential important external issues / factors affecting OAC-funded arts organizations such as: economic outlook and/or shifts in the funding environment, legislative or policy changes, other general or arts-sector specific trends – see environmental scan.	This risk would affect all OAC's strategic priorities.	Impact varies on individual organizations and may have common issues in particular sectors.	Likelihood: Possibly Impact: Moderate	Through consultation and discussion, OAC decides if and how we assist arts organizations in these areas. OAC may convene groups of organizations together in facilitated discussion, conduct research, etc.	Medium; Limited Management Review Required	yes	Directors' Committee	Ongoing