



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO

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

2024-2027 Business Plan



Ontario 

Arts Investment in a Growing Ontario

In 2022 over 9 million Ontarians participated in arts activities that are offered across the province by recipients of Ontario Arts Council (OAC) funding¹ – and demand is expected to rise in tandem with Ontario’s rapidly growing population with a projected increase of 43.6 per cent or almost 6.6 million people over the next 24 years². Arts and culture play a critical role in supporting this growth – as research shows that 90% of Ontarians think that an active local arts scene helps make a community a better place to live, and 82% agree it helps communities attract businesses.

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 cities, quality of life for communities, the advancement of equity and diversity, and more.

OAC’s **2024-2027 Business Plan** has been developed in alignment with the Government of Ontario and its key priorities and looks to the future directions as outlined in *Reset. Renew. Revitalize.: A Strategic Plan for the Ontario Arts Council, 2022-2027* to:

- Further develop OAC’s funding approach to build strength and relevance
- Amplify the impact, benefits, and value of the arts in Ontario
- Renew program design and service delivery to provide appropriate support for the arts
- Cultivate connections, collaborations, and partnerships

To carry out its mandate to foster the creation and production of art for the benefit of all Ontarians, the OAC administers grants to thousands of artists and organizations in Ontario through decision-making processes based on peer assessment that are **transparent, responsible** and **accountable**. OAC operates in full compliance with all government regulations and directives to deliver effective funding to the arts sector.

In 2022-2023, OAC invested **\$57.1 million** in **224 communities**, in **all 124 Ontario ridings** through 2,344 grants to individual artists and 1,042 grants to organizations. This included:

- 2,005 grants to grant recipients outside the boundaries of the old City of Toronto, for a total investment of \$27.0 million – attracting more than 8.0 million attendees and facilitating 1.6 million arts education participants
- 338 recipients and \$4.2 million investment in Northern Ontario specifically
- 410 recipients and \$6.1 million investment in rural areas specifically

OAC **regularly assesses its granting processes** to ensure that equity is embedded in all OAC’s activities, and the agency collaborates with stakeholders to improve the experience of grant applicants and recipients. OAC is committed to Indigenous reconciliation, Francophone arts, Indigenous arts, and

¹ (2022). Canadian Arts Database, CADAC.

² (2023). Ontario Population Projections Update, 2022-2046. <https://www.ontario.ca/page/ontario-population-projections>

continuously works to identify **new and enhanced funding strategies** to deepen the organization's diversity and equity goals.

In 2023-2024 it is projected that OAC investments will have the following **achievements in equity, diversity, inclusion, and accessibility**, with the percentage of OAC grant recipients identifying as:

- 32% of recipients as artists of colour;
- 17% Deaf artists and artists with disabilities;
- 8% Francophone artists;
- 15% Indigenous artists; and
- 21% new generation artists.

OAC's programs and services **invest in the careers** of artists across the province and the hundreds of thousands of people who work in Ontario's culture sector that are: an important **driver of economic growth and job creation**; a **talent pipeline** within Ontario's dynamic **creative clusters**; a dominant resource in Canada's digital economy ³; and a contributor to an attractive tourism industry ⁴.

Ontario arts are the fuel of the province's powerful culture sector. Ontario's arts and culture sector represents \$28.2 billion or 4.0% of the province's GDP and 269,035 jobs. Statistics Canada figures show that Ontario was responsible for almost half (48%) of the total GDP of Canada's culture products and 42% of Canadian culture jobs. Between 2010 and 2020, the GDP of Ontario's arts and culture products increased by 29% ⁵.

Information from the Ontario Ministry of Finance revealed that **Ontario's population is projected to grow rapidly** in the short term and is projected to increase by 43.6 per cent or almost 6.6 million people, over the next 24 years, from an estimated 15.1 million in 2022 to 21.7 million by 2046 ⁶.

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, the 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.**

³ Faucher, G., & Houle, S. (2023). Digitalization: Definition and Measurement. Bank of Canada. <https://www.bankofcanada.ca/wp-content/uploads/2023/09/sdp2023-20.pdf>

⁴ (2023). Ontario Arts and Culture Tourism Profile. Forum Research

⁵ (2022). *Provincial and Territorial Cultural Indicators, 2020*. Statistics Canada. <https://www150.statcan.gc.ca/n1/daily-quotidien/220602/dq220602b-eng.htm>

⁶ (2023). Ontario Population Projections Update, 2022-2046. <https://www.ontario.ca/page/ontario-population-projections>

Land Acknowledgement

The Ontario Arts Council (OAC) recognizes that the province of Ontario is home to many Indigenous peoples (First Nations, Inuit, Métis) as well as other diverse communities: settlers, newcomers, those who have been displaced – whether from their traditional territories or from their home countries – and the descendants of those who were forcibly brought to this continent.

The OAC's land acknowledgment is a recognition not only of the first peoples of the territories where we are located, but also of the responsibility that we, as inhabitants, have in understanding our relationship to the land and our place within its history. It is also an opportunity to consider how OAC operates in relationship with Indigenous colleagues as well as Indigenous assessors, artists, organizations and the other stakeholders that we serve.

The OAC also recognizes that a land acknowledgment is a living statement – one which evolves over time and has meaning each time it is expressed.

As an agency with the mandate to support the creation and production of art for the benefit of all Ontarians, OAC serves communities across the province and increasingly in the virtual space. The OAC recognizes the diversity of Indigenous peoples and communities in all regions of Ontario and would like to specifically acknowledge the territories where OAC operations take place.

The OAC's office is in Toronto, or Tkaronto, which is home to and meeting place of many Indigenous peoples from across Turtle Island. We acknowledge the diversity of the first peoples of this area – the Huron-Wendat, the Haudenosaunee, the Anishinaabe, and the Mississaugas of the Credit. The OAC's Northwestern Representative is located in Thunder Bay, situated on the traditional territory of the Anishinaabeg. Members of the Métis Nation also reside in and contribute to the community.

OAC's office is located on the traditional territory of the Huron-Wendat, the Haudenosaunee, the Anishinaabe, and the Mississaugas of the Credit. The OAC's Northern Arts Representative is located in Thunder Bay, situated on the traditional territory of the Anishinaabeg.

OAC staff and board members live in various territories in Ontario and in their work for OAC are frequent guests among other host nations.

The OAC is grateful to have the opportunity to work as a guest in communities and territories across the province, and we honour the stewardship of the many Indigenous peoples who have resided on these lands since time immemorial.

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Introduction: OAC's Strategic Directions for 2022-2027

In April 2023, the OAC began its first full year under the 2022-2027 Strategic Plan – *Reset. Renew. Revitalize.*, and implementation of the goals and strategies described throughout the plan is underway. The plan centers on **four strategic directions**:

Strategic Direction 1: Further develop our funding approach to build strength and relevance

The OAC will develop its funding approach to be in step with the wider transformation occurring in the arts sector, as part of our core response to growing demands for a more equitable society. We will pursue new organizing principles and sustainable ways of building the infrastructure needed to support new capacity for equity action in public funding.

Goals

- Develop OAC's funding approach to meaningfully centre artistic practices and equitable outcomes.
- Renew organizational and granting policies and processes through an equity lens.
- Support and champion digital and environmental initiatives to ensure equity and sustainability.
- Emphasize the economic and quality-of-life benefits that communities rich in arts activity bring to the province.

Strategic Direction 2: Amplify the impact, benefits, and value of the arts

The 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. To achieve this goal, OAC will highlight the work of artists through diverse stories and gather data that demonstrates the impact of the arts on Ontario's economic well-being and the quality of life of its residents.

Goals

- Amplify the diverse stories of Ontario's artists and arts organizations.
- Collect and share data about the impact and value of the arts.
- Tell new stories about the value of the arts in society and OAC's role in supporting them.
- Demonstrate the broad impact of public arts funding.

Strategic Direction 3: Renew program design and service delivery

The OAC will ensure that its programs are relevant, equitable and accessible through regular and rigorous review. Program innovations and process improvements are necessary to maximize the impact of grants on recipient artists and arts organizations. The OAC also wants applicants to feel that their interactions throughout the grant process have been fair and respectful.

Goals

- Expand capacity for innovation, learning and adaptation in OAC's granting and organizational processes.

- Collaborate with stakeholders to determine new and improved ways to make programs more accessible and accountable.
- Improve the experience of grant applicants and recipients.
- Regularly assess processes to ensure that equity is imbedded in all OAC's activities.

Strategic Direction 4: Cultivate connections, collaborations, and partnerships

The OAC will cultivate connections, collaborations and partnerships in order to deepen its relationships with those it serves and enhance the impact of funding. The OAC will leverage its unique position as a funder to support artists and arts organizations in collaborating with other entities while also developing its own capacity for strategic partnerships. Finally, OAC will focus on fostering partnerships that emphasize the economic and quality of life benefits of the arts.

Goals

- Strengthen engagement with regional and equity-deserving groups.
- Support artists and arts organizations to develop collaborations and partnerships through programs and initiatives.
- Develop capacity for engaging in strategic partnerships with stakeholders within and outside the arts sector.
- Expand opportunities for connection and exchange among artists and arts organizations.

Resources Needed to Meet Goals and Objectives

Funding From the Province

As per its founding legislation, all revenues aside from those flowing from the acquisition, leveraging, and disposal of assets are to *"be paid out of the money appropriated therefor by the Legislature"*. OAC's ability to fulfill its mandate, maintain or increase its impacts, and pursue its goals is highly dependent on funding from the province. OAC's operating allocation from the province was approximately \$60M in 2023-24.

OAC has accepted the current Ministry of Tourism, Culture, and Sport recommendation of a \$60M operating allocation for the 2024-27 plan. OAC will continue conversations with the Ministry and wider Government partners on how its investment in the arts through OAC can best grow the essential impact of the arts. OAC is currently spotlighting the arts' impact on Ontario's economy, Ontarian's quality of life, opportunities for Ontario artists and arts workers, and on equity, diversity, inclusion and accessibility.

Self-Generated Revenues

OAC is only permitted to pursue self-generated revenue through the acquisition and disposal of assets. Traditionally, OAC has pursued the acquisition and disposal of financial assets through a conservative and pragmatic investment plan. In most years these revenues represent less than 3% of total OAC revenues. During the period of the strategic plan OAC will explore possibilities in the areas of social impact investing and intellectual property management for mission aligned purposes through its

partnerships function. While not the main goal, there are possibilities for the development of self-generated revenues in both areas of exploration.

Strategic Direction 1: Further develop our funding approach to build strength and relevance

Mandate: The Value of the Ontario Arts Council

Ontario Arts Council (“OAC”) pursues the mandate in its founding legislation, the Arts Council Act, R.S.O. 1990, c. A.30, to *Promote the study and enjoyment of and the production of works in the arts* which OAC most often interprets as to *foster the creation and production of art for the benefit of all Ontarians*. This list of benefits for Ontarians is captured in OAC Impacts.

By pursuing its mandate, OAC’s activates the following impact areas through the professional arts sector:

- **Ontario Stories and Storytellers**
 - In 2021-2022, OAC supported over 3,000 organizations and projects to create, produce, and present artistic works across Ontario.
- **Ontario’s Economy**
 - In 2023-2024, OAC’s investment of \$37.1 million in over 550 arts organizations with ongoing annual operating support generated \$900 million in additional annual revenues or \$24 in revenue for each \$1 invested by the Province of Ontario through the OAC.
- **Ontario Society**
 - In 2021-2022, OAC-supported organizations and projects offered **74,569 arts learning events** attended by over **4.9 million learners from across Ontario and beyond**.

Full impacts and performance measures are discussed later in this document and in the appendices.

In 2022-2023, OAC invested \$57.1 million in 224 communities, in all 124 ridings across Ontario through 2,344 grants to individual artists and 1,042 grants to organizations. This included 2,005 recipients in ridings outside of the former City of Toronto, for a total investment of \$27.0 million in the arts in those ridings. This helped organizations in these areas create and produce art for over 8.0 million attendees and 1.6 million arts education participants. Also included is 338 recipients and \$4.2 million investment in Northern Ontario, and 410 recipients and \$6.1 million investment in rural areas.

In all regular programs a peer assessment process engaging professional artists and community leaders is used to prioritize applications for investment. This internationally respected mechanism for decision-making ensures there is balanced expertise and perspective in decision-making while building advocates for OAC’s rigorous processes among our stakeholders. Peer assessors are provided a framework informed by OAC impacts and its strategic plan, as well as government and Ministry mandates, directives, and regulations. Through peer assessment, OAC directly involves the arts sector in decision-

making and ensures that investments are delivered with integrity, transparency and fairness. Peer assessors also provide focus group-style feedback on the process and the state of their respective fields to support OAC’s ongoing evaluation of the effectiveness and relevance of programs and activities.

OAC’s Leading Efficiency in Program Delivery on a Per-Application Basis

Using cost-based accounting principles the number of applications processed compared to administrative spend is the best measure of a granting agency’s efficiency given the time that must be spent reviewing all applications, not just those that receive grants. On that measure OAC is a national leader, five to ten times more efficient at \$600 to \$800 spent per application versus \$3,000 to \$6,000 per application at a comparable Ontario provincial granting agency. This same measure carries through to peer arts councils across the country.

	Total budget (\$)	Total support to the arts (\$)	Non-Granting budget	Non-Granting as % of Budget	Total grant applications (#)	Non-Granting \$ per application
Ontario Arts Council						
2016-17	\$61,279,071	\$53,489,390	\$7,789,681	12.71%	11,743	\$663.35
2017-18	\$70,044,791	\$60,758,261	\$9,286,530	13.26%	11,466	\$809.92
2018-19	\$70,367,411	\$63,241,064	\$7,126,347	10.13%	12,116	\$588.18
2019-20	\$61,292,349	\$53,259,597	\$8,032,752	13.11%	10,587	\$758.74
2020-21	\$87,002,905	\$79,416,389	\$7,586,516	8.72%	12,056	\$629.27
Canada Council for the Arts and Other Provincial Arts Councils						
2016-17	\$440,166,191	\$378,534,262	\$61,631,929	14.00%	32,324	\$1,906.69
2017-18	\$523,132,455	\$409,939,308	\$113,193,147	21.64%	26,971	\$4,196.85
2018-19	\$546,403,140	\$480,076,921	\$66,326,219	12.14%	28,094	\$2,360.87
2019-20	\$591,351,284	\$501,166,673	\$90,184,611	15.25%	33,849	\$2,664.32
2020-21	\$832,186,260	\$745,743,234	\$86,443,026	10.39%	38,133	\$2,266.88

Here we can see that OAC is one to two percentage points more efficient in non-granting expenditure than the average of the CPAF network in any year, with OAC being 8 percentage points more efficient for one of the years. More starkly, measuring by “Non-Granting \$ per application” received / processed, OAC is the leader in the country as indicated by being **two to four times more efficient** than the national norm. Further as can be seen in the 2020-21 year, when OAC received increased support from the Government of Ontario it transferred that investment to the community by ensuring non-granting expenditures were controlled, in this case decreased, even as investment in the community increased at a much greater rate.

Investment Areas

OAC's Funding Streams

OAC is committed to **equitable access for all Ontarians**, providing services in English and French and investing in a broad array of artistic practices, organizations, and communities in **every corner of the province** through the four funding streams containing its regular programs.

Creating and Presenting

The Creating and Presenting stream is the largest of the four streams in OAC's funding framework. This support builds and sustains the arts sector in Ontario, fostering diverse Ontario stories and storytellers and ensures access to the arts and activates the impacts of a sustained arts sector.

Programs in the Creating and Presenting stream are designed to provide support by artistic discipline, arts community, and geographic region. This approach ensures that the needs of diverse arts communities across the province are met and that diverse artistic creation, production and presentation is recognized and supported.

Building Audiences and Markets

This stream of OAC's funding framework focuses on the benefits of access to the arts, bringing the work of Ontario's artists and arts organizations to more people across the province, the country and around the world. The OAC supports audience and market development projects and initiatives, including outreach, touring, residencies, collaborations and travel. The granting programs offered through the Building Audiences and Markets stream not only provide opportunities for artists, organizations and presenters to reach and build new audiences, but also help build Ontario's brand across the country and around the globe, in turn attracting tourism, jobs and investment to the province.

Engaging Communities and Schools

The OAC's Engaging Communities and Schools funding stream strengthens and adds vitality to Ontario communities, making great places to live and work. Research has demonstrated that there is a link between engagement in the arts and the development of strong creative and critical thinking skills and overall well-being. The programs offered through this stream generate important opportunities for artists and communities to connect, express ideas, create artworks and strengthen societal connections. Arts activities led by professional artists and arts organizations help increase, broaden and diversify arts participation among Ontarians of all ages, abilities and backgrounds.

The funding offered through these granting programs supports skilled and experienced artists in leading arts activities that foster inclusion and creativity, with the overall aim of making the arts available and accessible to all.

Developing Careers and Arts Services

The Developing Careers and Arts Services stream contributes to Ontario's arts infrastructure. In an ever-changing world, it is more important than ever for artists and arts organizations to strengthen their skills, share knowledge and build their capacity in order to become more resilient and maximize their

reach and impact. OAC offers granting programs that support training, mentorship, career development and capacity building at the individual, organizational and sectoral level. By offering opportunities for professional growth and learning, OAC helps Ontario's artists thrive and make strong contributions to their communities.

Types of Grants: Operating and Project

OAC invests in Ontario professional artists and arts organizations through two types of grants: **Operating and Project**. Operating grants provide sustaining, annual investment in professional arts organizations for their ongoing operations. Project grants provide one-time investment in individuals, collectives and organizations for a specific activity such as creation, production, or presentation of artistic work. Recommender grants are project grants made in partnership with leading operating organizations in the sector.

Operating Investments in Ontario Professional Arts Organizations

Operating grants provide annual investment in Ontario-based not-for-profit arts organizations. Operating grants to over 550 organizations annually support regular artistic and community programming, administrative salaries and artist jobs, and other ongoing operating expenses. This sustained longer-term funding commitment builds administrative viability and underpins arts infrastructure to benefit the sector at large.

Operating grant recipients include:

- **Stratford Festival:** This organization, which presents works by Shakespeare along with the best of classic and contemporary theatre, employs more than 1,000 artists, designers and production staff each year. It also offers arts education programming for all ages.
- **Debajehmujig Storytellers:** Based in Wikwemikong and Manitowaning on Manitoulin Island, this organization produces a range of multidisciplinary works that represent Indigenous worldviews and reflecting the reality of Indigenous life. It also trains artists and cultural animators, and supports community development in northern Ontario.
- **UrbanArts:** This local arts hub and incubator for arts activity in York South–Weston brings people together in central-west Toronto and city-wide. It focuses on enhancing neighbourhoods by engaging youth in community development through the arts.
- **Trout Forest Music Festival:** One of the only professional music presenters in Ontario's Far North, this annual music festival features performers from across Canada.
- **Thunder Bay Symphony Orchestra:** This organization, the only professional orchestra in northern Ontario, presents approximately 35 home performances each year and tours extensively within the region. Other activities include a youth orchestra, a chorus, and education and outreach programs.

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- **Propeller Dance:** This Ottawa-based organization is the only professional dance company in Ontario that provides inclusive, accessible dance training and performance opportunities for people with disabilities. It offers outreach and education programs for youth and adults who would otherwise have limited opportunities to participate in the arts.
- **Woodland Cultural Centre:** This Indigenous educational and cultural centre works to preserve, promote and strengthen Indigenous language, culture, art and history; bringing the story of the Hodinohsho:ni people of the Eastern Woodlands to life through its exhibitions and programs.
- **The Festival of Literary Diversity (The FOLD):** This organization celebrates and promotes diverse authors and stories in Brampton, one of Canada's most culturally diverse cities. It presents a spring festival for adults and teens, a fall festival of children's literature, and a regular webinar series for emerging writers.
- **Le Labo:** This organization offers production facilities and equipment for Francophone media and multimedia artists in the Toronto area.

Project Investments in Ontario's Professional Artists and Arts Organizations

Project grants provide one-time investment in individuals, collectives and organizations for a specific activity such as creation, production, or presentation of artistic work.

OAC provides **over 2,800 one-time investments** per year to individuals, collectives and organizations throughout the province for single projects in education, professional development, creation, production, or presentation. Early investments in innovative project ideas often develop into major economic and creative successes for the province. Examples of project investments with major impact include:

- **Come From Away:** Co-creators Irene Sankoff and David Hein received two OAC grants towards developing this musical, which has gone on to earn rave reviews and legions of fans through its productions all across the globe. It made history as the longest-running Canadian show on Broadway, has been recognized with nominations for the biggest international theatre awards, and continues to gross millions of dollars worldwide.
- **The Grandfather Drum:** Anishinaabe filmmaker and community activist Michelle Derosier has received OAC funding towards several significant projects, including this one – a powerful animated short that was featured at the Sundance Festival in 2016.
- **Mahabharata:** A contemporary adaptation of the 4,000-year-old Sanskrit epic, developed by Why Not Theatre and presented in partnership with the Shaw Festival, made possible at every stage thanks to OAC funding – from the grants to individual artists to develop the material, to operating funding for the organizations that nurtured it from an idea to a major premiere. The production recently had its international premiere at the Barbican Centre, a renowned performing arts centre in London, U.K. – enhancing the prestige of all involved, and also bringing foreign investment into Ontario.

One-Time Strategic Investments

Partnering with the government, OAC provides **one-time strategic investments** in addition to its regular programs. These investments accelerate one or more impacts of the arts sector as guided by OAC's strategic plan and assist government in a sought-after area of focus.

- An example of a recent one-time strategic investment was **Career Catalyst: Project Grants for New Generation Artists**, a \$1 million grant program for professional artists aged 18 to 30. The program supported activities that helped build career momentum as individual artists recovered from pandemic-related challenges.

Services, Development, and Collaborations

In addition to its primary activity, investing in Ontario's professional arts sector through grants, OAC also engages in a range of services and initiatives to build OAC's accessibility and reach or to advance the needs of the sector in ways that cannot be accomplished through grants or without collaboration and resource-sharing. Services include ongoing outreach and engagement by granting staff to build knowledge of OAC and access to its offerings, research to explore sector-wide issues impacting OAC's program design or the needs of our stakeholders, and partnership agreements that serve to advance OAC's mandate or strategic plan beyond granting.

Support to Local, Regional and Rural Arts Activities

OAC prioritizes support and access for artists and organizations in regions across the province, recognizing the value of distinctive and diverse regional voices, as well as the unique access challenges associated with art production or development in smaller, rural, or remote contexts.

In 2024-2025, OAC will renew its commitment to regional arts activities through the Northern Arts, Ontario Arts Presenters and Theatre Connects/Connexions Théâtre Programs.

The Northern Arts Projects program provides grants to artists and arts organizations located in the Far North, Northwest and Northeast for arts initiatives that benefit northern artists and northern communities. The program is managed by OAC's Northern Arts Representative, an employee based out of Thunder Bay. In addition to managing this program, the Northern Arts Representative provides outreach and guidance to northern artists and organizations, while acting as an advocate for their needs within the context of OAC's other programs and services.

Additional arts engagement opportunities are supported through the Ontario Arts Presenters, *Diffusion – projets francophones* and Theatre Connects/Connexions Théâtre programs which are dedicated to creating arts presentation and audience participation opportunities outside of Toronto, with particular focus on communities that otherwise have limited or no professional arts activity.

Indigenous Arts

OAC prioritizes Indigenous (First Nations, Inuit, and Métis) artists, collectives and organizations by delivery of specialized grant programs for Indigenous communities in Ontario. These specialized grant

programs are peer assessed by Indigenous artists and arts professionals. The Indigenous Arts Program Officer, with the support of an Indigenous Arts Program Administrator, oversees the delivery of three programs, these include, the Indigenous Arts Projects, Indigenous Artists in Communities and Schools, and the Indigenous Visual Artists' Materials (IVAM) program, a recommender program. Assessment of the IVAM program is conducted through strategic partnerships with Indigenous organizations, and collectives in Ontario. Other programs for Indigenous artists include the annual Indigenous Arts Award, Curatorial Projects: Indigenous and Culturally Diverse, Skills and Career Development: Indigenous Arts Professionals and Arts Professionals of Colour, and Dance Projects (Mentorship – Individuals Category).

OAC is consulting on ways to help OAC establish policy, platform, and outreach for Ontario-based Indigenous Artists and Arts Organizations. To enable this change, OAC will continue to expand its Indigenous Arts support by hiring an additional Indigenous Arts Officer to complement the current Indigenous Arts Program Officer and Indigenous Arts Program Administrator. These actions will support development and implementation of an OAC **Indigenous Arts Development Plan** which includes program and staff enhancements as well as continuing the OAC **Indigenous Arts Award** and increase outreach to Indigenous artists and communities and professional development supports both in person and on OAC's website.

Support to Deaf Artists and Artists with Disabilities

Deaf and Disability Arts Projects, a dedicated OAC project investment program, supports Ontario-based artists and arts professionals as well as ad hoc groups, collectives and arts organizations mandated to serve and led by artists or arts professionals who are Deaf and/or have a disability. The program funds all contemporary and traditional art practices that are supported at OAC, and the Materials for Visual Artists component of the program supports visual and craft artists to purchase materials required to create their work. Deaf and Disability Arts is assessed by a multidisciplinary panel of individuals who have lived experience of disability. When application numbers warrant it, a separate Deaf-led and facilitated panel takes place in American Sign Language (ASL) to assess applications from Deaf individuals.

OAC maintains a designated **Deaf and Disability Arts Access fund** which has two components: Accessibility Fund: Application Support which allows Deaf artists and artists with disabilities to engage someone of their choosing to help them apply for funding and the Accessibility Fund: Projects, which covers accessibility related costs related to an OAC-funded project.

OAC continues to increase the number of peer assessors who are Deaf or who have disabilities to all OAC programs. OAC ensures that supports are in place for assessors who need accommodation to participate fully. Since 2015, both ASL and LSQ interpretation are provided when required. OAC information sessions for Deaf artists and artists with disabilities, and many other OAC events, including its Strategic Plan Launch, have ASL interpretation provided. OAC staff communicate via email, Skype and Bell Voice Relay Service with Deaf artists, and arrange for ASL interpreters for meetings. OAC hosted information sessions provide ASL interpretation and live captioning (or where necessary LSQ interpretation). OAC offers targeted initiatives such as grant writing workshops for Deaf artists and artists with disabilities.

In 2016, OAC established a standing advisory group of Deaf artists and artists with disabilities to advance OAC's capacity to increase accessibility. The group is currently on pause as leadership of the granting

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department reviews current needs to ensure that engagement with the advisory group is as effective as possible.

In 2021, OAC created a series of 22 videos that are ASL translations of key pages of OAC's website. These videos are posted at the top of web pages that contain important information about OAC's grant programs and processes. OAC translated some content into Langue des Signes du Quebec (LSQ) in 2022-2023 and recently launched a Nova User Guide Video Series to help reduce barriers to applying.

Outreach and Access to Programs

OAC is continually improving access to its granting programs by:

- Offering information sessions such as pre-deadline webinars, grant application workshops, simulated assessment panels and podcasts for project programs.
- Continuing to clarify and simplify the public information OAC provides about its programs and processes.
- Refining its online application process and producing tools and resources to support artists and arts organizations in using the online platform.
- Continuing to develop and refine accommodation policies as they relate to OAC application and assessment processes.
- Continuing to refine and simplify grant program structures and eligibility.
- Encouraging artists and other arts professionals to express interest in participating on peer assessment panels.
- Ensuring that knowledgeable program staff are available by phone and email to answer questions about OAC's programs.

Key Challenges Addressed by OAC's Activities

Sustainability

Professional not-for-profit arts organizations have considerable opportunity and risk when it comes to revenues and planning cycles as all revenue (including ticket sales, private fundraising and all non-arts council government revenue) can vary widely from year to year and project to project, creating an unpredictable operating environment which can challenge sustainability. This is especially true for organizations serving artists and communities facing socioeconomic barriers, including IBPOC communities and/or small and mid-sized communities outside of Toronto. OAC operating investments address this problem through ongoing, predictable annual and multi-year funding to create sustainability for professional arts organizations and the entire arts sector.

“What the Ontario Arts Council has been able to provide Remix is stability, sustainability and belief in the work that we do ... It is core of what it is that Remix does, and the reliability that the next steps are always going to be in sight for us.”

Annalie Bonda, former executive director, **The Remix Project** (Toronto)



“When the media lab was successful in getting operating funding from the Ontario Arts Council – that really was the jumping-off point for this organization to grow and have that stability.”

Holly Cunningham, former executive director, **Near North Mobile Media Lab** (North Bay)

“It’s the operating funding that enables us to pay staff and get our creations off the ground ... The fact that there are people there to keep the company going gives us time to hire artists to work on creating shows, workshops, and so on. Without OAC grants, the company wouldn’t have lasted 10 years.”

Sylvain Sabatié, assistant artistic director, **Créations In Vivo** (Ottawa)



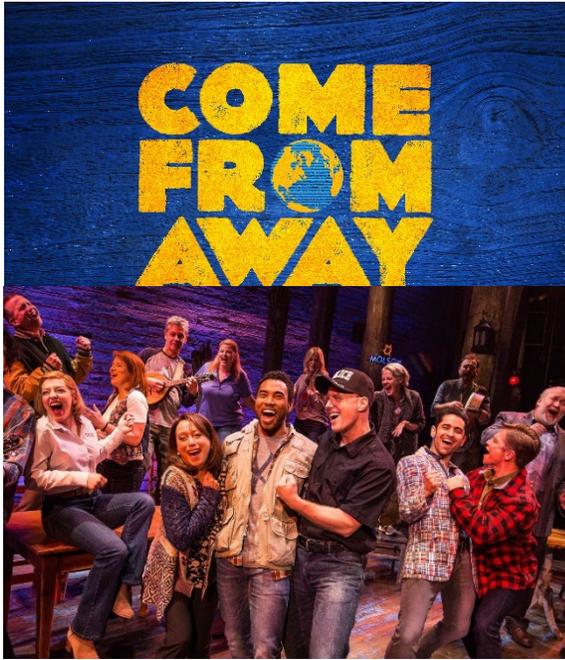
Start-up financing and investment

Individual artists and professional arts organizations at the beginning of their professional activity, and/or at the beginning of a project have few opportunities for private or public financing and investment. OAC project grants provide a unique, accessible, and transparent opportunity to pursue, develop and secure investment in the many different kinds of artistic projects in the province.

“When other granting bodies struggled to understand our work, the Ontario Arts Council was a real cheerleader ... Right from the beginning, it was our community-based nature that the Ontario Arts Council ‘got’ and supported. It’s a really big reason why [we’ve made it to 30+ seasons].”

Kim Blackwell, managing artistic director, **4th Line Theatre** (Millbrook)





“When we received the Ontario Arts Council grant, we used that money to be able to actually have time to write [Come from Away] ... Working on a day job from 8 to 6, and then coming home and having time and energy to write – it doesn’t always happen. And if we’re going hit deadlines, we need to be able to devote days to being able to write. Being able to actually focus on writing for full days was extremely important.”

Irene Sankoff, co-creator, **Come from Away** (Toronto)

“We’re constantly boggled just by the number of people who are working on [Come from Away] in New York, in Toronto and around the world ... [T]here’s always the question of ‘what’s the benefit for investing in the arts?’ But you just look at the show running in Toronto to see the benefit to all of the local restaurants, to all the local stores and businesses, and it gives back to the community in spades – you know, like, multiples and multiples and multiples. Investing in the arts is a sound

business decision. It’s a no-brainer why you should invest in the arts.”

David Hein, co-creator, **Come from Away** (Toronto)

“The Ontario Arts Council grant was really important for me to get that first foot in the door ... [and] that writing grant played a significant part in [my film *Angelique’s Isle*] reaching a theatre. What the arts council did for me at that time was that it believed in me. It was pretty transformative.”

Michelle Derosier, filmmaker (Thunder Bay)



“OAC’s was the first funding we got ... It said, ‘You can do this. You can make this happen.’ It was a big deal for us ... Even before we were able to put in our first application, we had a one-on-one meeting [and got] a really comprehensive look at how it works ... I can’t tell you how much of a difference that makes when you’re coming at it with nothing ... For us, it has been the best grant experience in terms of getting in at the entry level and progressing towards the organizational level. [The OAC] has been very open with us on how to get there ... We’ve

been able to use [our] experience [with OAC] to help the [City of Brampton] also develop a similar system.”

Jael Richardson, executive director, **The Festival of Literary Diversity (The FOLD)** (Brampton)

Arts professional development outside of the secondary education sector

Many of the best and only training and professional development opportunities for artists and arts professionals come from immersive learning, mentorship and coaching outside of an official training institution. OAC project grants provide a unique funding platform for these opportunities.

“The Ontario Arts Council believes in what we do as a community, and they believe that we can help bring these youth and these artists forward and help them advance ... We wouldn’t be able to do this type of work without that type of funding from them.”

Annalie Bonda, former executive director, The Remix Project (Toronto)

“[OAC funding] has also allowed us to invest in the development of new plays, invest in the training of our artists ... Over many years, we can look out across the country and see many artists that might have started their career here, and now they’re working on Broadway or working across the country, or they’re running theatres. The Ontario Arts Council has helped us to do that.”

Anita Gaffney, executive director, Stratford Festival (Stratford)

Defining strategy and story of the arts in the province

Due to the nature of its investment and peer assessment methodology, OAC has a unique perspective and is in a unique position to identify strategic needs and to share the story of Arts in the Province.

“Not only was it a government grant to support arts, but it was a grant recommended by the arts community in Ontario ... I remember getting those grants and feeling welcomed and encouraged. It just means the world when you’re starting out to have other professionals and other artists say, ‘You’re on the right track. Keep going’ ...

... We grew up watching theatre and watching artists in Ontario. So, Come from Away not only comes from the support of artists, but it comes from the art that you grow up with, watching. And we stand on the shoulders of giants and a huge history in Ontario of arts support that has helped other artists create the art that then inspires people to create more.”

David Hein, co-creator, Come from Away (Toronto)

Supporting Growth - Implementation of Strategic Direction 1

Driven by the plan’s first strategic direction, OAC is building new grant allocation practices to best focus resources on the most impactful arts activities, using **four outcome-based funding priorities** to guide funding decisions:

- To benefit the economy
- To benefit the quality of life of Ontarians
- To benefit the careers of artists and arts workers
- To benefit equity

To benefit the economy: Spotlight on arts & culture tourism

Current performance of Ontario arts & culture tourism

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- While 13% of unique tourist trips in Ontario include arts and culture activities, those trips account for 30% of tourist spending in the province, meaning the average arts and cultural tourist trip has nearly triple the economic impact as a non-arts and culture trip.⁷
- Arts and culture tourists not only spend more, they stay longer and are more likely to come from overseas – 40% of arts and culture tourists stay three days or more (vs. 13% for non-arts and culture tourists) and arts and culture visitors make up a 55% majority of all overseas visitors.⁸
- Arts and culture tourists are more motivated to spend - 63% of Canadian arts and culture tourists listed the spending visit types of Holiday, Leisure, Recreation, and Shopping as their main motivation for visiting, while only 38% of non-arts and culture tourists did the same.⁹
- Arts and culture tourists to Ontario showed a strong preference for attending performances (like plays and concerts) and visiting museums or galleries, which attract 31% of visitors.¹⁰

Current OAC impact on arts & culture tourism

In 2023-2024, OAC will invest in over 550 arts organizations with ongoing annual operating support of \$37.1 million, and from this investment organizations will:

- yield nearly \$900 million in additional annual revenues, \$24 in revenue for each \$1 invested by the Province of Ontario through the OAC; and
- attract over 7.1 million Arts & Culture Tourists per year, contributing nearly 40% of all arts & culture tourists in the province, contributing nearly \$4.6 Billion in Arts & Culture Tourism GDP.

To benefit the quality of life of Ontarians

Current performance on quality of life for Ontarians

- 80% of Ontarians believe the arts are important for their own quality of life, and 85% believe the same for their community's quality of life.
- 90% of Ontarians agree that an active local arts scene helps make a community a better place to live.
- 96% of Ontarians believe that engaging children in the arts is important to their overall development.
- 78% of Ontarians believe that helping make the arts available to people in Ontario is an important government investment.¹¹

Current OAC impact on quality of life for Ontarians

OAC builds quality of life for Ontarians by ensuring the availability of arts activities in all ridings across the province, as well as more deep and meaningful arts engagement opportunities for youth and

⁷ Forum Research *Ontario Arts and Culture Tourism Profile*, August 2023

⁸ Ibid

⁹ Ibid

¹⁰ Ibid

¹¹ Nanos Research *Arts and Quality of Life for Ontarians*

<https://www.arts.on.ca/oac/media/oac/Publications/Research%20Reports%20EN-FR/Social%20Impacts%20of%20the%20Arts/Nanos-The-Arts-and-the-Quality-of-Life-2023.pdf>

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communities that may face cultural, linguistic, or economic barriers to cultural participation. OAC prioritizes funding for artists and arts organizations living or working outside of Toronto, with particular emphasis on enabling arts activity in the smaller, rural or remote communities that would not otherwise have access. 51% of OAC's overall grants are directed at Ontario's arts activity. Alongside this, strategic initiatives and dedicated funding programs support community-engaged arts, arts education, and Northern and Indigenous arts.

OAC 2023-24 grant investments are projected to yield the following impacts:

- 4,381,874 participants in arts education and community arts programming.
- Over 1,700 recipients awarded grants in regions outside of Toronto.

To benefit the careers of artists and arts workers

Current performance on artists and arts workers¹²

- There are 370,000 workers in arts, culture, and heritage occupations in Ontario, representing 4.7% of the province's overall labour force, one of the highest proportions in the country and above the national average of 4.4%. One in every 21 workers in the province has a cultural occupation.
- The 370,000 workers in arts, culture, and heritage occupations account for 40% of all such workers in Canada, slightly higher than the province's share of the overall labour force (38%).
- With 81,800 professional artists, Ontario accounts for 40% of all Canadian artists, almost double the number of any other province.
- The 81,800 artists in Ontario represent 1% of the province's overall labour force, second only to British Columbia (1.4%) among the provinces. The relatively high concentration of artists in Ontario helps to define the national average (also 1%). In Ontario, 1 in every 96 workers is an artist.

Current OAC impact on artists and arts workers

OAC sees its essential role in improving the economic status of artists and arts workers, and building the viability of careers within these fields, not only by funding organizations and activities that provide employment opportunities, but through dedicated funding programs for professional development and arts service organizations, and standard-setting across OAC programs around appropriate artist fees and cultural staff compensation.

OAC 2023-2024 grant investments are projected to yield the following impacts:

- OAC supported organizations will provide over \$209 million in artistic fees and salaries.

To benefit equity, diversity, and inclusion in the arts

¹² Hill Strategies Statistical Insights on the Arts *Artists in Ontario in 2021*
<https://statsinsights.hillstrategies.com/p/artists-provinces-territories2021>

Current performance of equity, diversity, and inclusion in the arts

- Close to 90% of Ontarians agree that participating in arts activities builds a shared sense of community identity, and that it helps bring people from diverse backgrounds together as a community.

Current OAC impact on equity, diversity, and inclusion in the arts

- In 2023-2024 it is projected that OAC investments will have the following achievements in equity, with the percentage of recipients identifying as:
 - 32% of recipients as artists of colour;
 - 17% Deaf artists and artists with disabilities;
 - 8% Francophone artists;
 - 15% Indigenous artists; and
 - 21% new generation artists.

Other items implemented under Strategic Direction 1

In 2023-2024:

- Operating Funding framework aligned.
- Reopened Touring & Circulation program with renewed program design, responding to post-pandemic realities of touring artists.
- Maintained streamlined application forms for Operating programs.

In 2024-2025:

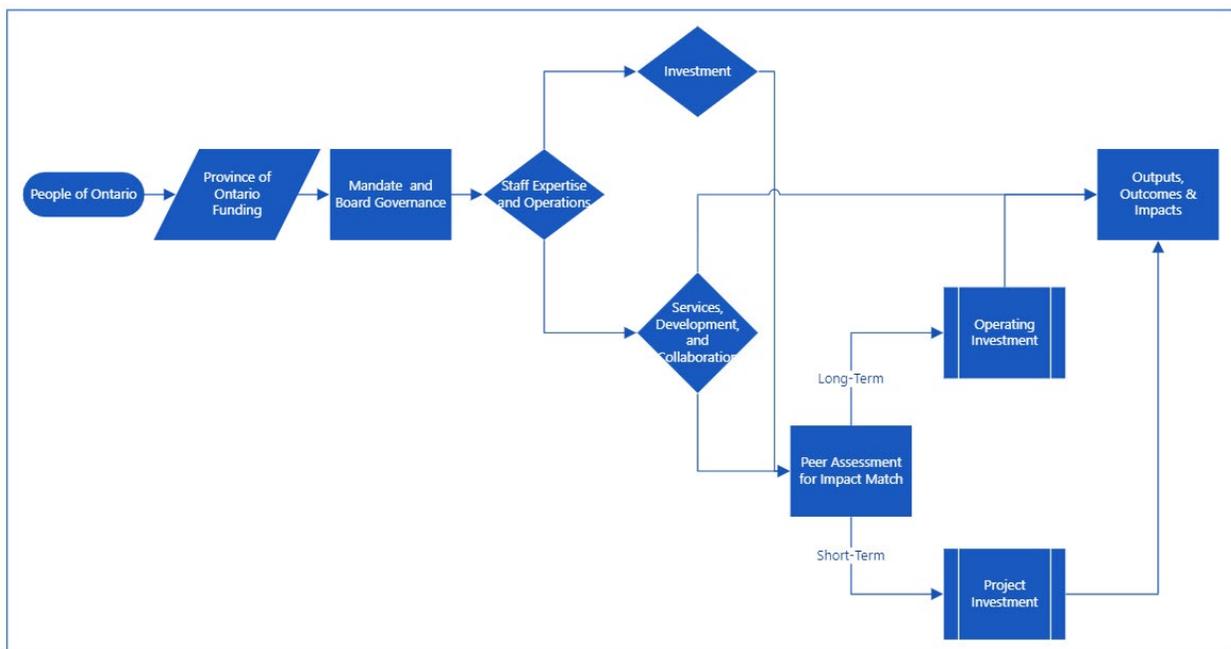
- Updated application forms and evaluation criteria to collect information relevant to these outcome areas and equip peer assessors to evaluate applications based on anticipated impacts in each.
- Built tools to collect more data from operating grant applicants about activities aligned with outcome areas, and anticipated areas for growth with additional funds.
- Updated application forms to remove unnecessary burdens, simplify language and increase accessibility.

Strategic Direction 2: Amplify the impact, benefits and value of the arts

Outcome- and Output-Based Performance Measures and Targets

OAC's performance measures framework is based on a key activities map that clearly links OAC's key activities to positive outputs, outcomes and impacts. The outcomes and impacts that are identified in OAC's logic model directly align with OAC's mandate.

OAC Key Activities Map



OAC Performance Measurement Framework

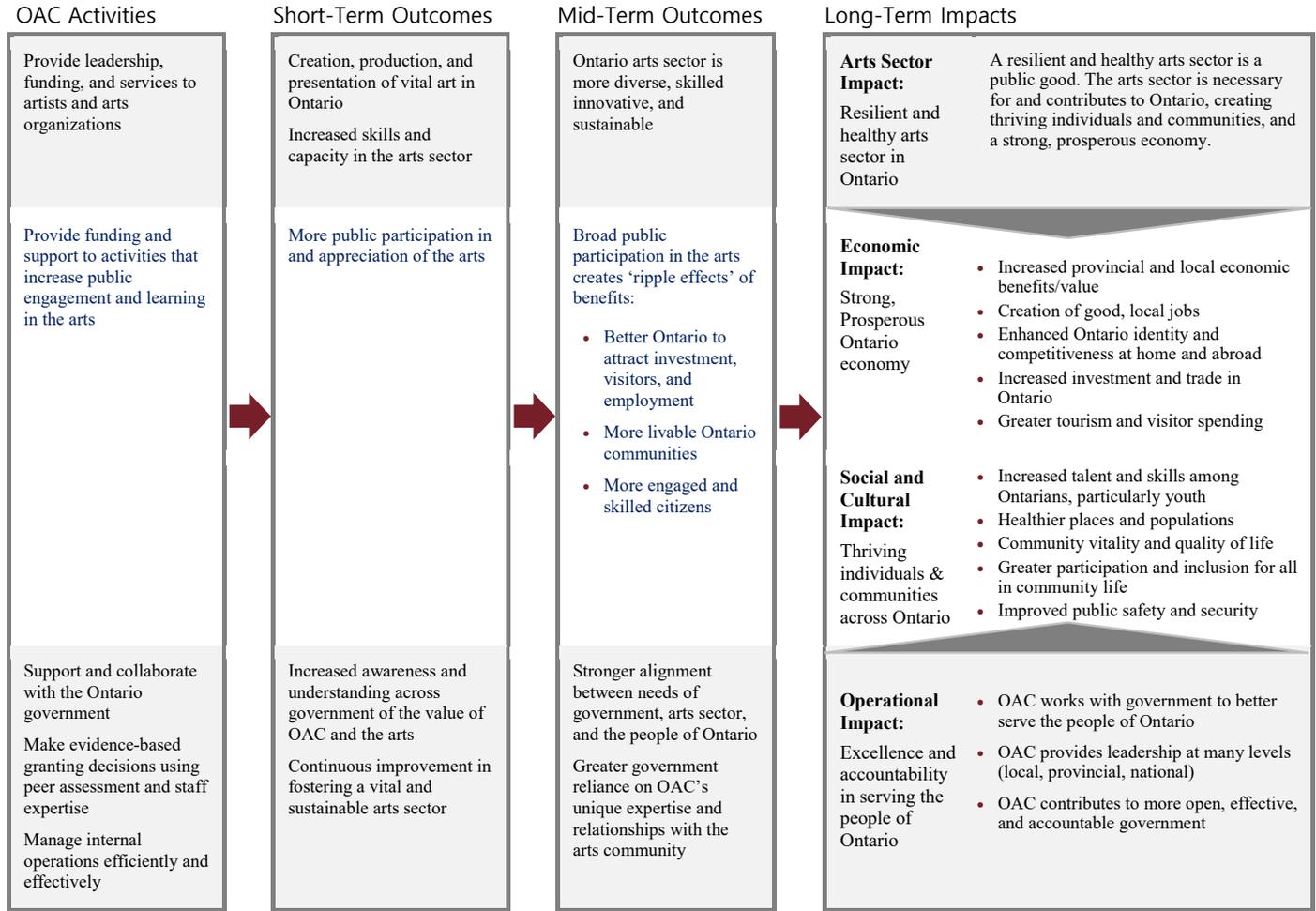
The logic model shows how OAC activities contribute to public value: from short- and mid-term outcomes through to long-term impacts on Ontario's economy, society and culture. The logic model reflects OAC's strategic plan and is the foundation of OAC's performance measurement framework.

OAC's performance measures are 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 (4) key short-term outcomes from the logic model are supported by nine (9) performance measures and twenty-five (25) indicators.

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

Logic Model

OAC’s mandate is to foster the creation and production of the arts for the benefit of all Ontarians.



Measurement Framework

OAC's four (4) key short-term outcomes from the logic model are supported by nine (9) measures and twenty-five (25) indicators. They are:

Outcomes:

1. A. Creation, production, and presentation of vital art in Ontario
2. B. Increased skills and capacity in the arts sector
3. C. More public participation in and appreciation of the arts
4. D. Continuous improvement in fostering a vital and sustainable arts sector

Measures:

1. Funding artists and arts organizations in all parts of the province
2. Diversity and inclusion in OAC applications and funding
3. Employment and income for arts professionals in Ontario
4. Funding of grants and services that increase skills and capacity
5. Opportunities for Ontarians to experience and participate in the arts
6. Opportunities for Ontarians to participate in arts learning
7. Opportunities for people outside Ontario to experience Ontario artists and arts organizations
8. Administrative efficiency in assessment process
9. Stakeholder satisfaction with OAC process and decisions

Indicators:

1. **A1.1** % of Ontario counties/districts where resident artist or arts organization received OAC funding
2. **A1.2** % of total # grants in each geographic region
3. **A2.1** % of # applications to OAC from artists/arts organizations who identify with OAC Priority Groups
4. **A2.2** % of total # OAC grants to artists/ arts organizations who identify with OAC Priority Groups
5. **A3.1** # artists & arts professionals paid (fees or salaries) through OAC-funded activities
6. **A3.2** \$ value of income paid to artists/ arts professionals through OAC-funded activities
7. **A3.3** # FTE jobs for artists and arts professionals in organizations receiving operating grants from OAC
8. **B4.1** # artists & arts professionals who attend activities/events for training, skill development supported or provided by OAC
9. **B4.2** # activities/events for training and skill development supported or provided by OAC
10. **B4.3** % of total # grants allocated by OAC for training and skill development
11. **C5.1** # public activities and events produced by OAC-funded artists & organizations in their home communities
12. **C5.2** # total audience for home community events in Ontario
13. **C5.3** # public activities and events produced by OAC-funded artists & organizations **touring** in Ontario
14. **C5.4** # total audience for touring events in Ontario
15. **C5.5** % of operating organizations touring in Ontario
16. **C6.1** % of total # OAC grants that provide funding specifically for arts learning
17. **C6.2** % of operating organizations that offer arts learning as part of ongoing activities
18. **C6.3** # events that offer opportunities for arts learning by OAC-funded artists & arts organizations
19. **C6.4** # participants (adults/ youth) in all arts learning events by OAC-funded artists & arts organizations
20. **C7.1** # public activities and events produced by OAC-funded artists & organizations and toured nationally (outside Ontario) and internationally
21. **C7.2** # total audience for events toured nationally (outside Ontario) and internationally
22. **C7.3** % of operating organizations touring outside Ontario

- 23. D8.1 % of applications meeting the stated service commitment turnaround from program deadline to decision
- 24. D9.1 % applicants who report satisfaction with OAC grant process
- 25. D9.2 % of complaints responded to within three business days

There are several possible ways to operationalize each measure and indicator. 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 \$).

Results of all Performance Measurements can be found in Appendix 2: Performance Measurements 2018 – 2022 Results .

Impacts

By pursuing its mandate OAC 's work activates the following impacts through the professional arts sector:

Ontario Stories and Storytellers – to benefit the careers of artists and arts workers

- The arts are the source for Ontario Stories and Ontario Storytellers.

Ontario's Economy – to benefit the economy

- The arts contribute to a **strong economy** and are a place to leverage investment for growth, to stimulate the economy, **create good jobs**, and **drive innovation**.
- The arts **drive tourism** across the province.
- The arts **revitalize communities** and build local economic development in small, medium and large communities throughout the province.
- The arts **drive direct investment** in the cultural sector from across Canada and around the world and **open doors for direct investment in other sectors**.

Ontario Society – to benefit quality of life of Ontarians and equity

- The arts contribute to social and health wellness, and quality of life.
- The arts contribute to economic and social development of **IBPOC Ontarians** and their communities, and help develop integrated intercultural communities throughout the province, and connect the province to national and international communities.
- The arts drive healthy **immigration and settlement**.

- The arts drive use of the **French language** and appreciation of diverse **Francophone culture** and help develop integrated language communities throughout the province.
- The arts drive **academic learning and academic performance** for learners of all ages.

To pursue this mandate and its impacts, OAC invests in Ontario's professional arts sector and amplifies the value of public investment in the arts. OAC also provides services, develops the sector, and engages in collaborations.

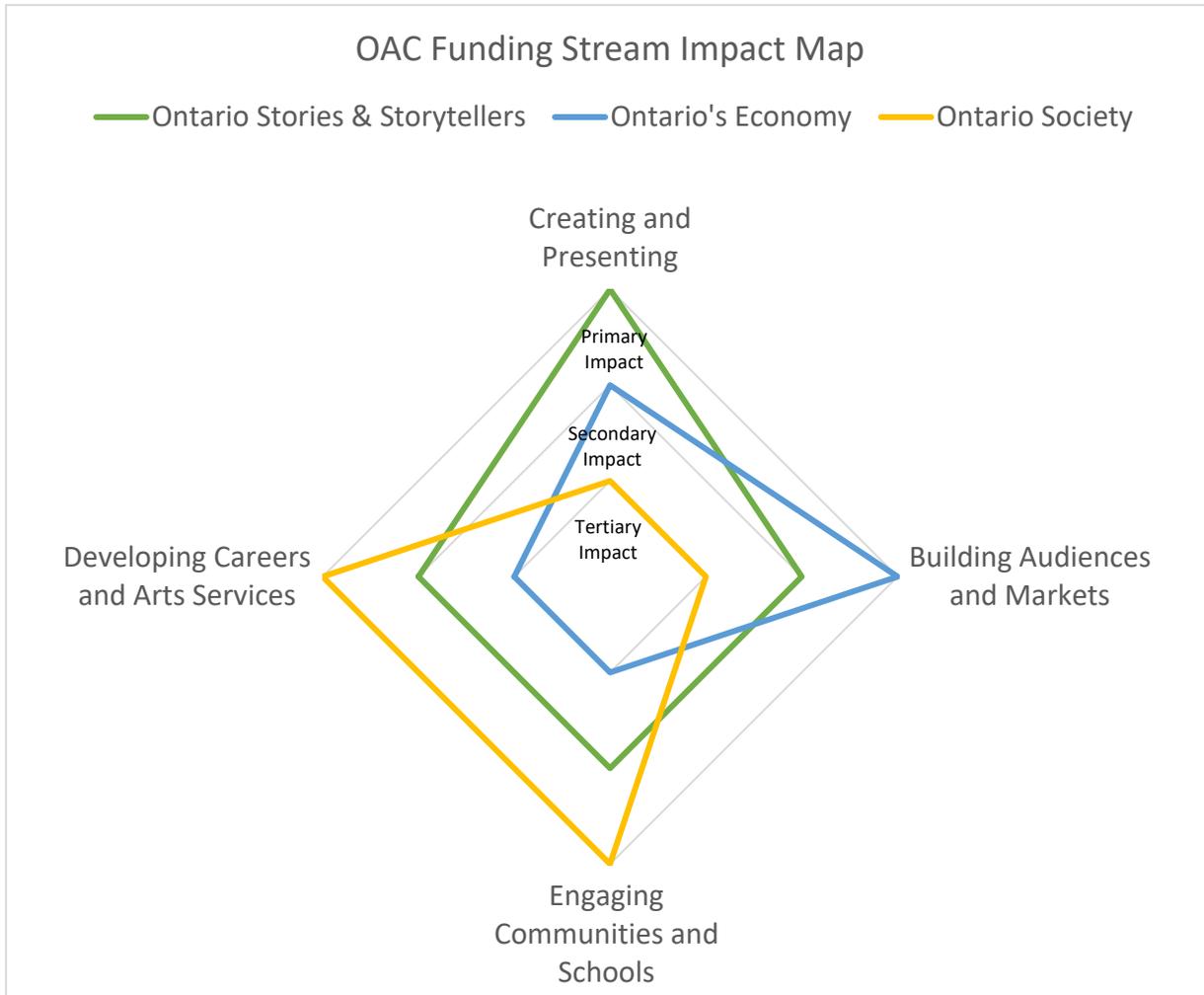
Based on best practices in the field, performance measures focus on measures that are attributable to organizational activities. As such, OAC's measures are outputs and outcomes that arise most directly from its activities.

The indicators for each outcome were selected based on what information would be most helpful in guiding decisions and understanding how OAC is achieving its intended outcomes and impacts. By using a variety of indicators to describe OAC's performance, it is possible to track specific values (# and \$) as well as relative performance (%). Targets were established for each indicator to track performance over the implementation timeframe of the strategic plan.

Over the course of the new strategic plan OAC will also develop methodologies to link its activities to broader positive impacts on society.

OAC Funding Stream Impact Map

The funding stream impact map shows how the three major impact areas of Ontario Stories & Storytellers, Ontario's Economy and Ontario Society relate to OAC's four major funding streams of Creating and Presenting, Building Audiences and Markets, Engaging Communities and Schools, Developing Careers and Arts Services and the expected primary, secondary, and tertiary impacts.



Equity, Diversity, and Inclusion Measures

OAC's Priority Groups

The 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.

Integrated Approach

All programs have equity criteria in their assessment, and OAC also offers specific funding programs with a focus on priority groups. For example, Northern Arts Projects, Indigenous Arts Projects, Skills and Career Development, Indigenous Arts Professionals and Arts Professionals of Colour. As well, there are dedicated offices and staff for Indigenous Arts and a Northern Arts representative, and targeted outreach and support for our priority groups through grant writing workshops, and partnerships with relevant community organizations.

Data Collection and Analysis

Under the Freedom of Information and Protection of Privacy Act (FIPPA), OAC is required to post a Notice of Collection of Personal Information. The agency specifies the legal authority for the collection, the principal purpose for which the information will be used, and a contact that they can reach out to with questions, everywhere OAC collects this information.

Sharing demographic information is voluntary for individuals. Organizations that receive operating funding and those that are mandated to serve OAC's priority groups are required to complete the EDI data collection forms. Those organizations that apply for project funding self-declare based on their mandate. OAC clearly states that demographic information is not visible to assessors or used to assess applications. Responses by individuals and organizations applying in project programs are seen by program staff in aggregate only.

EDI data supports decision-making on an ongoing basis through assessor selection. Program officers compose assessment panels that reflect the range of applications, based on discipline and expertise, as well as priority group aggregate statistics for the group of applications. For example, if a particular group of applications contains 30% Indigenous artists, it is important that as much as possible the panel of assessors reflects that diversity.

EDI data supports future opportunities through comparisons between the percentage of applicants from each of the priority groups and the percentage of grant recipients. If a particular group is underrepresented in our grant applicants, it is factored into the outreach decisions. For example, if a program has a low number of applicants who identify as being Deaf or having a disability there may be outreach sessions in partnership with an appropriate arts organization. If a particular group is represented in applications but not in successful grants, OAC considers professional development, such as grant writing workshops, with support from OAC throughout the process. EDI data also helps to inform program design and identify if a priority group may benefit from a specialized program based on data available about grant applicants and recipients.

Overall, EDI data is useful to identify gaps and opportunities, as well as to measure success and impacts across Ontario. OAC continually looks for opportunities to develop new programs and sustains ongoing engagement with communities in order to ensure robust ethics, trust and respect in the process.

Communications Plan

In the next few fiscal years, OAC will be building on communications activities initiated and/or launched in 2023-2024. Broadly speaking, these projects aim to amplify the many positive impacts of publicly funded arts activity in Ontario (as funded by OAC) for defined stakeholder groups, who can 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:

Awareness → Understanding → Engagement → Appreciation → Enthusiasm → Support

These activities include:

- A new funding recognition policy for grant recipients, with requirements especially strengthened for organizations that produce or appear at events.
- Enhanced communications with MPPs about OAC funding and impact, in conjunction with the new policy.
- Implementation of an enhanced contact management system with the ability to integrate contact data from multiple sources (e.g. OAC's online grant application system, OAC's website, event participant lists, other contact lists) and to more dynamically identify and segment audiences for targeted email communications.
- Pursuing communications opportunities that are in alignment with or directly support OAC's four outcome-based funding priorities, including:
 - **Economic benefit**
 - Publishing and promoting research that has identified the unique economic impacts of arts and culture tourism in Ontario.
 - Connecting with Ontario tourism industry stakeholders to share ideas and strategies to leverage this data for the benefit of our respective sectors and the province more broadly.
 - Connecting with other Ontario stakeholders who value these outcomes, to build awareness of our shared goals and identify opportunities to support one another in working towards achieving them.
 - **Quality-of-life benefit**
 - Publishing and promoting research that has identified the ways in which Ontario's arts and culture activities support personal and social well-being – including forging bonds within and across communities, enhancing the livability of geographic areas, and supporting personal growth and mental health.

- Connecting with stakeholders in other sectors who value these outcomes, to build awareness of our shared goals and identify opportunities to support one another in working towards achieving them.

Arts For All Ontarians – Implementing Strategic Direction 2

- Disseminating and promoting *Arts for All Ontarians*, a short-format video which complements the strategies above by highlighting the impact and value of arts activities on a more intangible level:
 - This includes appeals to emotions both personal (e.g. related to individual identity, particular art forms/activities/communities, and nostalgia/memory) and communal (e.g. related to inclusivity, pride, excitement, inspiration/awe)
 - This is also achieved through messaging that emphasizes three intrinsically linked ideas, conveyed explicitly (e.g. through minimal text) and implicitly (e.g. through emotional resonance and the connections viewers make as a result):
 - **The arts are Ontario:** When a viewer sees the phenomenal range of artistic activities from the past 60 years featured in the video, they should come away with the impression that everything they’re seeing is representative of Ontario. Ontario artists create work that reflects the vitality and diversity of life in Ontario; at the same time, Ontario itself is shaped and defined by the work of this province’s artists.
 - **The arts are for all Ontarians:** The phrase “for all Ontarians” has been part OAC’s official mandate since our establishment 60 years ago. Anyone viewing the video – no matter their age, location, community or interests – should see at least one work, discipline, or artist that they can connect with – whether something familiar and beloved, or something that newly captures their attention.
 - **The arts in Ontario are the Ontario Arts Council.** OAC funding has played a role in making everything featured in the video happen – from the artists, activities and works shown in contemporary and archival videos and photos, to the energizing soundtracks by two OAC-funded musicians (one anglophone, one francophone). Whatever aspect of the video the viewer has connected with, they’ll come away with a new or increased sense of how public arts funding made or makes it possible.

Over the next three fiscal years, we anticipate continued evolution in the various digital tools used in achieving OAC’s communications objectives. This may include:

- **Social media:** Continued monitoring of which existing and emerging platforms best reach our target audiences, while also allowing OAC to meet its legislative and policy requirements; periodic evaluation of OAC’s social media resource allocation, based on the factors above.
- **Email communications:** Continuing the work of launching a new CRM, integrated with OAC’s website and online application system.
- **Website:** With the current OAC website turning 10 at the end of the 2026 calendar year, all areas at OAC will be engaged in the process of developing and implementing its next iteration.

General Communications Themes

OAC's Communications activities will continue to centre on the many benefits to Ontarians that are the result of a publicly supported arts infrastructure. These will include:

- Highlighting the strong contribution of Ontario's arts sector to the province's economy (including creating and maintaining jobs, and attracting tourism and investment), while also improving the lives of Ontarians and enhancing social cohesion for strong communities.
- Working with MTCS and other government ministries on initiatives that, through investment in the arts, benefit Ontarians in a variety of ways.
- Improving awareness and understanding of the Ontario Arts Council as the government of Ontario's primary vehicle for supporting Ontario's professional artists and not-for-profit arts sector.

Messages

- Our new strategic plan – and therefore, our approach for the coming years – was developed through thorough engagement and consultation across Ontario's arts sector – representing diversity of geography, communities, practices/disciplines and identities.
- OAC is always listening to its stakeholders and is responsive to evolving needs.
- OAC's long history and expertise in the professional not-for-profit arts sector makes it a trusted and informed resource for both the community and the government.
- The arts contribute to a strong Ontario economy, creates jobs, and drives financial value in communities.
- 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.
- OAC is always listening to its stakeholders and is responsive to evolving needs.

Strategies (Current and In-Progress)

Promotion

- In collaboration with Arts Service Organizations, and non-arts partners develop promotional activities for key stakeholders and their constituencies to increase engagement with OAC funded performances, events, activities, exhibitions, and workshops.
- Promotion activities will have a special focus on increasing Arts & Culture Tourism in the Province, as well as the other impact areas from Strategic Direction 1.

Connection

- Identify and showcase stories that demonstrate the impact of public funding, in line with the equity-focused message of the strategic plan.
- Enhance existing MPP communications by working with MTCS on ways for OAC grant recipients to engage with their MPPs.
- Create new ways for grant recipients to recognize Ontario government funding through OAC.
- Support the relationships between the arts and other audiences/disciplines/activities through various communications strategies.
- Promote quantitative and qualitative research that provides insight into Ontario's arts sector, including its impacts and challenges.

- Produce events, eblasts, news releases, advertising, publications and other communications products to support organizational needs.
- Provide communications support for OAC's programs and research activities, and be responsible for all corporate communications through the OAC website.
- Support the CEO and OAC Board in building and strengthening OAC's relationship with MPPs.

Other activities

Awards

- Communications provides support for OAC's awards program (which included privately and publicly funded prizes) which involves news releases, event strategies for award presentations, speaking notes for OAC representatives, as well as social media components, for 7 to 9 distinct awards each year.

Strategic Direction 3: Renew program and service delivery

OAC Pursuit of Expectations in Letter from the Minister of Tourism, Culture and Sport

1. Competitiveness, Sustainability and Expenditure Management

In 2024-2025 OAC will:

- OAC will look to explore possibilities in the areas of social impact investing and intellectual property management for mission aligned purposes, where self-generated revenue growth is possible.
- OAC will enter into Contribution Agreement funding with Major Organizations focusing on impact for investment performance measures and return on investment for OAC and the Province.
- Identify savings through continued use of its leading digital grant management system, Strategic Framework Review and the continued implementation of its own internal reorganization.
- Adhere to all Ministry guidelines, regulations, and directives related to this area.

2. Transparency and Accountability

For 2024-2025 OAC will:

- Continue training and development for its Board of Directors, featuring training on fiduciary responsibility in the context of a Provincial Agency, not-for-profit, and charity.
- Receive the results of a Ministry *Mandate Review*.
- Adhere to all Ministry guidelines, regulations, and directives related to this area.
- Review and resubmit its board governance matrix and implement board succession planning.

3. Risk Management

For 2024-2025 OAC has:

- Developed a complete *Risk Assessment Framework* (**Appendix 4: Detailed Risk Assessment Framework**)

4. Workforce Management

For 2024-2025 OAC will:

- Continue implementation of team reorganization to ensure alignment with goals and impacts in the most efficient structure.
- Fully participate in the *Community Jobs Initiative*, having already submitted over 18 pages of documentation through the first two phases of the initiative.
- Work to align with OPS HR and bargaining guidelines within its limits as an independent party to a collective agreement.

5. Diversity and Inclusion

For 2024-2025 OAC will:

- Continue to invest in the support and development of strategies and initiatives to continue OAC's leadership in outreach, equity, diversity, inclusion, and accessibility through support from the *Manager of Equity, Diversity, Inclusion and Accessibility*.
- Continue leading staff consultation through an *Equity Committee* which serves as a platform for staff to bring forward ideas and proposals on diversity and inclusion for the organization's consideration.
- Using its new Strategic Plan and its sector leading program development and outreach model, continue growth in diversity and inclusion which has seen the proportion of all OAC IBPOC investment recipients increase from 33% in 2009 to 47% in 2021.

6. Data Collection, Sharing and Use

For 2024-2025 OAC will:

- Review its logic model and performance measures to ensure alignment with agency impacts.
- Continue to work with the Ministry and Supply Ontario to maximize the sharing of data and data platforms.

7. Digital Delivery and Customer Service

For 2024-2025 OAC will:

- Continue with its sector-leading 100% digital delivery model, looking to improve streamlined services, accessibility and data collection.
- Maintain the expanded role of online and hybrid work, events, outreach and assessment.

8. Agency Specific Goals

For 2024-2025 OAC will:

- Continue its leading province wide mandate with funding in all regions of the province.
- Continue its leading role in equity, diversity, inclusion and accessibility in the province's arts communities.
- Continue to deliver as the most efficient government granting agency on an administration pending per application basis.
- Review its program structure and offering alongside its logic model and performance measures to ensure it is investing with the greatest impact.

Financial Plan

See Appendix 3: Financial Forecast for the detailed financial forecast.

Funding from the Province

OAC has accepted the current Ministry of Tourism, Culture, and Sport recommendation of a \$60M operating allocation for the 2024-27 plan. OAC will continue conversations with the Ministry and wider Government partners on how its investment in the arts through OAC can best grow the essential impact of the arts. OAC is currently spotlighting the arts' impact on Ontario's economy, Ontarian's quality of life, opportunities for Ontario artists and arts workers, and on equity, diversity, inclusion and accessibility.

Self-Generated Revenue

OAC is only permitted to pursue self-generated revenue through the acquisition and disposal of assets. Traditionally, OAC has pursued the acquisition and disposal of financial assets through a conservative and pragmatic investment plan. In most years these revenues represent less than 3% of total OAC revenues. During the period of the strategic plan OAC will explore possibilities in the areas of social impact investing and intellectual property management for mission aligned purposes through its partnerships function. While not the main goal, there are possibilities for the development of self-generated revenues in both areas of exploration.

OAC prepares a balanced operating budget annually with 2024-2025 yielding a general forecast allocation of approximately 86% towards grants and programs, 13% for administrative expenses and 1% for services.

The budget and forecast consider the rising costs in salaries under the collective agreement (executive compensation is frozen) and annual rent adjustments, as well as operational efficiencies.

Administrative, Service and Strategic Expenditures

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 it will support expenditures within its budget. Larger expenditures are budgeted as part of the annual budget process.

In addition, a budget is prepared to use the reserves for one-time expenditures. For 2023-2024, OAC budgeted for several projects funded by the Board-designated reserve fund. These include the following:

- Research and partnerships support the strategic plan.
- Recruitment costs related to leadership of OAC.
- Equity, Diversity and Inclusion initiatives.
- Arts for All Ontarians Campaign.
- Completion of the organizational structure review.

- Grant commitments to be paid in the future after specific requirements are met, are not included in the statement of expenditures until paid. The balance for these commitments on March 31, 2023, was \$1,562,382.

OAC's capital assets consist of computer hardware, software, leasehold improvements, as well as furniture and office equipment. The net book value on March 31, 2023, was \$561,051.

OAC also records accumulated remeasurement gains as a part of its fund balances following public sector accounting standards for government not-for-profit organizations. These gains are accumulated unrealized gains related to a number of funds. The balance on March 31, 2023, was \$4,844,082.

2024-25 Administrative, Service and Strategic Expenditures

Administrative budgets will increase slightly in 2024-2025 by 2% when compared to 2023-2024, the increase is mainly due to being fully staffed and incorporating inflation impacts.

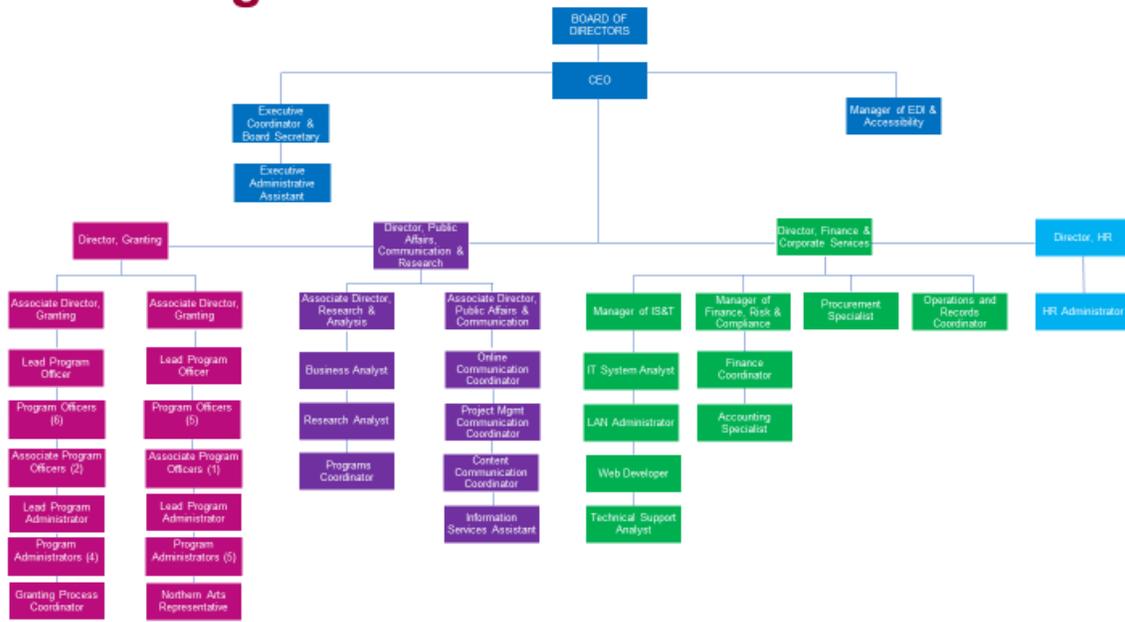
Staffing, Human Resources, and Compensation Strategy

Current State of Human Resources

The organization in the 2023-2024 fiscal year saw OAC implement a new organization structure which combined forces of Communications and Research under one Director, strengthened our financial, risk and compliance capacity, and improved leadership succession. It is anticipated that the new organization structure and leadership positions will be filled by the end of 2023-2024 fiscal.

New organizational chart:

OAC Organization Structure



After the repeal of Bill 124, collective bargaining with AMAPCEO, representing 47 of OAC’s 60 employees, was suspended in the last quarter of 2022-2023. It was resumed in the third quarter of 2023-2024 in consultation with the Board of Directors and Treasury Board Secretariat. It is anticipated that OAC will be seeking approval for a renewal collective agreement by the end of the 2023–2024 fiscal year.

OAC’s hybrid workplace model provides the option for working from home where operationally feasible up to two days/week on a fixed schedule, with approval by the manager and in accordance with department needs. Most staff take advantage of this flexibility that has become a new workforce expectation post-COVID, and OAC has found that hybrid work is necessary to attract and retain talent. In office time is prioritized for in-person meetings, collaboration, information sharing and training, and supports a strong workplace culture that values teamwork, collegiality, understanding and empathy.

OAC strategically entered a period of turnover in 2023–2024, and additionally felt the impact of a competitive and changing marketplace. In 2023 voluntary turnover has been 16.94%, with an additional involuntary turnover rate of 6.66%. During exit interviews the majority of the individuals leaving cited greater compensation and advancement as prime motivators.

Areas of Focus for Human Resources in 2024-2027

In 2024-2025 fiscal year the operationalization of a new organization structure that strengthens business areas to focus on their key mandates, enhances reporting and storytelling to our stakeholders, and improved succession planning will be completed. These changes will require new ways of working, revised job descriptions, priorities and potentially training, skills and experience.

Collective Bargaining

It is anticipated that bargaining of the renewal collective agreement with AMAPCEO will be completed by end of 2023–2024, and the implementation of a new collective agreement will then follow.

Changes to the collective agreement will require Human Resources to update practices, policies and procedures, in addition to compensation / benefits.

Implementation of HRIS Modules

Increased efficiency has been gained by upgrading our Human Resources Information System, and more of its functionality will continue to be implemented that will streamline and centralize processes and reduce more manual administrative steps.

Compensation and Benefits

Changes to compensation and benefits will be implemented with the renewal of the collective agreement. Non-executive management staff customarily receive compensation changes similar to the bargaining unit.

All eligible OAC staff participate in the same benefits and pension plan.

In accordance with the Broader Public Sector Executive Compensation Act (BPSECA), there has been limited ability to adjust executives' (directors and CEO) salaries since 2018. These limitations have seen an impact on OAC's ability to attract and retain the required talent to effectively support the organization. The organizational restructuring which included modifications to the executive roles may change the impact the BPSECA has on OAC.

OAC continues to provide healthcare benefits administered by Canada Life, through its association as an agency of the government. OAC's plan is similar to the Ontario Public Service Management and Excluded Plan, aside from the healthcare spending account. The same plan is provided for unionized and non-unionized staff. Any changes made to benefits through the bargaining process will also apply to non-bargaining staff.

OAC continues to provide a defined benefit pension plan to its employees, as administered by Ontario Pension Board, through its association as an agency of the government.

Professional Development

OAC will invest more into professional development (PD) opportunities as a means to attract, retain and motivate, and also support our employees' continued engagement, learning and upskilling, and opportunities for advancement.

Reviewing and updating OAC policy and mechanisms will allow OAC to assess and evaluate training and professional development opportunities from an equity and priority lens that can be provided organizationally, departmentally, and individually. The revised PD approach will ensure all employees understand how professional development opportunities are determined and accessed.

Human Resources Policies and Procedures

A review of the Accommodation Policy, Respect in the Workplace Policy, and Recruitment Policy are being prioritized for evaluation from an equity lens, and to improve understanding and clarity on processes, procedures and practices connected with these policies.

Performance Management

A new system for performance evaluation will be developed, with a goal of simplifying the process, tying expected norms or criterion of evaluation to organizational-wide priorities and values, supporting equitable and fair assessments, and motivates individuals to work as a team to achieve success.

Equity and Accessibility

OAC has met its legislated obligations under the Accessibility of Ontarians with Disabilities Act and has implemented a new Multi-Year Accessibility Plan (MYAP) for 2023 to 2028. A leadership group comprised of OAC management staff have been assembled to ensure the effective implementation for all of OAC's commitments within the MYAP.

Chaired by the Manager of Equity, Diversity, Inclusion and Accessibility, the Equity, Diversity, and Inclusion (EDI) Committee continues to lead the development of an internal EDI Action Plan to identify specific deliverables to enhance internal equity at OAC. Key to this is a series of bi-monthly meetings for all employees to share ideas with the Committee on how to enhance OAC's equity initiatives, and to report back to staff on the status of initiatives to increase communication and transparency on these matters. Current members of the Committee include the CEO, and four AMAPCEO-represented employees from diverse backgrounds and varied tenure at OAC.

Thus far, a prioritized action identified in the internal EDI Action Plan is the implementation of a broader EDI Learning and Development Strategy and Plan, to ensure sustainability of learning on EDI topics within the organization, with the generation of specific programs geared to management to develop their EDI leadership skills.

To strengthen OAC’s commitment to Indigenous reconciliation, the agency has developed internal guidelines on when and how land acknowledgements should take place to ensure that this practice is embedded consistently throughout the organization.

In an effort to enhance staff understanding of equity, diversity, and inclusion principles, a mandatory in-person training on Anti-Oppression was provided by the Manager of Equity, Diversity, Inclusion and Accessibility in 2023-2024. The session was three hours long and provided a space for staff to share knowledge, learn about definitions and resources related to human rights, and work through case studies to establish common understanding on how staff should approach situations where there are concerns that people’s human rights are being violated.

Summary of Staff Numbers

OAC’s headcount for 2023-2024 year-end is predicted to be 59 full-time equivalents (FTE).

OAC had the following staff categories in 2023-2024:

- Executive (5)
- Management (7)
- Unionized (45)
- Exempt (2)

OAC anticipates that its headcount will be 59 full-time equivalents (FTE) for 2024-2025, with all positions being permanent.

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
	ACTUAL	ACTUAL	FORECAST	FORECAST	FORECAST
FTEs					
Total FTEs	59	59	59	59	59

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 our Program Officers.

Legislative requirements

French Language Services

- OAC is committed to providing services to the public in French in accordance with the requirements of the *French Language Services Act*. The Act guarantees members of the public the right to communicate with and receive available services in French from all Ontario government ministries and agencies.

Accessibility for Ontarians with Disabilities Act (AODA)

- Communications requirements under AODA have significant implications for OAC and its client organizations, and require ongoing communications strategies, as well as specific tools, including production of certain materials in multiple formats.

Realty

OAC supports the Ontario government initiative to modernize its approach to real estate used by government agencies. As an agency currently with its own real estate authority, OAC will be providing all the information and working with the government to improve the efficiency of real estate management and reduce the cost. Supporting the new Realty Directive, OAC will work with the Ministry of Infrastructure to actively assess its current use of the office space and determine the best model to unlock any potential to increase its impact. The government is implementing the Community Jobs Initiative which is intended to make better use of the government's real estate portfolio and bring new jobs and economic development to more communities across the province. OAC will continue to work with the province to support the objectives of the Community Jobs Initiative. OAC's current lease of its Toronto office has two years remaining in the lease term. OAC will work with the government closely to assess its current use of space as well as its future strategy when the lease term ends.

Information Systems & Technology / Electronic Service Delivery Plan

OAC's Information Systems & Technology (IS&T) area is responsible for supporting OAC business objectives and innovation. The Nova grants management system enables OAC to provide online reliable services to applicants across the province. IS&T team plays an important role in ensuring the Nova system efficiently supports OAC programs, is in compliance with 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 the 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. The initiatives in IS&T include work in the following areas:

IT Infrastructure, Systems, Services & Security

Innovation

IS&T has been implementing cloud technologies at OAC from service providers such as Amazon and Microsoft. Most of the OAC systems are now cloud based. IS&T continues to migrate other systems to 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

The above enhancements have provided OAC with technological competitive advantage while drastically reducing cost and risk. The enhancements also will provide critical supports to implementing the new strategic plan.

Infrastructure

IS&T will continue its work on upgrading on-site hardware and software to provide modern and secure services. In 2023-24, IS&T configured and implemented the Intranet within MS 365. A new firewall with VPN was also configured and implemented. Mobile devices that are no longer supported by Apple in 2024 have been decommissioned and those staff have been given new devices. IS&T has also upgraded two Hyper V servers and two domain controllers will be upgraded by December. In 2024-2025, IS&T plans on upgrading the network area storage (NAS).

Cybersecurity

As OAC moves more and more services to digital, cybersecurity becomes an important consideration for IS&T as it develops its infrastructure and IT services. In 2023-2024, IS&T implemented multi-factor authentication for Nova and a network audit is currently in progress and will be completed by December. User training is also an important part of the 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 urgency. Every October for Cybersecurity Awareness Month, IS&T develops articles and presentations to share with staff to expand their knowledge on Cybersecurity Awareness.

Applications and Systems

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 to better serve Ontarians. IS&T plans to provide all OAC services digitally to all Ontarians. At the same time, IS&T will

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 internal processes and workflows. In 2023-2024, IS&T configured and implemented the Intranet site within MS 365, Adobe Acrobat Pro was implemented for all staff, and a process for external users to collaborate within our MS 365 platform was developed and implemented. In 2024-2025, IS&T plans on evaluating our Public Website to determine if the website will need to be re-built on a new system. IS&T also plans on configuring and implementing an approval process for general services like translation and purchase requisitions/orders. In the next few years, IS&T plans on migrating Dynamics GP to the cloud.

Team Development

As the business and technology move forward to support multiple priorities for stakeholders, the demand for skilled technology professionals has increased significantly. OAC IS&T has been reviewing its current team resources and competencies to make sure the team continues to provide excellent services and help drive business forward. With global migration of IT systems to cloud, IS&T will focus on skills acquisition and development in the areas of cloud, cloud security and privacy. By improving core competence of the team and structuring the team to respond to the changes quickly, IS&T will be better positioned to support the new OAC strategic plan and implement its initiatives.

Information Governance & Records Management

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 act as an enabler to eliminate technology silos and improve agility of technology platforms so that the core business can effectively apply changes to processes and capabilities. In 2023-2024, IS&T developed and implemented a process for external users to collaborate within our MS 365 platform.

Data Governance

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

Records Management

To continue supporting the compliance with the *Archives and Recordkeeping Act 2006*, IS&T will leverage the programming functions and features available in Microsoft Office 365 technology which is used at OAC. Embedding policies in technology is increasingly becoming the standard method of promoting compliance with legislations and government directives. OAC will focus its efforts on digital record management, keep current on the development of various digital recordkeeping guidelines and best practices, and implement the systems to support its recordkeeping policies.

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 / CIRP. IS&T will regularly test the plans and to 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. In 2023-2024, IS&T continued to upgrade its backup configurations and focused on geographical redundancy, fail over and high availability which ensured that OAC services were independent of OAC physical location. A new data backup system was also configured and implemented in 2023-2024.

Business Intelligence

IS&T is working across departments on a plan to manage all the data from the grant management system, public website, 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 the Ministry, IS&T will also manage the 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.

IS&T is laying the foundation at OAC for adoption and implementation of intelligent solutions for improved outreach and communications with the arts community in Ontario.

OAC has been looking for a business analytics tool to support decision making and data sharing. In 2023-2024, IS&T continued working with other teams to implement the business analytic tool using Microsoft Power BI, to make sure business requirements are met, and to benefit business from the new IT advancements.

Enterprise Risk Management

IS&T is an important contributor and enabler of proper enterprise risk management practices. Based on the OPS Enterprise Risk Management Framework and Directive, OAC will develop programs in building risk management in its business operations. IS&T will focus on data security and privacy, and provide tools to support the enterprise risk management practices. IS&T will continue working towards securing OAC 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 addition to raising awareness of data security and privacy, and building a culture of cybersecurity at OAC, IS&T will provide regular training in these areas for staff. In 2023-2024, IS&T has been configuring and implementing encryption for the file transfer between Nova and Dynamics GP for grant and assessor payments. In the coming year, IS&T will also design and develop a new secure process of receiving sensitive data from external users.

ArtsForward Framework – Implementing Strategic Direction 3

OAC will develop and implement the ArtsForward Framework which will seek to take OAC’s strategic assets and models, and synchronize them for the best outcomes and impacts. These are:

- Mandate
- Equity Plan
- Logic Model
- Strategic Plan
- Performance Measures for:
 - Agency
 - Programs
 - Applicants
 - Board
 - Employees
- Program Structure
- Program Materials
- Letter from Minister of Tourism, Culture, and Sport

As a key consideration of the ArtsForward Framework, OAC will consider transitioning from its current Strategic Priority Groups to a new integrated approach among and between each strategic asset and model. A second key consideration will be the relationship with commercial and popular art forms in OAC’s strategic assets, models and programs. An outcome of the ArtsForward Framework could be more or different specialized programs, such as the establishment of a dedicated program for Black artists and arts organizations in Ontario.

Strategic Direction 4: Cultivate connections, collaborations and partnerships

In addition to its main investing activity in Ontario's professional arts sector through grants, OAC provides services and frequently works in collaboration in order to develop the arts sector. Development is most often achieved using outreach, learning and collaboration to support the sector and its impacts. Services include the engagement of professional artists, arts professionals, and community members as peer assessors, special investments in service organizations, and research and knowledge-sharing initiatives which address gaps in the professional arts sector and OAC's impacts. OAC's services and collaborations will continue to set the ground to rebuild arts communities and find innovative ways to pursue OAC's mandate.

Initiatives Involving Third Parties

Artists in Residence – Education (AIR-E)

OAC has created partnerships with Ontario school boards to set up artist residencies in schools within each board's jurisdiction. These partnerships support year-long, part-time residencies of professional artist-educators to provide students and teachers with meaningful, sustained opportunities for creative learning. In 2022-2023, OAC partnered with **12 school boards, including four Indigenous education authorities**:

- Conseil scolaire catholique de district des Grandes Rivières
- Consortium Centre Jules-Léger
- Conseil scolaire de district catholique de l'Est ontarien (CSDCEO)
- Conseil scolaire de district catholique des Aurores boréales
- Conseil scolaire Viamonde
- Superior-Greenstone District School Board
- Superior North Catholic District School Board
- Wellington Catholic District School Board
- David Kejick School
- Hishkoonikun Education Authority
- Keewaytinook Okimakanak Board of Education
- Kinoomaadziwin Education Body

Detailed agreements are in place with each partner to ensure that the *Transfer Payment Accountability Directive (TPAD)* is followed.

Recent Partnerships

In **2022-2023**, OAC focused on partnerships in the services sector, including a partnership with **Mass Culture** to host a national arts service organizations conference and a partnership with **Thinking Rock Community Arts** to develop services in the community arts sector. OAC also entered into a partnership with **WorkInCulture** to deliver the Catalyst and Transform program for select arts organizations funded by OAC interested in merger, shared platforms, and succession. Lastly OAC partnered with

Business/Arts to deliver **ArtsVest Ontario**, an initiative to build corporate sponsorship capacity among organizations in rural and small communities across the province and in organizations serving equity deserving communities.

OAC continued with this focus in **2023-2024**, including a partnership with **OCADU Cultural Policy Hub** to found a new national cultural policy collaboration years in the making, the reinvention of our partnership with **Ontario Culture Days** to provide arts experiences across the province, and a partnership with **Why Not Theatre** to leverage their tour to London to develop markets for equity-deserving artists.

Upcoming and Potential Partnerships – Implementation of Strategic Direction 4

Partnerships in Development (Phase 2) – Tourism, Economic Development, and Equity

FILM, TELEVISION AND GAMING CREATION

- A multi-partner initiative to support screenwriter creation projects, allowing individual writers and creatives to complete new scripts for feature films, episodic works, and gaming platforms.
 - As the only investor in individual artists in the provincial policy landscape, OAC supports individual creators to create original Ontario stories across the cultural industries in publishing, music, commercial theatre, visual arts and crafts. OAC has identified a gap in this individual support: the vital film, television, and gaming sectors.
 - This initiative will pilot support for screenwriters and develop an important base of knowledge and experience supporting individuals in the sector.
 - Eventually this work could help ensure that productions produced in Ontario more frequently feature original Ontario stories by Ontario creators, as opposed to the growing predominance of stories from the United States and other stories in Ontario's film, television and gaming industries.

INTERNATIONAL MARKET DEVELOPMENT SUPPORT

- Partnership initiatives aimed at increasing international market development opportunities for Ontario artists and building their readiness to engage in international presentations, tours, sales and co-productions.
 - International markets are essential to the economic sustainability of artists in Ontario and also attract foreign investment to the province. This initiative will help to build stronger international markets for Ontario arts and cultural products and increase foreign investment in Ontario's cultural output.

DATA-SHARING AND KNOWLEDGE MOBILIZATION

- A multi-lateral partnership with other arts funding agencies across Canada, such as the Canada Council for the Arts, to develop innovative and collaborative ways to collect, analyze and share data on the results and impact of public investments in the arts.
 - Across the country, funders are seeing an opportunity to innovate within funding models to support success in a digital, transformed world. Shared strategies for

knowledge mobilization will build the evidence base for future program directions and investments.

DEVELOPING SUPPORT FOR THE LIVE THEATRE AND ARTS SECTOR

- An initial data study and literature review to engage potential for-profit and not-for-profit partners across sectors in a conversation about potential supports in the live arts sector, including enhancement matching and live tax credits.

INTELLECTUAL PROPERTY ENGAGEMENT

- Engagement of arts intellectual property (IP) stakeholders in government, industry and artists' associations/representation.
 - The goal is to explore networked ways of maximizing the benefits of IP for Ontario artists and arts organizations, the OAC and the Ontario government.

EQUITY, DIVERSITY, INCLUSION AND ANTI-RACISM IN THE ARTS

- OAC launched a Request for Expression of Interest in Spring 2023 and a Request for Proposals in fall 2023 for a partner to lead Addressing Antisemitism through the Arts. The project is envisioned as a set of assets and initiatives to help arts organizations and others integrate the diversity of Jewish culture into their equity, diversity, and inclusion strategies and antisemitism into their anti-racism policies.
 - The project is to serve as a model to pursue similar initiatives in other key areas of EDI and Anti-Racism.

BUILDING ARTS & CULTURE TOURISM THROUGH VISITOR MOBILITY

- Leveraging the strong findings from the Ontario Arts and Culture Tourism Profile, which stated that OAC will convene conversations to facilitate arts and culture tourism by focusing on visitor mobility between communities with arts and culture offerings.

Partnerships in Development (Phase 3) – Status of the Artist, the Arts in Education, and More

Beginning in 2026, OAC will begin exploring partnerships in areas of interest that could help inform its next strategic plan. At these very early stages of our thinking, two broad and deep areas in the arts that are not currently featuring in OAC's current plan are Status of the Artist and the Arts in Education. These areas – along with others discovered through partners, policy work and mandate delivery – will form areas of exploration through partnerships in the final years of the current plan.

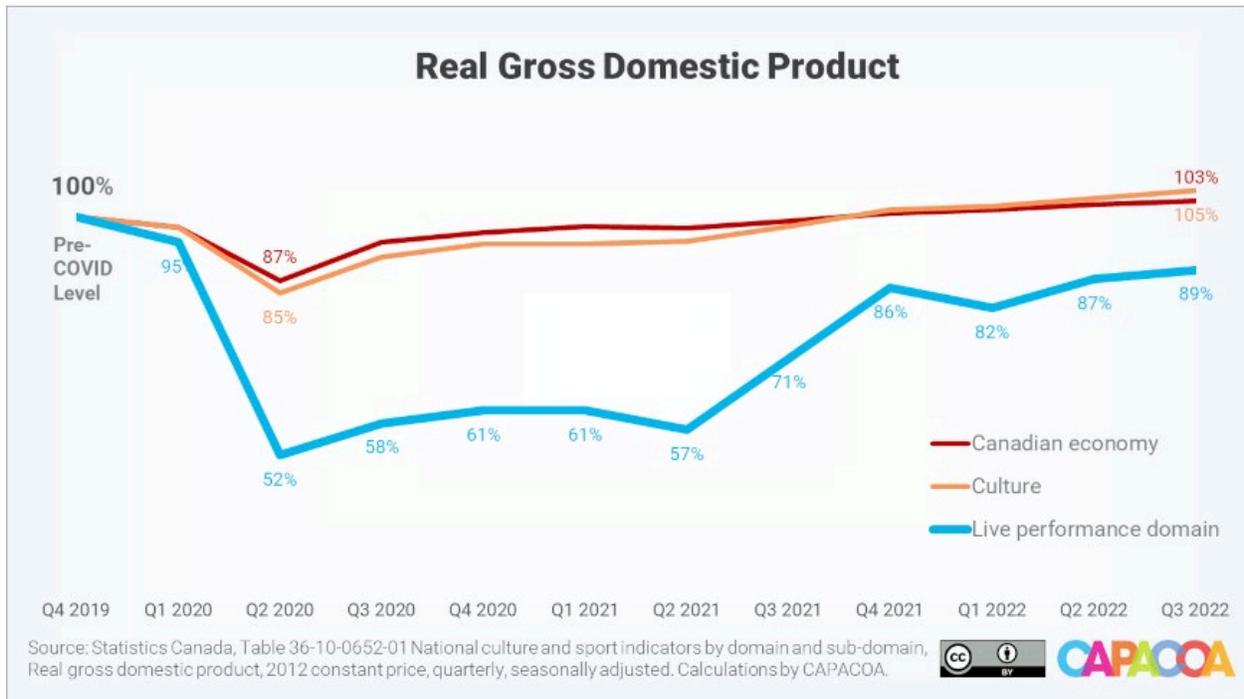
Appendix 1: Environmental Scan

This scan provides a brief summary of key issues and occurrences in OAC’s external and internal environment that are anticipated to affect OAC’s work over the coming year.

Economic Environment

Culture Sector is Growing Faster than the Overall Canadian Economy

Throughout 2021 and 2022 Canada’s cultural sector grew faster than the overall economy, reaching past pre-pandemic levels during this time. “Looking at real GDP, which takes inflation into account, the live performance domain increased 2.1% in the second quarter of 2022. This was more than the growth of culture GDP (1.5%), and the Canadian economy as a whole (0.7%).”¹³



Arts & Culture Tourism Has Higher Economic Value Compared to Other Types of Tourism

From the Ontario Arts and Culture Tourism Profile commissioned from Forum Research in 2023: “\$11.4 billion dollars were spent on arts and culture tourism in Ontario, resulting in \$5.7 billion in direct value-added to the province. This value-added supported more than 77,000 full-time jobs in Ontario and \$3.0 billion in labour income. Industries directly serving arts and culture tourists, such as food and

¹³ CAPACOA (March 2023) *Recovery continues in spite of inflation* <https://capacoa.ca/en/2023/03/recovery-continues-in-spite-of-inflation/>

beverage, retail, accommodation, and arts/recreation experienced notable increases in value-added. Indirect effects resulting from spending by businesses catering to arts and culture tourists contributed to over \$2.3 billion in provincial GDP. Additionally, government revenues benefited, with the arts and culture tourism sector contributing over \$4 billion in tax revenue. Collectively, direct, indirect, and induced impacts totalled over \$10 billion in provincial GDP, generating more than \$5.7 billion in labour income and creating more than 100,000 jobs. While 13% of unique tourist trips included arts and culture activities, those trips accounted for 30% of tourist spending in the province, meaning the average arts and culture visit represents over \$618 in economic impact while the average non-arts and culture visit represents approximately \$213 in economic impact. Therefore, the average arts and cultural tourist trip has approximately triple the economic impact as tourists trips that do not include arts and culture.”¹⁴

Ontario’s Population is Projected to Grow Rapidly

Information from Ontario’s Population Projections Update and Ontario’s 2023 Fall Economic Statement revealed that Ontario’s population is projected to grow rapidly in the short term and is projected to increase by 43.6 per cent or almost 6.6 million, over the next 24 years from an estimated 15.1 million in 2022 to 21.7 million by 2046. This is largely driven by net migration, which will account for 85 per cent of all population growth in the province over 2022-2046 period, with natural increase accounting for the remaining 15 per cent. Central Ontario is projected to be the fastest growing region, and the Greater Toronto Area (GTA) will see the largest increase in population, adding 3.3 million residents to 2046. 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 because of strong international migration and positive natural increase.

Policy Environment

Implementation of Bill C-11

From a regulation perspective, there is generally strong support in the arts sector for Bill C-11 (the Online Streaming Act) as discussed at the National Culture Summit that happened in May 2022. People want to see robust legislation for digital platforms that will: protect creators’ ownership of their work, ensure they are properly compensated, and protect Canadian identity – particularly that of francophone minorities.¹⁵ What is less certain is whether regulation will motivate conventional and digital broadcasters to commission work from the arts as was predominant on Canada’s public broadcaster prior to the early 2000’s.

Changes to Ontario Production Tax Credit

Adding to an increasingly open environment for live arts broadcast are changes to the Ontario Film and Television Tax Credit and Ontario Production Services Tax Credit to allow for exclusive online distribution. “The 2022 Ontario Budget announced that the government would extend eligibility for the

¹⁴ Forum Research. Ontario Arts and Culture Tourism Profile, 2023.

¹⁵ Canadian Heritage (2022, October). *National Culture Summit: The Future of Arts, Culture and Heritage in Canada – Final Report*. Government of Canada. <https://www.canada.ca/en/canadian-heritage/campaigns/national-culture-summit/final-report.html#a3>

Ontario Film and Television Tax Credit (OFTTC) and the Ontario Production Services Tax Credit (OPSTC) to professional film and television productions distributed exclusively online.”¹⁶ It is possible this could open up more tax credit eligibility for live arts that are capture for audio-visual production.

Tax Credits Dominate the Province of Ontario’s Public Cultural Investment

In 2022-2023 OAC represented under 4% of the Province of Ontario Ministry of Tourism, Culture, and Sport’s expenditures. Dominant in the list of expenditures were tax credits, representing nearly two thirds of expenditures. This includes the two primary film tax credits which represent almost half of all Ministry expenditure. For a detailed analysis on expenditure versus GDP impact see Appendix 5: 2022-23 Expenditure and 2021 Ontario Provincial GDP Impact.

2022-2023 Ontario Ministry of Tourism, Culture, and Sport top 20 Non-Capital Programs by Expenditure¹⁷			
#	Program	Expenditure	% of Ministry Budget
1	Ontario Production Services Tax Credit	\$ 407,641,900	24.13%
2	Ontario Film and Television Tax Credit	316,880,500	18.76%
3	Tourism Recovery and Support - Personal Income Tax Staycation Tax Credit	200,000,000	11.84%
4	Ontario Trillium Foundation	103,557,000	6.13%
5	Ontario Interactive Digital Media Tax Credit	82,008,300	4.85%
6	Ontario Computer Animation and Special Effects Tax Credit	73,422,900	4.35%
7	Ontario Arts Council	65,007,400	3.85%
8	Grants in Support of the Festival and Event Attractions and Support Program	46,382,940	2.75%
9	Ontario Tourism Marketing Partnership Corporation	32,967,500	1.95%
10	Ontario Media Development Corporation	28,380,300	1.68%
11	Royal Ontario Museum	27,280,900	1.62%
12	Sport	26,275,122	1.56%
13	Ontario Science Centre	24,283,780	1.44%
14	Libraries Sector Support	24,030,948	1.42%
15	Active Recreation	21,806,046	1.29%
16	Art Gallery of Ontario	21,072,300	1.25%

¹⁶ Ontario Regulatory Registry. *Proposed Amendments to the General Regulation (O. Reg. 37/09) of the Taxation Act, 2007 regarding the Ontario Film and Television Tax Credit and the Ontario Production Services Tax Credit*

¹⁷ Treasury Board Secretariat and Finance *Ontario Releases 2022-23 Public Accounts* September 27, 2023 <https://news.ontario.ca/en/release/1003553/ontario-releases-2022-23-public-accounts>

17	Grants in Support for Tourism Regions	19,902,997	1.18%
18	St. Lawrence Parks Commission	7,122,800	0.42%
19	Ontario Music Investment Fund	7,000,000	0.41%
20	Science North	6,828,900	0.40%
Total		1,541,852,533	91.28%
Tax Credits as Part of Above		1,079,953,600	63.93%

Social Environment

Increasing Innovation to Lower Impact on Climate Change

Arts organizations are becoming more conscious about the environmental impact of their work and more serious about the ways in which this can be measured and mitigated. Touring will be an important area of focus related to this. Strategies and tactics about how to reduce the environmental impact of a tour are being increasingly considered and implemented. One example of such a strategy is scheduling longer tours with more performances or exhibitions because it amortizes the carbon footprint of a production by getting more use out of the materials produced.

Growing Scarcity of Infrastructure and Facilities

The lack of affordable space in Ontario has reached a critical point, increasing the burden of demand at spaces that remain. This is exacerbated by Ontario’s largest not-for-profit cultural space management organization, Artscape, entering receivership.

Dance Umbrella of Ontario (DUO) commissioned a feasibility study on establishing new dance spaces in Ontario. The study found that the average ad hoc rental rate for dance spaces in the province is \$42 per hour, which is 91% higher than the average fee the community can afford to pay (\$22 per hour).¹⁸

Technological Environment

Implications of Artificial Intelligence on Creation, Production, Operations and Rights

With the popularity of ChatGPT, access to generative artificial intelligence has recently become a widespread phenomenon. The technology will have implication on the creation, production of art, the operations of arts organizations and artistic practices, and on the rights of individuals and organizations.

¹⁸ Dance Umbrella of Ontario, Nordicity, & Bridget MacIntosh and Associates (2022, September). *Research Study and Needs Assessment on Dance Rehearsal Spaces in Ontario*. <https://danceumbrella.net/wp-content/uploads/2022/10/Needs-Assessment-on-ON-Rehearsal-Spaces-FINAL-REPORT-Sept-30.pdf>

In response the Government of Canada has passed the Artificial Intelligence and Data Act¹⁹, has established a Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI Systems²⁰

Legal Environment

Amendments to Crown Agency Act

The office of the Attorney General is reviewing the Crown Agency Act²¹ with potential implications on Provincial Agencies.

Bill 124 – Protecting a Sustainable Public Sector for Future Generations Act

Bill 124 was struck down in court but remains in appeals process and could still have impact on Broader public sector salaries and labour expenditure.

¹⁹ Innovation, Science, and Economic Development Canada *Artificial Intelligence and Data Act* <https://ised-isde.canada.ca/site/innovation-better-canada/en/artificial-intelligence-and-data-act>

²⁰ Innovation, Science, and Economic Development Canada *Voluntary Code of Conduct on the Responsible Development and Management of Advanced Generative AI Systems* <https://ised-isde.canada.ca/site/ised/en/voluntary-code-conduct-responsible-development-and-management-advanced-generative-ai-systems>

²¹ Colin H. McNairn *The Ontario Crown Agency Act* Ottawa Law Review https://rdo-olr.org/wp-content/uploads/2018/02/olr_6.1_mcnairn.pdf

Appendix 2: Performance Measurements 2018 – 2022 Results

OUTCOME A) Creation, production, and presentation of art in Ontario

MEASURE 1: FUNDING OF ARTISTS AND ARTS ORGANIZATIONS IN ALL PARTS OF THE PROVINCE

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

A1.2	% of total # grants in each geographic region	= % of artists (2021 census) ²					
	Central	7%	5%	4%	5%	4%	4%
	East	11%	12%	12%	12%	12%	13%
	Far north	0.1%	1%	1%	1%	1%	1%
	Northeast	2%	7%	6%	5%	7%	7%
	Northwest	0.6%	2%	2%	2%	2%	2%
	South central	20%	6%	7%	8%	9%	8%
	Southwest	20%	15%	15%	14%	15%	16%
	Toronto	39% ¹	50%	53%	53%	49%	49%

¹ The 2018-2019 baseline was chosen because it is the year before OAC's current strategic plan was launched.

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

ID	Indicator	Target	Baseline 2018- 2019	Result 2019- 2020	Result 2020- 2021	Result 2021- 2022	Result 2022-2023 ⁴ (Target for A2.2)	
A2.1	% of # applications to OAC from artists/arts organizations who identify as:	≥ % of artists (2021 Census)						
	Artists of colour	≥ 23%	29%	29%	33%	31%	31%	
	Deaf artists/artists with disabilities	≥ 8% ¹	12%	15%	16%	17%	20%	
	Francophone	≥ 5%	8%	7%	6%	7%	6%	
	Indigenous	≥ 2%	10%	7%	7%	13%	9%	
	New generation (18-30 years)	≥ 25%	30%	27%	28%	31%	26%	
	Regions outside Toronto	≥ 61% ³	46%	44%	46%	51%	49%	
A2.2	% of total # OAC grants to artists/ arts organizations who identify as:	≥ % applications same year (A2.1 data from 2022-23)						\$ Value ⁴ (million) 2022-23
	Artists of colour	≥ 31%	28%	29%	33%	34%	32%	\$8.7
	Deaf artists/artists with disabilities	≥ 20%	11%	12%	13%	16%	18%	\$2.8
	Francophone	≥ 6%	10%	8%	8%	9%	8%	\$4.0
	Indigenous	≥ 9%	16%	11%	12%	14%	14%	\$3.5
	New generation (18-30 years)	≥ 26%	22%	21%	21%	32%	21%	\$4.7
	Regions outside Toronto	≥ 49%	50%	47%	47%	51%	51%	\$24.5

¹ Per cent of Ontario 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.

OAC 2024-2027 Business Plan: Appendix 2: Performance Measurements 2018 – 2022 Results

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 more than one of the priority groups and (2) not all applicants choose to self-identify. As such, individual dollar figures included here will likely underestimate the actual support provided to the various groups.

MEASURE 3: EMPLOYMENT AND INCOME FOR ARTS PROFESSIONALS IN ONTARIO

ID	Indicator	Target (> baseline over 7 years)	Baseline 2018-2019	Results 2019-2020 ³	Results 2020-2021 ²
A3.1	# artists & arts professionals paid (fees or salaries) through OAC-funded activities	> 56,255 ^{SEP}	69,201	52,348	53,628
A3.2	\$ value of income paid to artists/ arts professionals through OAC-funded activities	> \$345.9 million	\$433.4 million	\$363.0 million	\$343.8 million
A3.3	# FTE jobs for artists and arts professionals in organizations receiving operating grants from OAC	> 4,423	4,882	4,276	4,623

¹ The 2018-19 baseline was chosen because it is the year before OAC’s 2014-20 strategic plan concluded.

² Presented here and elsewhere in this document are actual figures for 2020-21 as submitted with the 2022-23 OAC operating applications/CADAC, or with the 2020-21 project grants’ final reports, and represent the most currently available data.

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 2019-20 and 2020-21 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 2019-20 results, when compared with 2018-19 results.

OUTCOME B) Increased skills and capacity in the arts sector

MEASURE 4: FUNDING OF GRANTS AND SERVICES THAT INCREASE SKILLS AND CAPACITY

ID	Indicator	Target (> baseline over 7 years)	Baseline 2018-2019	Results 2019-2020	Results 2020-2021 ¹	Results 2021-2022	Results 2022-2023	\$ Value 2022-2023
B4.1	# artists & arts professionals who attend activities/events for training, skill development supported or provided by OAC	> 123,725	158,774	129,145	162,923			---
B4.2	# activities/events for training and skill development supported or provided by OAC	> 4,888	6,693	5,180	7,509			---
B4.3	% of total # grants allocated by OAC for training and skill development	> 8%	8%	6%	14%	19%	5%	\$5.6 million

Notes

¹ For indicators B4.1 and B4.2, these are actual figures for 2020-21 as submitted with the 2022-23 OAC operating applications/CADAC, or with the 2020-21 project grants' final reports, and represent the most currently available data.

B4.3: 2020-21 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 the OAC. Arts Response Initiative: Project Grants for Individuals program recipients are not attending events, but completing training and skills activity projects.

B4.3: 2021-22 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's 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

ID	Indicator	Target (> baseline over 7 years)	Baseline 2018-2019	Results 2019-2020	Results 2020-2021 ¹
C5.1	# public activities and events produced by OAC-funded artists & organizations in their home communities	> 36,507	43,104	25,565	20,885
C5.2	# total audience for home community events in Ontario	> 17.6 million	21.4 million	12.3 million	12.4 million
C5.3	# public activities and events produced by OAC-funded artists & organizations touring in Ontario	> 4,063	4,998	2,467	2,633
C5.4	# total audience for touring events in Ontario	> 1.2 million	1.1 million	469,645	196,555
C5.5	% of operating organizations touring in Ontario	>35%	36%	25%	17%

These are actual figures for 2020-21 as submitted with the 2022-23 OAC operating applications/CADAC, or with the 2020-21 project grants' final reports, and represent the most currently available data.

MEASURE 6: OPPORTUNITIES FOR ONTARIANS TO PARTICIPATE IN ARTS LEARNING

ID	Indicator	Target (> baseline over 7 years)	Baseline 2018-2019	Results 2019-2020	Results 2020-2021 ^{1,2}	Results 2021-2022	Results 2022-2023	\$ Value 2022-2023
C6.1	% of total # OAC grants that provide funding specifically for arts learning	> 6%	4%	5%	5%	3%	3%	\$2.5 million
C6.2	% of operating organizations that offer arts learning as part of ongoing activities	> 85%	83%	78%	73%			---
C6.3	# events that offer opportunities for arts learning by OAC-funded artists & arts organizations	> 74,569	86,912	54,288	44,738			---
C6.4	# participants (adults/ youth) in all arts learning events by OAC-funded artists & arts organizations	> 4.9 million	5.1 million	2.8 million	4.2 million			---

¹ For indicators C6.2, C6.3 and C6.4, these are actual figures for 2020-21 as submitted with the 2022-23 OAC operating applications/CADAC, or with the 2020-21 project grants' final reports, and represent the most currently available data.

² 2020-21 first year Artists in Residence (Education) Program grants counted in figure 6.1. Prior to 2020-21 AIR(E) program was classified as an Initiative starting in 2020-21 the program was reclassified as a grant.

MEASURE 7: OPPORTUNITIES FOR PEOPLE OUTSIDE ONTARIO TO EXPERIENCE ONTARIO ARTISTS AND ARTS ORGANIZATIONS

ID	Indicator	Target (> baseline over 7 years)	Baseline 2018-2019	Results 2019-2020	Results 2020-2021 ¹	2021-2022	2022-2023
C7.1	# public activities and events produced by OAC-funded artists & organizations and toured nationally (outside Ontario) and internationally	> 4,872	3,558	2,262	2,236		
C7.2	# total audience for events toured nationally (outside Ontario) and internationally	> 1.6 million	1.6 million	2.4 million	651,851		
C7.3	% of operating organizations touring outside Ontario	>29%	27%	21%	14%		

These are actual figures for 2020-21 as submitted with the 2022-23 OAC operating applications/CADAC, or with the 2020-21 project grants' final reports, and represent the most currently available data.

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

MEASURE 8: ADMINISTRATIVE EFFICIENCY IN ASSESSMENT PROCESS

ID	Indicator	Target	Baseline 2019-2020	Results 2020-2021 ¹	Baseline 2021-2022	Results 2022-2023 ²
D8.1	% of applications meeting the stated service commitment turnaround from program deadline to decision	85%	90%	96%	88%	96%

MEASURE 9: STAKEHOLDER SATISFACTION WITH OAC PROCESSES AND DECISIONS

ID	Indicator	Target Over 3 years	Baseline 2019-2020	Results 2020-2021	Baseline 2021-2022	Results 2022-2023
D9.1	% applicants who report satisfaction with OAC grant process	85%	86%	87%	87%	91%
D9.2	% of complaints responded to within three business days	90%	90%	100%	95%	95%

Appendix 3: Financial Forecast

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
	<i>ACTUAL</i>	<i>Budget</i>	<i>FORECAST</i>		
PROVINCE OF ONTARIO					
MTCS Operating (including maintenance)	64,937,400	59,937,400	59,937,400	59,937,400	59,937,400
MTCS (CANON - French Language Services)	70,000				
MTCS (Indigenous Culture Fund)					
MTCS (One-Time Arts Support Fund)					
Other (Office of Francophone Affairs - Cultural Development)					
Other (Ontario Women's Directorate)					
Others					
TOTAL PROVINCIAL FUNDING	65,007,400	59,937,400	59,937,400	59,937,400	59,937,400
OTHER GOVERNMENT					
(specify program name, government & funding period)					
TOTAL OTHER GOV'T FUNDING	0	0	0	0	0
SELF GENERATED REVENUES					
Investment Income	3,726,554	1,756,119	2,465,052	2,500,000	2,554,000
Non-Government Grants					
Other (specify source e.g. fund transfers, reserve/restricted funds):					
Fund administration	66,221	75,000	70,000	70,000	75,000
Recovery of prior years' grants	152,078	150,000	75,000	75,000	75,000

OAC 2024-2027 Business Plan: Appendix 3: Financial Forecast

Miscellaneous	340,632	605,000	200,000	200,000	195,000
TOTAL SELF GENERATED	4,285,485	2,586,119	2,810,052	2,845,000	2,899,000
TOTAL REVENUE:	69,292,885	62,523,519	62,747,452	62,782,400	62,836,400
EXPENDITURES					
Awards and expenses	250,086	1,150,000	1,150,000	1,150,000	1,150,000
Grants / other programs	57,107,591	52,140,844	52,140,844	52,140,844	52,140,844
Services	1,018,583	730,833	750,000	750,000	780,000
Administration					
Salaries & Benefits	6,276,304	6,651,007	6,917,047	7,080,195	7,108,045
Occupancy / Lease	597,895	644,155	645,763	653,763	679,914
Travel	22,085	94,300	94,000	94,000	94,000
Communications	107,267	49,846	50,000	50,000	50,000
Other	797,862	852,534	785,198	795,198	795,198
TOTAL EXPENDITURES	66,177,673	62,313,519	62,532,852	62,614,000	62,668,000
Net Income Surplus	3,115,212	210,000	214,600	168,400	168,400
Amortization of deferred capital contributions					
Amortization of capital assets	-225,983	-210,000	-214,600	-168,400	-168,400
	-225,983	-210,000	-214,600	-168,400	-168,400
Net Income Surplus/(Deficit) After Amortization	2,889,229	0	0	0	0
Net assets (deficit), beginning of year	33,466,395	34,052,907	34,052,907	34,052,907	34,052,907
Excess of Revenue Over Expenses	2,889,229	0	0	0	0
Net remeasurement gains	-2,302,717				
Net assets (deficit), end of year	34,052,907	34,052,907	34,052,907	34,052,907	34,052,907

Notes:

Funds that comprise the Net Assets

Invested in Capital Assets	106,414
Restricted and Endowment Funds	26,459,310
Unrestricted	2,643,101
Accumulated Remeasurement Gains	4,844,082
	34,052,907

Accumulated remeasurement gains of \$4.8 million at the end of 2022-23 represent unrealized gains of restricted and endowment funds.

Appendix 4: Detailed Risk Assessment Framework

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; include stakeholder and public perception / reputation risks; potential underachievement of performance targets; and program objectives whose achievement is highly dependent on other initiatives.								

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
1	Risk that level of government investment in OAC will not allow for strategic investment in Ontario's professional artists and arts organizations, and OAC will therefore not meet the needs of Ontario communities.	All strategic priorities would be affected, making it less possible for the government's investment in the professional arts sector to make Ontario a better place to live, work, visit and invest in.	Investment in arts organizations and support to professional artists could be significantly reduced. Fewer and smaller grants would be directed to the arts sector at a time of rising costs and increasing demands; some program budgets and support to strategic priorities would have to be reduced without adequate funding. There would be job losses among arts professionals, and diminished economic benefits to communities. Reduced tour activities and contraction of Ontario's tourism industry.	Likelihood: Likely Impact: High	Maintaining strong OAC communication with MPPs and government officials to demonstrate the economic and social contributions the arts make through government funding and support; strict control over administrative costs to maximize program spending; improved funding framework to maintain the supports to artists and arts organizations that have economic impact, impact on the artist, impact on Ontarians Quality of Life and Impact on Equity.	Medium - High; Ongoing Management Review and Discussion is Necessary	Yes	Board, CEO	Ongoing

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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 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.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	Ongoing
3	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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
4	The lasting impacts of the COVID-19 pandemic may undermine the viability of arts organizations.	All strategic priorities would be affected, making the government's investment in the professional arts sector to make Ontario a better place to live, work, visit and invest in less impactful.	The return to pre-pandemic earned revenues has not been fully realized. Audience uptake is hard to predict, and in the new post-pandemic context, arts organizations must carefully consider the event, artistic lineup, and audience demographic to create productions with the broadest appeal.	Likelihood: Likely Impact: Moderate	OAC will collaborate with partner funders to support arts organizations forced into merger or termination of activities.	Medium; Ongoing Management Review and Discussion, and Development of Partnerships	Yes	Board and CEO	Ongoing

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
5	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 to 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,	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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
			talented artists and arts workers.						

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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.								
6	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 debate on 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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
7	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.	Medium; Limited Management Review Required	Yes	CEO	Ongoing
8	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; Establishment of Manager of Finance, Risk & Compliance	Low; Risk Can be Managed Through Existing and Updated Oversight/Routine Procedures	Yes	Director of Finance & Corporate Services	Ongoing
Risk Category:		Legal / Compliance - include risk of litigation, risks from non-compliance to applicable laws, acts, and policies, and risks related to contract management							

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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	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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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	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 statutes 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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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	Political activity of OAC recipients.	Political risk, and risk to funding if political representatives object to activity.	Inappropriate use of public resources; negative reporting in the media. Government could lose confidence in OAC.	Likelihood: Rare Impact: High	OAC has ongoing review of its political activity rules for recipients, staff, and board in order to reinforce compliance with laws and regulations, and implement best practices beyond laws and regulations.	Low; Risk Can be Managed Through Existing and Renewed Policy, Oversight/Routine Procedures	Yes	CEO	On-going
12	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'.	Potential lawsuit for OAC if this risk is not managed pro-actively.	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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
13	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; current expense review by Office of Integrity Commissioner; public disclosure of Board and CEO travel expenses.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	On-going
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.							

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
14	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 to 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; working with external vendors to address business needs.	Medium; Limited Management Review Required	Yes	Directors' Committee	On-going
15	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 other system users.	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 Category:		Workforce - include workforce compensation, labour relations and human resources risks; workforce data showing high turnover, imminent retirement, high illness rates, staff complaints							

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
16	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.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	Yes	CEO	On-going
17	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 Category:		Information Technology & Infrastructure - include capital project delays, risks related to organizational assets, physical safety and security risks							

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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 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; we are moving toward cloud-based platform where appropriate and developing a business continuity plan and a disaster recovery plan.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Director of Finance & Corporate Services	Ongoing

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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 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.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Director of Finance & Corporate Services	Ongoing

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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	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

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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 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 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.							

OAC 2024-2027 Business Plan: Appendix 4: Detailed Risk Assessment Framework

	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
22	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 conducts 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
23	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

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	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	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	Developing a business continuity plan to outline any steps in 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.	Low; Risk Can be Managed Through Existing Oversight/Routine Procedures	yes	Directors' Committee	Ongoing

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	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	Deterioration of Socio-Economic status of artists and arts workers.	This risk would affect all of OAC's Strategic Priorities.	The combination of pandemic impacts, the removal of pandemic supports and inflation leave individuals working in the arts at risk for poor social, economic, and health outcomes. Whether through exit from the sector or ongoing health, both physical and mental, and health 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 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

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	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
29	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 of 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

Note: The Ontario Public Sector corporate risk categories do not include a separate 'Financial Risk' category. Every risk can have financial and or non-financial impact, as such, the financial impact should be assessed for every risk. If meeting financial budgets/commitments is of concern, risks causing these shortfalls should be identified.

Appendix 5: 2022-23 Expenditure and 2021 Ontario Provincial GDP Impact

2022-23 Ontario Ministry of Tourism, Culture, and Sport top 20 Non-Capital Programs by Expenditure				2021 GDP Expenditure by Cultural Industry Subclass									
#	Program	Expenditure	% of Ministry Budget	Total Ontario Provincial Cultural GDP Impact	Ontario Provincial Cultural DGP Impact per \$ 2022 Expenditure	Heritage and libraries	Live performance	Visual and applied arts	Written and published works	Audio-visual and interactive media	Sound recording	Education and training (culture)	Multi domain
1	Ontario Production Services Tax Credit	\$ 407,641,900	24.13%	2,873,076,010	7.05					2,699,414,048			173,661,962
2	Ontario Film and Television Tax Credit Tourism Recovery and Support - Personal	316,880,500	18.76%	2,233,386,123	7.05					2,098,389,967			134,996,156
3	Income Tax Staycation Tax Credit	200,000,000	11.84%	-	-								
4	Ontario Trillium Foundation	103,557,000	6.13%	-	-								
5	Ontario Interactive Digital Media Tax Credit Ontario Computer Animation and Special	82,008,300	4.85%	577,997,697	7.05					543,060,851			34,936,846
6	Effects Tax Credit	73,422,900	4.35%	517,487,463	7.05					486,208,134			31,279,329
7	Ontario Arts Council Grants in Support of the Festival and Event	65,007,400	3.85%	5,041,343,284	77.55		98,146,121	2,461,025,149	1,743,184,478		170,826,576	540,466,768	27,694,191
8	Attractions and Support Program Ontario Tourism Marketing Partnership	46,382,940	2.75%	1,845,734,878	39.79		70,027,499	1,755,947,505					19,759,874
9	Corporation	32,967,500	1.95%	-	-								
10	Ontario Media Development Corporation	28,380,300	1.68%	1,271,577,576	44.80				761,022,567	187,935,000	74,577,809	235,951,738	12,090,461
11	Royal Ontario Museum	27,280,900	1.62%	1,315,304,497	48.21	44,081,170		1,032,789,821				226,811,407	11,622,099
12	Sport	26,275,122	1.56%	11,193,622	0.43								11,193,622
13	Ontario Science Centre	24,283,780	1.44%	251,477,196	10.36	39,238,348						201,893,570	10,345,278
14	Libraries Sector Support	24,030,948	1.42%	893,252,881	37.17	38,829,815			644,393,954			199,791,544	10,237,568
15	Active Recreation	21,806,046	1.29%	9,289,724	0.43								9,289,724
16	Art Gallery of Ontario	21,072,300	1.25%	1,015,966,883	48.21	34,049,157		797,747,030				175,193,561	8,977,136
17	Grants in Support for Tourism Regions	19,902,997	1.18%	8,478,995	0.43								8,478,995
18	St. Lawrence Parks Commission	7,122,800	0.42%	73,762,066	10.36	11,509,201						59,218,438	3,034,427
19	Ontario Music Investment Fund	7,000,000	0.41%	31,945,105	4.56		10,568,379				18,394,614		2,982,112
20	Science North	6,828,900	0.40%	70,718,505	10.36	11,034,310						56,774,975	2,909,221
Total		1,541,852,533	91.28%	18,041,992,505	11.70	178,742,000	811,358,000	4,291,562,000	3,148,601,000	6,015,008,000	263,799,000	1,696,102,000	513,489,000
Tax Credits as Part of Above		1,079,953,600	63.93%										

Appendix 6: List of OAC Programs

CREATING AND PRESENTING

- *Arts médiatiques – projets francophones*
- *Arts visuels et métiers d'art – projets francophones*
- *Arts visuels, arts médiatiques et métiers d'art : organismes et centres d'artistes autogérés francophones – fonctionnement*
- Craft Projects
- Curatorial Projects: Indigenous and Culturally Diverse
- Dance Organizations: Operating
- Dance Projects
- Deaf and Disability Arts Projects
- *Édition francophone – fonctionnement*
- Exhibition Assistance
- Indigenous Arts Projects
- Indigenous Visual Artists' Materials
- Literary Creation Projects (two categories -- Works for Performance and Works for Publication)
- Literary Organizations Projects
- Literary Organizations: Operating
- *Littérature – projets francophones*
- Major Organizations: Operating
- Media Artists Creation Projects
- Media Arts Organizations: Operating
- Media Arts Projects
- Multi and Inter-Arts Organizations: Operating
- Multi and Inter-Arts Projects
- Music Creation Projects
- Music Organizations: Operating
- Music Production and Presentation Projects
- Music Recording Projects
- Musique – projets francophones
- Northern Arts Projects
- Public Art Galleries: Operating
- Publishing Organizations: Operating
- Recommender Grants for Theatre Creators
- Recommender Grants for Writers
- *Théâtre – projets francophones*
- *Théâtre francophone – fonctionnement*
- Theatre Organizations: Operating
- Theatre Projects
- Visual Artists Creation Projects
- Visual Arts Artist-Run Centres and Organizations: Operating
- Visual Arts Projects

BUILDING AUDIENCES AND MARKETS

- Diffusion – projets francophones
- Diffusion francophone – fonctionnement
- Market Development Travel Assistance
- Ontario Arts Presenters Projects
- Touring and Circulation Projects

ENGAGING COMMUNITIES AND SCHOOLS

- Artists in Communities and Schools Projects
- Artists in Residence (Education)
- Arts Organizations in Communities and Schools: Operating
- Indigenous Artists in Communities and Schools Projects

DEVELOPING CAREERS AND ARTS SERVICES

- Arts Service Organizations: Operating
- Organismes francophones de service aux arts – fonctionnement
- Skills and Career Development: Indigenous Arts Professionals and Arts Professionals of Colour

ONE-TIME STRATEGIC INVESTMENTS

Recent examples:

- Ontario Diversity, Equity and Growth Investment (2022-2023)
- Ontario Artist-Focused Innovation Investment (2022-2023)
- Ontario Arts Jobs & Opportunities Investment (2022-2023)
- Career Catalyst: Project Grants for New Generation Artists (2021-2022)
- Indigenous Arts Support (2021-2022)
- Artist Presenter Collaborations Projects (2020-21 through 2022-2023)
- Arts Recovery Support Fund (2020-2021)
- Arts Response Initiative (2020-2021)

Appendix 7: Implementation Plan for OAC's Four Strategic Directions

