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Published plans and annual reports 2021-2022: Heritage, Sport, Tourism and Culture Industries

Plans for 2021-2022, and results and outcomes of all provincial programs delivered by the Ministry of Heritage, Sport, Tourism and Culture Industries in 2020-2021.

Ministry overview

Ministry's vision

The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) contributes to a spectacular double bottom line – a financial bottom line that creates thousands of jobs and generates billions of dollars in economic activity, and a social bottom line that enriches the province as a vibrant, dynamic, diverse and inclusive place to live, work, visit and play. The ministry operates with a clear mandate to improve quality of life and promote economic growth by supporting and delivering tourism and cultural experiences, celebrating the achievements and contributions of Ontarians, supporting the arts and cultural industries and championing participation in sport and recreation activities across Ontario.

To achieve all this, the ministry will:

- Work with the tourism industry and regional tourism organizations to bring international investment and increase visitation.
- Invest in festivals and events across the province.

- Preserve, Ontario's rich history, cultural heritage resources and natural beauty for generations to come.
- Promote science knowledge, the arts and creative economy.
- Fund public libraries.
- Support community projects and engagement.
- Honour and celebrate the extraordinary achievements and contributions of Ontarians.
- Promote active lifestyles and safe participation in sport, recreation and physical activity.

The ministry, through its strategic support and investment, will create a province where residents and visitors will experience Ontario as the world in one province.

COVID-19 response

Tourism, the arts and creative industries, museums and public libraries, amateur sport and recreation activities were hit first and hit hardest by the pandemic, and it is going to take the longest for these sectors to recover. The ministry acted quickly to protect Ontario's tourism, culture, heritage and sport sectors by taking immediate steps such as adapting its programs to expedite funding in a nimble and responsive way to support businesses and organizations as they adapt to a new way-of-life and a new way of doing business during the pandemic.

The ministry continues to engage with its partners and adapt its existing programs and create new ones to support businesses and stakeholders, as well as local communities. When the timing is right, countries and communities will start to re-open and Ontario needs to be ready to rebuild and assist the ministry's sectors in their short-, medium-, and long-term recovery.

Looking towards the future, the government is:

- Transforming Ontario Place into a world class, year-round destination that will attract local, provincial and international visitors. As Ontario Place marks its 50th anniversary, it will be central to the recovery of heritage, culture, recreation and tourism for all Ontarians post pandemic – both as a tourism destination but also as a display of Ontario's strong cultural identity.

- Reinforcing the work of the Ontario Trillium Foundation's annual \$103 million budget by investing \$105 million over two years in the Community Building Fund to support community tourism, cultural, sport and recreation organizations that are experiencing significant financial pressures due to the pandemic.
- Supporting small businesses through an estimated \$100 million Ontario Tourism and Hospitality Small Business Support Grant in one-time payments of \$10,000 to \$20,000 to eligible small businesses which can apply for support to help them recover from the impacts of COVID-19 as well as to help create and protect jobs. Ensuring cultural media tax credits and other program supports for the cultural media industries remain stable while working to streamline the time it takes to process them.
- Supporting the arts sector with increased investment to help cover operating losses incurred as a result of COVID-19, help arts organizations throughout the province adapt their programming as they rebuild their audiences, and support jobs.
- Continuing to promote recovery and modernization in the community museum and heritage sector, particularly through support for digital capacity. Enhancing digital capacity will allow the province's museums and heritage organizations to reach new and broader audiences and generate new sources of revenue.
- Introducing the Ontario Tourism Recovery Program, a new \$100 million initiative for 2021-22 to help tourism operators, anchor businesses and attractions recover from the impacts of COVID-19. This initiative will provide support for historically successful businesses that have helped to drive employment and visitation in their regions by assisting with costs related to restructuring, safe reopening, recalibrated marketing activities and partnership development.
- Providing a travel incentive program to help encourage Ontarians to choose travel within Ontario and explore their own backyard. Ontario residents could receive support of up to 20% for eligible Ontario tourism expenses to encourage them to safely discover Ontario when it is safe to do so. The Government has set aside \$150 million for this initiative and this will be an important part of supporting business sustainability and keeping Ontario competitive within the industry.
- Modernizing the 11 Ontario Travel Information Centres (OTICs) operated by Destination Ontario across the province to amplify our pride of people, pride of place and pride of local products. The ministry will identify options and opportunities to modernize visitor services offered through the OTICs, including evolving the traditional model to deliver information services in a new, modern and customer-focused way that promotes tourism and Ontario-made products.

- Supporting community tourism, cultural, sport and recreation organizations that are experiencing significant financial pressures due to the pandemic through the Community Building Fund.
- Strengthening the relationship between the ministry and its provincial sport partners to help the sport sector recover post pandemic, instill confidence in parents that it is safe to play, inspire children and youth to be active and best equip our high-performance athletes for competitions around the world.
- Modernizing Ontario's honours and awards programs so we can best recognize those who have selflessly contributed their time and their expertise to the advancement of their fellow Ontarians.

The ministry's continued work will help create employment opportunities across the province and stimulate economic growth in local and regional communities by creating an innovative, vibrant, dynamic, diverse and inclusive environment where businesses and their employees can rebuild and thrive.

Ministry programs

Investments in ministry programs drive economic growth in communities across the province, provide jobs and opportunities for people and help Ontario's communities thrive and succeed by showcasing their strengths to the world. These investments ensure that the ministry remains a powerhouse that fuels a double bottom line, both the financial bottom line and the equally important bottom line of the province's cultural fabric and identity.

Heritage, Tourism and Culture Programs

The ministry is responsible for strategic policy, programs and services, and research initiatives related to the arts, cultural industries, archaeology, museums, heritage, public libraries and tourism in Ontario.

The ministry works with partners to:

- Foster community capacity in the conservation of Ontario's heritage.
- Raise the profile of Ontario as a province rich in cultural, heritage and archaeological resources.
- Encourage and promote Ontario's cultural tourism products.

- Cultivate growth in creative industries such as film, television, book and magazine publishing, music and interactive digital media to make Ontario a leader in the knowledge-based economy.
- Raise the profile of Ontario as a place to invest in tourism and creative industries.
- Support new product and experience development and enhance festivals and events across the province.
- Support regional planning and economic development through the Regional Tourism Organizations to build a stronger, more competitive tourism industry.

Heritage Sector Support – The ministry maintains core operating grant programs and provides advice and outreach to support museums, heritage organizations and municipalities to protect and preserve Ontario's heritage resources. The ministry supports its provincial agency, the Ontario Heritage Trust, administers the Ontario Heritage Act and licenses archaeologists.

Tourism Sector Support and Promotion – The ministry provides a range of tourism sector supports and delivers a strategic set of coordinated programs and activities to maximize the industry's growth and contribution to Ontario's economy. These initiatives include targeted investments to attract or enhance festivals and events. This also includes focused planning and economic development activities through Regional Tourism Organizations. The ministry works to maximize opportunities for growth and development through investment attraction, business advisory services, and tourism sector research, actively attracting and supporting private sector investment and development initiatives in Ontario.

Ontario's Creative Economy Programs and Services – The ministry provides grants and business development assistance to stimulate production, investment, job creation and growth in cultural media industries – film and television production, recorded and live music, book and magazine publishing and interactive digital media.

Cultural Media Tax Credits – The ministry provides refundable tax credit programs to incentivize production in the film and television, interactive digital media and book publishing industries to enhance Ontario's competitiveness, stimulate job creation and investment and sustain sector growth.

Arts Sector Support – Through funding programs for artists, artist educators, not-for-profit organizations, training institutions and cultural tourism partners, the ministry

supports artistic creation and presentation, organizational development and training programs to create a competitive and skilled workforce.

Library Sector Support – The ministry administers the Public Libraries Act, supports cooperation and coordination between libraries and library service boards, provides operating grant programs, project funding, advice and outreach to increase library sustainability and improve capacity while encouraging innovation. Programs help the province's public and First Nations libraries and sector support organizations to deliver services and programs that are responsive to evolving local needs and help Ontarians learn and succeed in the knowledge-based economy.

Attractions and agencies

The ministry's attractions and agencies showcase Ontario's cultural diversity and creativity, as well as its history and cultural heritage, offering learning and entertainment opportunities in venues that have economic, social and historical value to communities and regions throughout the province. These entities promote the cultural fabric of Ontario as well as its economic growth and job creation by offering a range of educational, recreational, cultural and entertainment programs for residents and visitors.

The ministry is responsible for agency relations, governance, appointments, and operating and capital funding for agencies and attractions within its portfolio while driving agency modernization and transformation initiatives.

The ministry is also responsible for Fort William Historical Park and Huronia Historical Parks, two directly operated historic tourist attractions. Both Fort William Historical Park and Huronia Historical Parks act as significant regional economic catalysts through their roles as key tourism attractions, driving economic prosperity and building community partnerships by creating unique visitor experiences.

Sport, recreation and recognition

The ministry promotes a culture that values sport and physical activity and champions the social and economic benefits of active, engaged living for all Ontarians. The ministry aims to increase capacity within the sport and recreation sector and provide opportunities for all Ontarians to enjoy the benefits of being physically active. It also celebrates Ontarians and promotes civic engagement by recognizing and honouring exemplary achievement.

Sport and Athlete Development – The ministry provides support that enables growth of the sport sector, increases sport tourism, and provides athletes of all abilities the opportunity to participate and achieve success. Investments in various programs foster opportunities to strengthen the sport sector and help ensure the sport system welcomes all Ontarians to play organized sport.

Through Sport and Athlete Development, the ministry provides: funding to provincial and multi-sport organizations as the official governing bodies for their sport in Ontario in alignment with national standards; direct support to Ontario athletes enabling them to pursue athletic excellence at the highest levels; and funding to delivery partners for high performance programs and services, coach training and education building leadership in the sector.

Sport Events/Hosting – The ministry provides support to national and international amateur sport events hosted in Ontario; the Ontario Games program that funds the delivery of five multi-sport games with an economic impact of over \$15 million; and the Canada Games that are held every two years and are a celebration of youth, sport, culture and community.

Office of the Athletics Commissioner – The ministry is responsible for the Office of the Athletics Commissioner, which oversees the rules and regulations governing professional boxing, mixed martial arts and kickboxing. These rules keep participants safe and ensure the integrity of the sports.

Recreation, Indigenous and Youth Support – The ministry supports active recreation programs to better support organizations in the delivery of high-quality physical activity experiences that focus on improving physical literacy. The ministry's support is targeted to groups that lack equitable access to participate, including low-income persons, Indigenous peoples and persons with disabilities.

Ontario Honours and Awards – The ministry coordinates and delivers Ontario's honours and awards programs to recognize the outstanding contributions and achievements of Ontarians.

COVID-19 response

The ministry undertook several program changes and actions in response to COVID-19 outbreak, including:

- Expediting the release of operating funds to public libraries, community museums and government agencies and attractions in order to sustain them during the pandemic.
- Offering a simplified application form for the Community Museums Operating Grant and the Public Libraries Operating Grant, deferring additional required documentation (e.g., audited financial statements) until later in the fiscal year, to reduce the burden for applicants and to continue to give them access to funding.
- Providing \$2 million in grants to recipients of the ministry's museum operating program to support enhanced digital capacity. This funding allows museums to develop virtual programs and services to support recovery and innovation.
- Working with the Ministry of Finance to temporarily extend some timelines and amend some requirements for the cultural media tax credits to help companies maintain their tax credit eligibility.
- Tripling the budget of the Tourism Development Fund and creating the revised \$1.5 million Tourism Economic Development and Recovery Fund aimed at supporting projects that develop innovative tourism products and experiences, drive private sector tourism investments, and support capacity building at provincial sector associations.
- Supporting festivals and events across the province by taking a flexible approach to administering the Celebrate Ontario 2020 program and investing \$9 million through the new Reconnect Festival and Event Program to support municipalities and event organizers as they maintain public safety requirements to reconnect people to their communities through online, drive-through and other innovative experiences.
- Expediting the release of funding to Regional Tourism Organizations (RTOs) to ensure timely and seamless continuity of service. RTOs have responded to the COVID-19 impact on the sector through initiatives that supported local businesses and operators including: undertaking hyperlocal promotional initiatives; directly facilitating the creation of innovative, safe products and experiences such as small group tours, drive-throughs/drive-ins, etc.; supporting safe reopening of operators; enhancing operators' digital assets; and developing regional workforce development solutions.
- Working with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.

- Establishing 14 Ministerial Advisory Councils (MACs) representing a wide scope of sectors to plot a shared response to the economic challenges of this pandemic.
- Holding tele-town hall updates hosted by the Minister with tens of thousands of people from across Ontario participating since the crisis began.
- Working with provincial sport and recreation partners to ensure that organizations who have experienced devastating revenue shortfalls can remain viable and will be ready to reopen and welcome participants to programming when it is safe to do so, including partnering with the sector on a pilot program that helps kids and families regain confidence in sport and recreation activities and promote safety in sport.
- Supporting sport and recreation program partners that have continued to deliver programming during the pandemic, using online platforms.
- Working with recreation program partners that have redeployed staff to services and activities that are helping Ontarians deal with the health, social and economic challenges of COVID-19 (e.g., providing food for families, running programs for homeless youth, providing safe transportation for Indigenous elders to attend critical medical appointments).
- Continuing to receive, process and review online nominations for honours and awards programs, to enable the ministry to virtually honour and celebrate the achievements and contributions of Ontarians until it is permissible to gather again.
- Following guidance from the Chief Medical Officer of Health on social distancing, 14 public-facing ministry agencies, transfer payment recipients and attractions closed their facilities in mid-March 2020, including:
 - Art Gallery of Ontario
 - Fort William Historical Park
 - Huronia Historical Parks
 - McMichael Canadian Collection
 - Metro Toronto Convention Centre
 - Niagara Parks Commission
 - Ontario Heritage Trust
 - Ontario Place Corporation
 - Ontario Science Centre

- Ottawa Convention Centre
 - Royal Botanical Gardens
 - Royal Ontario Museum
 - Science North
 - St. Lawrence Parks Commission
- During this period of closure, the agencies and attractions are doing their part to continue to support the provincial response to the COVID-19 pandemic, for example, by enhancing their online offerings (e.g., virtual museums and science curriculums) or donating personal protective equipment to hospitals to support front-line workers.
 - The ministry's granting agencies (i.e., Ontario Arts Council, Ontario Creates and Ontario Trillium Foundation) worked with grant recipients to provide added flexibility to communities, non-profit organizations, professional artists, arts organizations, and the creative industries (film, television, music, book and magazine publishing and interactive digital media). These industries reported lost revenues, job impacts, suspension or significant disruption of production and performance activities, and disruption of supply chain and distribution channels.
 - In 2020-21, the Ontario Trillium Foundation launched the Resilient Communities Fund to support the non-profit sector to recover and rebuild from the impacts emerging from COVID-19 so they can effectively meet the needs of communities across Ontario. Through this fund, the Ontario Trillium Foundation is investing in projects of eligible non-profit organizations to aid their medium- to longer-term recovery efforts, help with their stabilization and build their capacity and resiliency in the aftermath of COVID-19 with grants of up to \$150,000.
 - Also in 2020-21, the Ontario Arts Council launched the Arts Response Initiative to support professional artists and arts organizations and help rebuild the arts sector in the wake of the COVID-19 pandemic.
 - Destination Ontario, as the lead marketing agency for the Province, is implementing a phased marketing approach to support the economic recovery of the sector by driving and delivering tourism revenues and employment back to businesses across the province. Destination Ontario is collaborating with the industry, including Regional Tourism Organizations, destination marketing organizations, sector associations, Destination Canada, and other key tourism partners.

2021-22 Strategic Plan

The ministry supports the government's comprehensive action plan to respond to the serious health and economic impacts of COVID-19, which sets out a total of \$51 billion in support over four years to protect people's health and Ontario's economy by taking the necessary health measures to defeat COVID-19 and providing direct support to families, workers, employers and communities.

Through strategic and targeted investments in tourism, music, arts, museums and galleries, and sport and recreation activities the ministry will continue to protect and support its sectors as they rebuild, transform and invest in opportunities in their local communities, leading to long-term recovery. Supporting opportunities in local communities will lead to economic and social recovery across the province ensuring Ontario safely emerges post-pandemic as a global destination of choice.

For 2021-22, the ministry's strategic plan includes the following key priorities and strategic investments to mitigate further impacts of COVID-19 and support long-term recovery, while protecting jobs and enabling economic recovery:

- Investing \$105 million over two years for the Community Building Fund to support community tourism, cultural and sport and recreation organizations that are experiencing significant financial pressures due to the pandemic. To this end, the government has set aside \$150 million to encourage residents to explore Ontario when public health experts advise that it is safe to travel.
- Committing to provide Ontario residents with support up to 20 per cent for eligible Ontario tourism expenses to encourage them to safely discover the province in 2021.
- Appointing a Special Advisor on Ontario Place Development, to support and advise the Premier and Minister on transforming Ontario Place into a world class, year-round destination that will attract local, provincial and international visitors; and could include exciting sport and entertainment landmarks, public spaces and parks, recreational facilities and retail.
- Partnering with the Ministry of Labour, Training and Skills Development to support workforce development initiatives for the culture and tourism sectors including promoting enhanced training on health and safety protocols and quality consumer service.

- Increasing its investment in Ontario's arts community by \$10 million in 2021–22. With support from the Ontario Arts Council (OAC), this increased investment will assist with significant costs incurred when preparing for activities and events that could not go forward in 2020–21. It will also help with financial impacts that occurred from the loss of box office revenue and venue rental income, as well as new costs related to health and safety, and digital or virtual programming.
- Increasing funding of up to \$15 million for the Regional Tourism Organizations (RTOs) in 2021–22. The initiative will help stabilize and support the tourism sector's efforts to attract domestic and international visitors when it is safe to do so. It will support the continued operation of Destination Toronto, Ottawa Tourism, and the 11 additional RTOs for the recovery of regional tourism, and to maintain and produce new, innovative tourism services and experiences under a modernized mandate.
- Committing \$3 million over two years to support the Valour Games, a new, national multi-sport competition for wounded, ill and injured military personnel and veterans. The funding builds on the success of the 2017 Invictus Games in Toronto by continuing to showcase the athletic skills and abilities of Canada's wounded veterans.
- **Expected outcomes** include:
 - Sector survival of the immediate and post economic shock of the pandemic.
 - Increased public confidence to safely return to activities that support a good quality of life, such as travelling, participating in sports and recreational activities and celebrating Ontario's diversity, heritage and culture.
 - Increased competitiveness and modernization across all MHSTCI sectors to deliver new, innovative and inclusive experiences for generations to come.
 - Long-term economic and social recovery of MHSTCI industries to ultimately drive economic growth and improve Ontario's social fabric.

Table 1: Ministry Planned Expenditures 2021-22 (\$M)

COVID-19 Approvals	205.4
Regular Business	1542.6
Capital	75.8
TOTAL	1823.8

Detailed financial information

Table 2: Combined Operating and Capital Summary by Vote

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	Int Ac 2020- (#ft
Operating Expense Ministry Administration Program	23,985,000	(379,500)	(1.6)	24,364,500	24,06
Sport, Recreation and Community Programs	59,979,400	(1,047,100)	(1.7)	61,026,500	70,92
Heritage, Tourism and Culture Programs	418,692,700	324,087,600	342.6	94,605,100	101,39
Ontario Trillium Foundation Program	178,557,000	75,060,000	72.5	103,497,000	132,88
Ontario Cultural Media Tax Credits	602,135,900	(102,205,600)	(14.5)	704,341,500	576,15
Agency Program	235,372,900	(4,725,400)	(2.0)	240,098,300	322,27

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	Int Ac 2020- (#f
Total Operating Expense to be Voted	1,518,722,900	290,790,000	23.7	1,227,932,900	1,227,65
Statutory Appropriations	99,360	n/a	n/a	99,360	9
Ministry Total Operating Expense	1,518,822,260	290,790,000	23.7	1,228,032,260	1,227,75

Table 3: Consolidation & Other Adjustments:

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	In Ac 2020 (#f
Ontario Place Corporation	7,022,000	(3,168,000)	(31.1)	10,190,000	6,9
Metro Toronto Convention Centre	35,000,000	(19,603,500)	(35.9)	54,603,500	24,7
Ontario Tourism Marketing Partnership Corporation	639,900	(723,100)	(53.1)	1,363,000	8,8

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	In Ac 2020 (#)
Ontario Science Centre	14,071,800	2,886,900	25.8	11,184,900	12,6
Ontario Trillium Foundation	20,742,000	(7,779,400)	(27.3)	28,521,400	22,9
Royal Ontario Museum	34,295,000	(7,817,100)	(18.6)	42,112,100	19,6
Ontario Arts Council	1,257,500	(34,900)	(2.7)	1,292,400	1,8
Ottawa Convention Centre	14,346,400	(3,404,000)	(19.2)	17,750,400	6,4
Niagara Parks Commission	84,556,400	(22,513,100)	(21.0)	107,069,500	67,4
Science North	5,846,200	(7,363,300)	(55.7)	13,209,500	4,9
St. Lawrence Parks	12,277,800	(4,257,200)	N/A	16,535,000	5,8
General Real Estate Portfolio	(891,000)	(669,500)	302.3	(221,500)	
Ontario Infrastructure and Lands Corporation	N/A	N/A	N/A	N/A	

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	In A 2020 (#1
Total Including Consolidation & Other Adjustments	1,747,986,260	216,343,800	14.1	1,531,642,460	1,409,9
Operating Assets – Ministry Administration Program	N/A	(1,000)	N/A	1,000	
Total Operating Assets to be Voted	N/A	1,000	N/A	1,000	
Capital Expense – Ministry Administration Program	4,000	N/A	N/A	4,000	
Sport, Recreation and Community Programs	N/A	(1,000)	(100.0)	1,000	
Tourism and Culture Capital Program	85,821,100	(15,865,700)	(15.6)	101,677,800	82,7
Heritage, Tourism and Culture Programs	1,000	N/A	N/A	1,000	

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	In A 2020 (#)
Agency Programs	1,000	N/A	N/A	1,000	
Total Capital Expense to be Voted	85,827,100	(15,857,700)	(15.6)	101,684,800	82,7
Statutory Appropriations	4,000	N/A	N/A	4,000	
Ministry Total Capital Expense	85,831,100	(15,857,700)	(15.6)	101,688,800	82,7
Ontario Place Corporation	473,500	(315,500)	(40.0)	789,000	4
Metro Toronto Convention Centre	11,100,000	90,700	0.8	11,009,300	10,9
Ontario Tourism Marketing Partnership Corporation	514,000	(183,400)	(26.3)	697,400	8
Ontario Science Centre	1,423,500	(923,500)	(39.3)	2,347,000	8
Ontario Trillium Foundation	234,000	(16,000)	(6.4)	250,000	2
Royal Ontario Museum	7,248,000	1,000	0.0	7,247,000	6,7

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	%	Estimates 2020-21 [1] (#foot-1)	In Ac 2020 (#1
Ontario Arts Council	210,000	(60,000)	(22.2)	270,000	2
Ottawa Convention Centre	(1,253,600)	(6,957,000)	(122.0)	5,703,400	4,7
Niagara Parks Commission	14,679,500	1,025,800	7.5	13,653,700	12,5
St. Lawrence Parks	(422,700)	1,889,300	N/A	(2,312,000)	(55
Science North	1,746,600	(950,600)	N/A	2,697,200	3,6
General Real Estate Portfolio	(46,007,100)	(20,800,100)	N/A	(25,207,000)	(2,68
Total Including Consolidation & Other Adjustments	75,776,800	(43,057,000)	(36.2)	118,833,800	120,7
Capital Assets – Ministry Administration Program	3,000	N/A	N/A	3,000	
Heritage, Tourism and Culture Programs	1,000	N/A	N/A	3,000	

Votes/Programs	Estimates 2021-22 \$	Change from Estimates 2020-21 \$	% ****	Estimates 2020-21 [1] (#foot-1)	In Ac 2020 (#1
Agency Programs	39,273,000	N/A *****	N/A *****	39,273,000	
Total Capital Assets to be Voted	39,277,000	N/A *****	N/A *****	39,277,000	
Ministry Total Capital Assets	39,277,000	N/A *****	N/A *****	39,277,000	
Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)	1,823,763,060	173,286,800	10.5	1,650,476,260	1,530,7

Historic Trend Analysis Data

Historic trend table

Historic Trend Analysis Data	Actuals 2018-19	Actuals 2019-20	Estimates 2020-21 [2] (#foot-2)	Estimates 2021-22
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Historic Trend	Actuals 2018-19	Actuals 2019-20	Estimates 2020-21 [2] (#foot-2)	Estimates 2021-22
Analysis Data				
Ministry total operating and capital including consolidation and other adjustments (not including assets)	\$1,561,614,835	\$1,642,627,180	\$1,650,476,260	\$1,823,763,060
Percent change	N/A *****	5%	0%	10%

For additional financial information, see:

- ontario.ca/page/expenditure-estimates (/page/expenditure-estimates)
- ontario.ca/page/public-accounts (/page/public-accounts-ontario-past-editions)
- budget.ontario.ca/2021/index.html (https://budget.ontario.ca/2021/index.html)

Agencies, Boards and Commissions (ABCs)

The ministry is responsible for accountability and oversight of 16 provincial agencies:

Advisory Council to the Order of Ontario: The Order of Ontario is the Province's highest civilian honour. The independent Advisory Council reviews nominations received from the public and recommends individual nominees from all fields of endeavour and backgrounds for appointment to the Order in honour of their excellence and achievement in Ontario and around the world.

McMichael Canadian Art Collection (MCM): Based on a 1965 donation by the McMichael family, the MCM is a major public art gallery devoted to the collection and exhibition of Canadian art.

Metropolitan Toronto Convention Centre Corporation (MTCC): The MTCC manages a world-class convention facility in Toronto with more than 600,000 square feet of exhibit space, meeting rooms, ballroom space and a 1,330-seat theatre to host international and national conventions, trade and consumer shows.

Niagara Parks Commission (NPC): Established in 1885, the NPC is mandated to preserve and enhance the natural beauty of Niagara Falls and the Niagara River corridor for the enjoyment of visitors and future generations.

Ontario Arts Council (OAC) (legally known as the Province of Ontario Council for the Arts): As Ontario's primary funding body for professional arts activities, OAC provides grants, scholarships and awards for the creation of art to benefit and enrich the lives of Ontarians.

Ontario Creates (OC) (legally known as the Ontario Media Development Corporation): The OC stimulates employment, investment and original content creation in Ontario's cultural media cluster, including book and magazine publishing, film and television, interactive digital media, and live and recorded music.

Ontario Heritage Trust (OHT): The OHT is mandated to conserve, protect and preserve Ontario's heritage, including properties of historical, architectural, archaeological, recreational, aesthetic and scenic interest.

Ontario Honours Advisory Council (OHAC): The OHAC is an advisory body, comprised of two sub-councils overseeing two distinct divisions (bravery and citizenship). The "Bravery Division" is a sub-council of the OHAC responsible for reviewing nominations and recommending nominees for the Ontario Medal for Firefighter Bravery and for the Ontario Medal for Police Bravery. The "Citizenship Division" is sub-council of the OHAC responsible for reviewing nominations and recommending nominees for the Ontario Medal for Good Citizenship and the Ontario Medal for Young Volunteers. Both sub-councils of OHAC, through the Chair, are accountable to the Minister of Heritage, Sport, Tourism and Culture Industries.

Ontario Place Corporation (OPC): The OPC is mandated to operate Ontario Place as a provincial exhibit and recreational centre, developing special programs to enhance the image of the province. To streamline accountability and governance for redevelopment of the Ontario Place site, legislation was passed in December 2018 to enable the eventual dissolution of the Ontario Place Corporation.

Ontario Science Centre (OSC) (legally known as the Centennial Centre of Science and Technology): The OSC depicts, educates and stimulates interest in science and technology and its relationship to society, and Ontario's role in advancing science and technology.

Destination Ontario (DO) (legally known as the Ontario Tourism Marketing Partnership Corporation): DO promotes Ontario as a travel destination, including joint marketing initiatives in cooperation with the tourism industry, regional tourism organizations, governments and agencies.

Ontario Trillium Foundation (OTF): The OTF is one of Canada's leading charitable grant-making foundations. It helps build strong and healthy communities through contributions to charitable and not-for-profit organizations.

Ottawa Convention Centre Corporation (OCC) (operating as the Shaw Centre): The OCC manages a world-class convention facility in Ottawa. The 200,000 square foot facility hosts international and national conventions and consumer and trade shows.

Royal Ontario Museum (ROM): The ROM promotes education, teaching, research and publication and collects and exhibits objects, documents and books to illustrate the natural history of Ontario, Canada and the world, and human history in all the ages. It is one of the largest museums in North America.

Science North (SCN): SCN features several attractions, including a science centre and model mine. It also provides public programming throughout Northern Ontario about science and technology and their relationship to society.

St. Lawrence Parks Commission (SLPC): SLPC provides recreational, cultural and heritage, educational and tourism opportunities at its attractions along 200 kilometres of the St. Lawrence River, including the award-winning heritage attractions: Upper Canada Village and the Fort Henry National Historic Site of Canada, a UNESCO World Heritage Site.

The ministry is working with its provincial agencies to plan for the recovery of the tourism, heritage and culture sectors that have been impacted by COVID-19. In particular, the ministry will invest in the development of a Community Building Fund to help sustain operations in the short-term and create new attractions, experiences, events and programs. Destination Ontario will also continue leading work with tourism sector stakeholders on developing marketing initiatives to encourage Ontarians to stay local and attract tourists in Ontario. The ministry's granting agencies (i.e., Ontario Arts Council, Ontario Creates and Ontario Trillium Foundation) are finding ways to support their sectors with added flexibility in their granting programs for 2021-22.

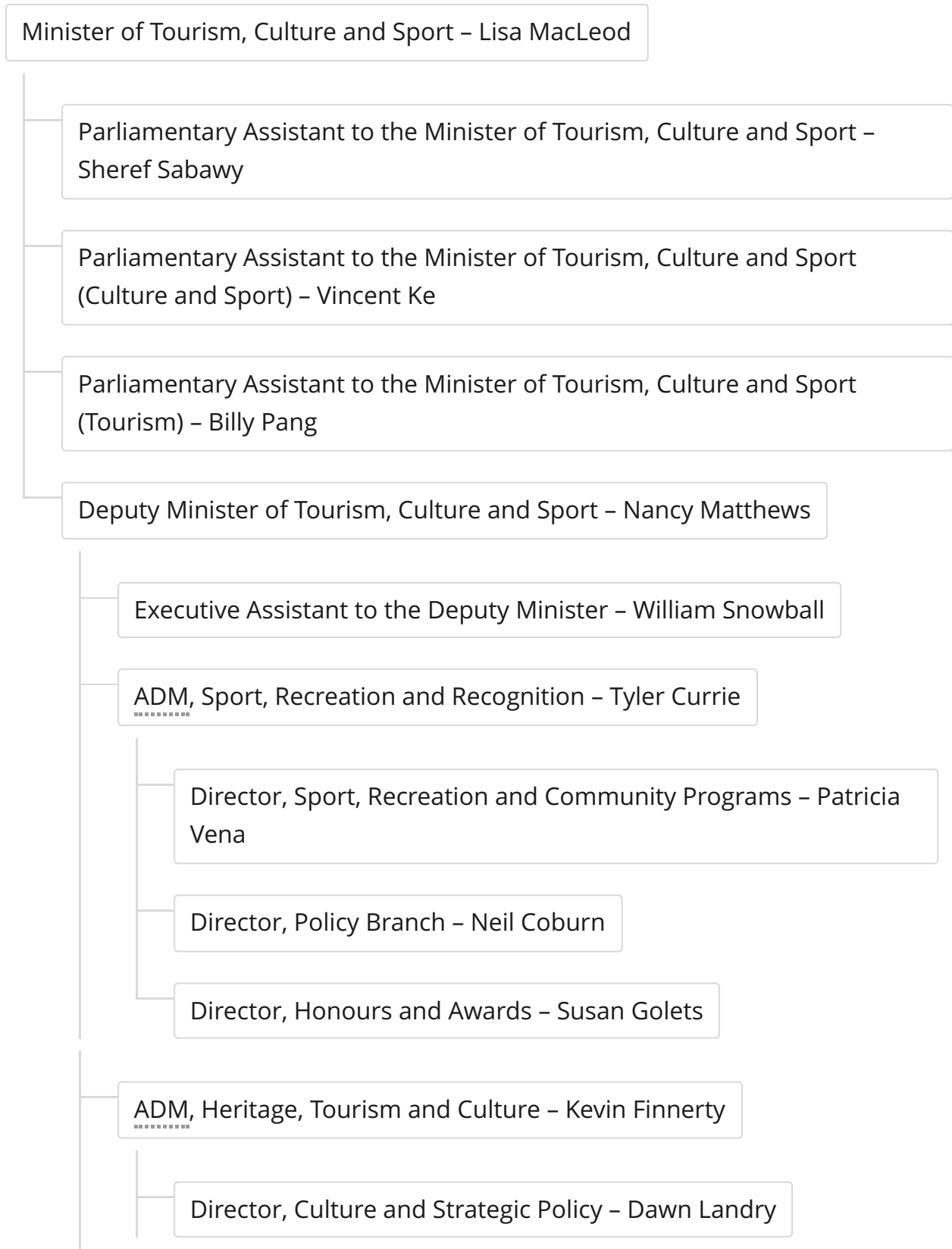
Summary of ABCs' Financial Data

Name	2021-22 Expense Estimates	2021-22 Revenue Estimates	2020-21 Expense Interim Actuals	2020-21 Revenue Interim Actuals	2019-20 Expense Actuals	R
McMichael Canadian Art Collection	8,996,900	7,802,300	6,882,400	6,729,174	11,469,307	11
Metropolitan Toronto Convention Centre Corporation	46,100,000	30,000,000	35,605,000	5,000,000	64,018,400	75
Niagara Parks Commission	103,124,500	99,918,500	83,442,300	55,312,300	115,738,000	128
Ontario Arts Council	56,902,400	56,902,400	62,493,200	62,338,200	62,237,875	62
Ontario Creates	39,815,300	38,690,300	41,244,279	41,237,179	42,231,000	42
Ontario Heritage Trust	17,304,371	13,770,522	14,338,759	14,211,732	11,302,000	12

Name	2021-22 Expense Estimates	2021-22 Revenue Estimates	2020-21 Expense Interim Actuals	2020-21 Revenue Interim Actuals	2019-20 Expense Actuals	R
Ontario Place Corporation [3].(#foot-3)	9,735,500	5,014,400	9,676,000	6,839,100	155,181,000	79
Ontario Science Centre	43,985,700	37,067,500	41,687,800	27,463,600	38,537,000	37
Destination Ontario	35,060,800	35,060,900	43,555,100	40,005,100	38,972,000	35
Ontario Trillium Foundation	124,533,000	124,533,000	126,701,000	126,701,000	140,330,107	140
Ottawa Convention Centre Corporation	21,560,200	16,220,100	12,872,200	6,232,200	23,200,621	21
Royal Ontario Museum	75,669,000	70,604,000	60,285,000	56,116,000	77,404,000	77
Science North	15,921,700	12,213,400	15,863,700	13,286,300	21,742,858	19
St. Lawrence Parks Commission	24,662,800	25,461,100	18,804,000	16,944,700	26,120,000	27

Ministry Organization Chart

May 2021



Director, Programs and Services – Gavin Downing (A)

Director, Investment and Development Office – Debbie Jewell

Director, Tourism Policy and Research – Tony Marzotto

ADM, Transformation and Delivery Office – Michael Robertson (A)

Director, Project Delivery – Elaine Shin (A)

Director, Public Affairs and Stakeholder Relations – Rose Hong (A)

ADM, Agency Relations and Accountability – Sarah McQuarrie (A)

Director, Agency Relations and Accountability – Jennifer Lang

General Manager, Fort William Historical Park – Patrick Morash (A)

General Manager, Huronia Historical Parks – Will Baird

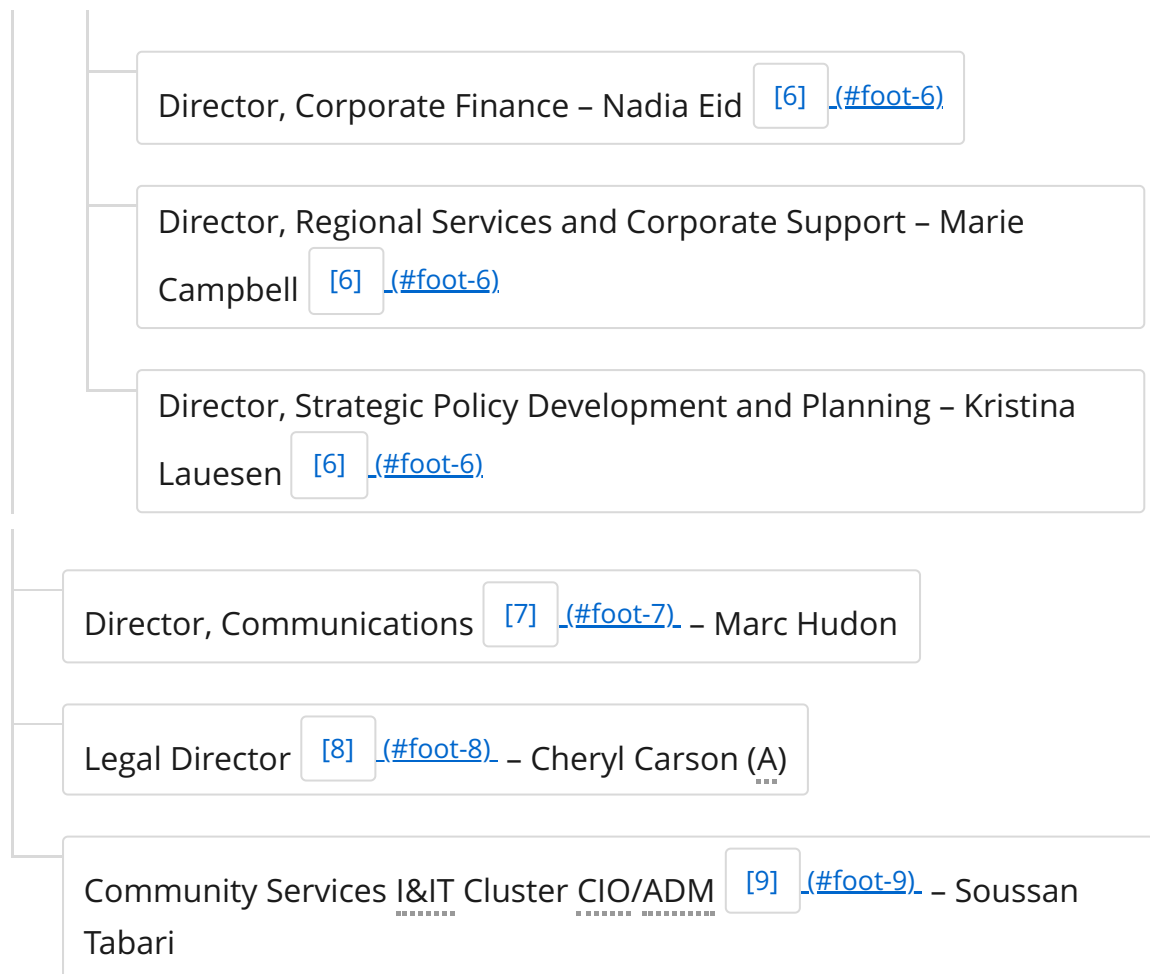
Director, Financial Performance and Strategy Office -Cameron Whitehead (A)

ADM/Chief Administrative Officer, Regional and Corporate Services

[4] [. \(#foot-4\)](#) – Melody Robinson

Director, Human Resources [5] [. \(#foot-5\)](#) – Jennifer Stewart

[6] [. \(#foot-6\)](#)



- Ministerial Agencies

- Destination Ontario
- Ontario Heritage Trust
- Ontario Creates
- Ontario Place Corporation
- Ontario Science Centre
- St. Lawrence Parks Commission
- McMichael Canadian Art Collection
- Metro Toronto Convention Centre
- Niagara Parks Commission
- Ontario Arts Council
- Ontario Trillium Foundation
- Ottawa Convention Centre

- Royal Ontario Museum
- Science North
- Advisory Council to the Order of Ontario
- Ontario Honours Advisory Council

Note: "(A)" denotes acting.

Annual Report

Investments in ministry programs boost economic growth and employment in local communities across the province and help improve quality of life by promoting and delivering tourism, heritage and cultural experiences and sport and recreation activities. Ontario's heritage, sport, tourism and culture industries have in the past become a source of immense economic strength and cultural pride for its residents.

In response to COVID-19, the ministry created an Economic Recovery Team and collaborated with its sectors on a sector-led response to the economic challenges caused by the pandemic and to protect the health and safety of Ontarians.

Below are results the ministry achieved in 2020-21:

Heritage, Tourism and Culture Programs

- Established 14 new Ministerial Advisory Councils representing a wide scope of sectors to provide expert advice on ways to recover from COVID-19.
- Worked with partner ministries and hotel associations to identify opportunities to utilize available hotel capacity to support health care and other emerging needs.
- Supported stakeholders through the Reopening Framework and provided hundreds of sector and business responses to reopening plans and requests from Ontario's reopening portal.
- Supported recovery efforts and the future sustainability of festival and events across Ontario through the Celebrate Ontario program by investing in reprogrammed,

reimagined or expanded events to help kick start visitation and economic recovery across Ontario.

- Released sector-specific guidelines for the tourism and hospitality industry, including the first two guidance documents that allowed cinemas and meeting / event facilities to apply per-room capacity limits. The guidelines helped businesses operate and reopen safely in this current environment. These guidelines included enhanced hygiene procedures, physical distancing measures and screening of both workers and guests for health issues.
- Supported innovative tourism recovery projects and continued to fund tourism industry associations through targeted funding aimed at industry capacity building and addressed reduction in global travel as a result of COVID-19.
- Supported municipalities and event organizers by investing \$9 million through the new Reconnect Festival and Event Program to maintain public safety requirements and allow people to reconnect with their communities through online, drive-through and other innovative experiences. Organizers developed creative programs such as virtual Remembrance Day events, reverse holiday parades with drive-by static floats, drive-in music concerts and movies, holiday tree lightings and New Year's Eve displays that lit-up iconic buildings. Eligible expenses under this funding included programming and production, promotion, mobile applications and website development, and implementation of health and safety measures.
- Invested \$1.5 million through the new Tourism Economic Development and Recovery Fund and offered promotional incentives at provincial attractions to help the province's tourism industry and welcome back visitors after the COVID-19 pandemic.
- Leveraged provincial tourism and culture agencies and attractions to optimize their contributions to Ontario's economic and social fabric and promote positive impacts on local economic development, jobs, investment and growth.
 - Engaged with these entities to understand the impact of COVID-19 on their operations and plan for sector recovery.
 - Supported the entities in controlling their costs and managing cashflows; provided ongoing operating support to sustain their operations, where applicable.
- Launched Ontario Live in June 2020, which established a virtual platform for the people of Ontario to explore all the province has to offer from their comfort of their

own home including local attractions, festivals, artists and content from other creative sectors.

- Launched the musictogether.ca website in June 2020 to give musicians a virtual hub to perform concerts from the safety of their homes. It has facilitated live concert streams by at least 200 Ontario-based artists, each of whom receives a one-time performance fee of \$1,000 from an emergency relief fund. The government supported the fund through a matched investment of \$150,000.
- Modernized the Ontario Music Investment Fund to strengthen support for emerging artists, as well as focus resources on record labels and music companies with strong growth potential. The fund will drive long-term growth and create opportunities for emerging artists to record and perform in Ontario.
- Provided \$2 million to the Unison Benevolent Fund to support individual musicians and industry workers, many of whom have lost their sources of income during the COVID-19 pandemic.
- Provided a one-time grant funding of \$0.5 million to the Canadian Live Music Association in 2020-21 to support local communities to develop and implement music city strategies in a post-COVID-19 economy.
- Worked with the Ministry of Finance to temporarily extend some timelines and amend some requirements for the cultural media tax credits to help companies maintain their tax credit eligibility.
- Provided a one-time funding of \$25 million for individual artists and Ontario's arts organizations to help cover operating losses incurred as a result of COVID-19, to remain solvent, and to prepare to fully re-open their facilities, resume full programming and welcome their visitors and audiences when the times comes.
- Announced a new Tourism Economic Recovery Ministerial Task Force to provide expert advice and recommendations on how to help the province's \$36 billion tourism industry recover from the COVID-19 pandemic. This Task Force, which is chaired by the former MPP and Cabinet minister Tim Hudak will deliver a report with its recommendations to the minister in the spring 2021.
- Provided \$2 million funding to support digital capacity of 166 Community Museum Operating Grant recipients.
- Collaborated with Ministry of Infrastructure, Community Services I&IT Cluster and the Ontario Library Service to invest more than \$4.8 million to upgrade broadband at

public libraries in unserved and underserved communities.

- Flowed more than \$14 million in strategic funding support to key arts and culture projects such as Ontario Culture Days, Massey Hall Revitalization Project, Digital Archives Ontario, Ontario Cultural Attractions Fund and the Canadian Film Centre.
- Regional Tourism Organizations (RTOs) funded by the ministry responded to the COVID-19 impact on the tourism sector through initiatives that supported local businesses and operators including: undertaking hyperlocal promotional initiatives; directly facilitating the creation of innovative, safe products and experiences such as small group tours, drive-throughs/drive-ins, etc.; supporting safe reopening of operators; enhancing operators' digital assets; and developing regional workforce development solutions.
- Unveiled a Memorial to Honour Canadian Heroes of the War in Afghanistan. This permanent tribute delivers on the government's commitment to commemorate the valour and sacrifice of the veterans, active members of the Canadian Armed Forces and their families, including those who served in recent wars. The memorial includes a stone from an Inukshuk dedicated to the fallen that was erected by Canadian soldiers at Kandahar Airfield - almost 11,000 kilometres away.

Attractions and Agencies

- Continued to receive, process and review online nominations for honours and awards programs, to enable the ministry to virtually honour and celebrate the achievements and contributions of Ontarians, until it is permissible to gather again.
- Adhered to the guidelines of the Chief Medical Officer of Health on social distancing by closing facilities of 14 public-facing ministry agencies, transfer payment recipients and attractions as needed, including:
 - Art Gallery of Ontario
 - Fort William Historical Park
 - Huronia Historical Parks
 - McMichael Canadian Collection
 - Metro Toronto Convention Centre
 - Niagara Parks Commission
 - Ontario Heritage Trust

- Ontario Place Corporation
 - Ontario Science Centre
 - Ottawa Convention Centre
 - Royal Botanical Gardens
 - Royal Ontario Museum
 - Science North
 - St. Lawrence Parks Commission
- Monitored and reported on the impact of closures and cancellations.
- Enhanced online offerings (e.g., virtual museums and science curriculums) or donated personal protective equipment to hospitals to support front-line workers.
- Supported granting agencies (i.e., Ontario Arts Council, Ontario Creates, Ontario Trillium Foundation) that introduced flexibility to their granting programs to help communities, non-profit organizations, professional artists, arts organizations, and the creative industries (film, television, music, book and magazine publishing and interactive digital media).
- Continued to support Destination Ontario's work on the implementation of a phased marketing approach to aid in the economic recovery of the sector. Destination Ontario, as the lead marketing agency for the Province, collaborated with the industry including, Regional Tourism Organizations, destination marketing organizations, sector associations, Destination Canada, and other key tourism partners.
 - Implemented a Domestic Recovery Marketing Support Program through Destination Ontario by investing \$7 million in provincial funding and leveraging \$6 million from Destination Canada to support locally led marketing programs encouraging Ontarians to stay local.
 - Implemented a \$1.2 million Northern marketing campaign in partnership with Destination Northern Ontario (Regional Tourism Organization 13) designed to encourage domestic travel within Northern Ontario while taking travel corridors into consideration.
- Supported a loan through the Ontario Finance Authority \$25 million to the Niagara Parks Commission to redevelop the historic Canadian Niagara Power Generating Station into a one-of-a-kind, made-in-Ontario attraction. This project will transform

the 1905 heritage building into a thriving tourist attraction that will offer visitors an educational experience about Ontario's power generating history, and a unique new perspective on the Falls through a new viewing platform.

- Provided \$2 million to financially support the Ontario Place on-site activities, including several innovative festivals (e.g., drive-in festivals) and virtual events that gave people the opportunity to safely re-engage in arts and culture experiences as well as help with the economic recovery of the arts, entertainment and hospitality sectors in Ontario.
- Offered to front-line workers special promotions or discounts at several of the province's top tourist destinations (i.e., Art Gallery of Ontario, McMichael Canadian Art Collection, Niagara Parks Commission, Royal Ontario Museum, Royal Botanical Gardens, Huronia Historical Parks, Huronia Historical Parks and Fort William Historical Park).
- Invested nearly \$5 million in grants to help independent local book and magazine publishers access new markets and bring Canadian creative content to new audiences, both at home and around the world. The funding will be used for business development, enable participation in virtual industry activities and events, allow for the development of business strategies, and support innovative business practices.
- Provided \$12.81 million to Niagara Parks Commission to help ensure the region remains one of the top tourism destinations in the world during COVID-19 outbreak. This one-time funding will help protect jobs, keep some attractions open, ensure compliance with public health protocols, and continue to keep visitors safe through policing and road maintenance activities.
- Launched, through Destination Ontario, a new "Support Local" marketing campaign designed to instill a sense of pride of place and encourage people to safely be a tourist in their own communities by exploring new and creative ways to reconnect with the unique small business and places that make the province's communities special.
- Provided \$83 million through the Ontario Trillium Foundation's Resilient Communities Fund to help 1,045 non-profit organizations across the province rebuild and recover from the impacts of the COVID-19 pandemic. This fund provides grants up to \$150,000 to eligible non-profit organizations.
- Launched Ontario.Live, a digital hub through which people can learn about and support local artists, tourism operators and attractions throughout the province.

- Provided an investment of \$5.5 million to the SLPC to support the continued operation and maintenance of its historic sites, parks and attractions. This funding will go towards repairs and renovations to keep Eastern Ontario's one-of-a-kind tourist areas running smoothly, while also taking steps to reduce the spread of COVID-19.

Provincial agency and transfer payment entity stabilization funding

- Provided \$64.2 million in operating funding to help stabilize ministry agencies and transfer payment entities that were impacted by the COVID-19 pandemic. The ministry also provided \$4.1 million in capital funding to these entities to help address new public health requirements. Together, this operating and capital funding helped to protect jobs, keep attractions open, ensure compliance with public health protocols, and keep visitors safe.
 - A portion of operating funding was provided to Ontario Creates to assist in allowing the agency to balance its budget and will be used to address core expenses, such as salaries and benefits, grants made to third parties and program delivery.

Provincial agency and transfer payment entity stabilization funding

Entity	Operating Funding (\$)	Capital Funding (\$)
Art Gallery of Ontario	N/A	705,000
McMichael Canadian Collection	1,644,974	50,000
Metro Toronto Convention Centre	13,552,875	N/A
Niagara Parks Commission	16,353,276	N/A
Ontario Creates	3,757,757	N/A
Ontario Heritage Trust	5,636,251	15,000
Ontario Science Centre	5,240,765	890,000
Ottawa Convention Centre	4,544,762	426,000

Entity	Operating Funding (\$)	Capital Funding (\$)
Royal Botanical Gardens	N/A *****	430,000
Royal Ontario Museum	10,384,412	300,000
Science North	3,074,929	1,163,000
St. Lawrence Parks Commission	N/A *****	121,000
Total	64,190,001	4,100,000

Sport, Recreation and Recognition Programs

- Supported sport and recreation program partners that continued to deliver programming during the pandemic by:
 - Reducing burden related to reporting requirements and performance commitments (e.g., extension of timelines).
 - Providing flexibility on funding to refocus on COVID-19 related activities (e.g., online programming).
- Worked with recreation partners that redeployed staff to services and activities to help Ontarians deal with the health, social and economic challenges of COVID-19 (e.g., providing food for families, running programs for homeless youth, providing safe transportation for Indigenous elders to attend critical medical appointments).
- Allocated \$6.36 million in 2020-21 for Quest for Gold (Canada Card) Program to support approximately 550 Ontario athletes who have reached national competition level. This initiative provides direct financial assistance to high-performance athletes, enhancing their ability to train by reducing financial burden.
- Negotiated nearly \$5 million in supplemental emergency support funding from the federal government to more fairly support Ontario's sport and recreation sector.
- Provided \$3 million in 2020-21 for SPORT4ONTARIO to deliver a pilot program that helps kids and families regain confidence in sport and recreation activities. The program will support grassroots physical activity and recreation programming. It will promote mental wellness and safety in sport that is free from harassment, abuse and discrimination.

- Committed \$2.35 million for the Ontario Hockey League (OHL)'s post-secondary education scholarships for athletes on 17 Ontario-based teams. This investment provides approximately \$138,000 to each of the 17 teams to help them meet their player scholarship commitments.
- Championed concussion safety with a financial commitment of \$200,000 through the Concussion Legacy Foundation Canada to produce a documentary film showcasing Rowan Stringer's life and highlighting the importance of recognizing the signs of a concussion in young athletes.
- Announced 47 new appointments to the Order of Ontario, the province's highest honour, for 2019 and 2020. The Order of Ontario honours individuals whose exceptional achievements have left a legacy in the province, in Canada, and beyond. Members of the Order of Ontario come from all walks of life, represent diverse fields of endeavor, and have played an important role in shaping the province.
- Recognized six outstanding young leaders with the Lincoln M. Alexander Award for their commitment to anti-racism and equity in their communities by awarding them with \$5,000 and a certificate. Each year the Lincoln M. Alexander Award is given to three young people, students or community leaders, who have demonstrated exemplary leadership in working to eliminate racial discrimination.
- Recognized two graduate students with the Hilary M. Weston Scholarship Award for their outstanding work and contributions to the study of mental health. Each year, the scholarship is awarded to up to two graduate students enrolled in full-time social work programs at a publicly funded Ontario university to support their research in the mental health field.
- Awarded 10 individuals and six volunteer organizations for their exceptional contributions through the June Callwood Outstanding Achievement Award for Volunteerism. These recipients are leaders who have devoted their time to help seniors and children, supported those who face violence in the community and mentor and coach people of all abilities.
- Acknowledged the outstanding contributions and efforts of 6,658 volunteers through the 27 virtual Volunteer Service Award ceremonies across the province. These individuals have demonstrated how critical volunteers are and how they strengthen Ontario's social fabric in communities, especially during the devastating impacts of COVID-19.

Table 4: Ministry Interim Actual Expenditures 2021-21

Ministry Interim Actual Expenditures (\$M)

2020-21 [10] (#foot-10)

COVID-19 Approvals	66.0
Regular Business	1344.0
Capital	120.8
Staff Strength [11] (#foot-11) (as of March 31, 2021)	925.25

Footnotes

- [1] [^ \(#ref-1\)](#) Estimates, Interim Actuals and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2021 Ontario Budget.
- [2] [^ \(#ref-2\)](#) Estimates and Actuals for prior fiscal years are re-stated to reflect any changes in ministry organization and/or program structure
- [3] [^ \(#ref-3\)](#) 2019-20 Ontario Place Corporation actuals are based on calendar-year 2019.
- [4] [^ \(#ref-4\)](#) Administratively reports to the Ministry of Heritage, Sport, Tourism and Culture Industries. Provides services to Ministry of Heritage, Sport, Tourism and Culture Industries and Ministry for Seniors and Accessibility.
- [5] [^ \(#ref-5\)](#) Reports to ADM, Regional and Corporate Services Division, Ministry of Heritage, Sport, Tourism and Culture Industries and ADM, HR Service Delivery, Ministry of Government and Consumer Services.
- [6] [^ \(#ref-6\)](#) Provides services to the Ministry of Francophone Affairs and ADM/CAO of Ministry of Francophone Affairs and Ministry for Seniors and Accessibility
- [7] [^ \(#ref-7\)](#) Reports to DM, Ministry of Heritage, Sport, Tourism and Culture Industries and DM, Communications and Intergovernmental Affairs and Associate

Secretary of the Cabinet.

- [8] ^ (#ref-8) Reports to DMs of Ministry of Heritage, Sport, Tourism and Culture Industries, Ministry for Seniors and Accessibility and ADAG, Ministry of the Attorney General.
- [9] ^ (#ref-9) Reports to Corporate Chief Information and Information Technology Officer, Ministry of Government and Consumer Services.
- [10] ^ (#ref-10) Interim actuals reflect the numbers presented in the 2021 Ontario Budget
- [11] ^ (#ref-11) Ontario Public Service Full-Time Equivalent positions

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