

# Estimates Briefing Book 2016-17

Ministry of Tourism, Culture and Sport

## PART I: 2016-17 PUBLISHED PLAN

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## **PART I: 2016-17 PUBLISHED PLAN**

### **MINISTRY OVERVIEW**

#### **Mandate**

The Ministry of Tourism, Culture and Sport (MTCS) is mandated to help build a strong innovative economy in Ontario through strategic support and investment in three key sectors of the economy – tourism, culture, and sport and recreation.

MTCS is committed to creating new opportunities and promoting the values that work in the best interests of Ontarians in their workplaces and communities by building a province that is an internationally recognized tourism destination with strong culture, sport and recreation sectors.

#### **Ministry Contribution to Priorities and Results**

MTCS contributes to the government's commitment to supporting a dynamic business environment, increasing talent and skills in innovative and fast-growing areas of the economy and enhancing Ontarians' quality of life as it moves forward on its 2016-17 priorities:

- **To work with the tourism industry and regional tourism organizations to support economic growth, collaborate with other partners to attract international investment, and support festivals and events across the province:**
  - Continue to engage with the tourism industry to inform the development of a Strategic Framework for Tourism in Ontario, setting a clear vision for industry and government to work together to maximize the growth and competitiveness of Ontario's tourism sector over the coming years.
  - Engage with the tourism industry to undertake strategic planning and targeted review activities to continue to grow tourism's contribution to the economy and to improve effectiveness and alignment across tourism programs and activities.
  - Provide strategic policy and planning expertise to industry, other ministries and other levels of government on tourism-related issues and the initiatives of other industries that impact tourism.
  - Foster continued collaboration with intergovernmental partners, Destination Canada and industry to give national focus to tourism issues and successfully promote Ontario's priorities at intergovernmental forums.
  - Continue to invest in the regional tourism approach to grow tourism in Ontario.
  - Support over 200 festivals and events through the Celebrate Ontario festival and event program.

- Continue to implement the Tourism Investment Attraction Strategy including participating in international in-market programs, using new research on tourist attractions and inland waterway development to target investors with compelling business cases.
  - Partner with the Ministry of Economic Development, Employment and Infrastructure on investment funding programs, and use a whole-of-government approach to support major tourism investment projects.
  - Continue to focus the Tourism Development Fund on attracting new investment, supporting industry capacity building, and encouraging industry-led tourism development projects.
  - Implement improvements resulting from a program review of Tourism-Oriented Directional Signing to strengthen and modernize the province's tourism highway signing program.
  - Work with stakeholders to develop and implement initiatives that support the pan-regional tourism initiatives, such as Indigenous tourism, Francophone tourism, and continuing to build on accessibility in the tourism sector.
- **To actively work to protect built heritage and archaeological resources, promote the arts, strengthen public libraries, and support community partnerships and engagement:**
    - Continue to provide leadership for the planning, delivery and evaluation of programs, and transfer payments for the Ministry's arts, libraries, cultural industries, museums and heritage programs.
    - Work with Ontario artists, educators and communities to develop an Ontario Culture Strategy and an Arts Policy Framework to help maximize the social and economic benefits of arts and culture to individuals and communities, tell our stories and build a new generation of artistic talent.
    - Continue to work with the Ontario Media Development Corporation and the Ministry of Finance to deliver the province's tax credits for Ontario's cultural industries, helping them compete in domestic and international markets.
    - In partnership with the Ontario Media Development Corporation, deliver the expanded Interactive Digital Media Fund with \$10 million per year in funding. The program will support expanded marketing activity, global business development and industry capacity-building.
    - Make continued investments in public libraries to support equitable, consistent services and encourage innovation, through programs such as the Ontario Libraries Capacity Fund.
    - Work with other ministries and provincial agencies, municipalities and heritage stakeholders to build a culture of heritage conservation, including government-wide implementation of the Standards and Guidelines for Conservation of Provincial Heritage Properties.
    - Continue to implement the PastPort database in order for licensed archaeologists to have a modern, electronic service delivery platform.

- **To promote active lifestyles and increased participation in sport, recreation and physical activity for all Ontarians:**
  - Implement Game ON – the Ontario Government’s Sport Plan. The Plan is athlete-centered and will help guide and co-ordinate policies and practices for sport in Ontario. This will include a review of current programs in order to better support athletes and para-athletes and leverage the benefits from hosting the 2015 Pan Am/Parapan Am Games.
  - Deliver the 2016 Ontario Sport Symposium, which will bring together Ontario’s leaders in the field of sport to look at ways to implement Game ON, and highlight research, current issues and best practices in the sector.
  - Support the Minister’s Advisory Panel on Sport, which has been tasked with investigating opportunities for women and girls in sport. The Panel will also provide ongoing advice on the implementation of Game ON.
  - Deliver a renewed Ontario Games Program under the “Games Ontario” banner with an improved program framework and additional resources put toward host municipalities.
  - Roll out an inventory of programs Ontario is delivering to support the *Framework for Recreation in Canada 2015*, a guiding document that provides a shared vision, values and goals and sets priorities for action.
  - Work with the Aboriginal Sport & Wellness Council of Ontario to implement a regional sport delivery system called the Sport Pathway for Ontario Native Wellness.
  - Support community-based sport, recreation and physical activity programs in remote/isolated First Nations communities through the Community Aboriginal Recreation Activator (CARA) Program.
  - Support the hosting of the 2017 North American Indigenous Games by the Aboriginal Sport & Wellness Council of Ontario.
  - Oversee the effective wind-down of all provincial activities related to the successful 2015 Pan Am/Parapan Am Games (e.g., completion of oversight responsibilities, financial reconciliation, audit support and legacy commitments).
  
- **To promote culture, heritage and tourism agencies and attractions to maximize their contributions to Ontario’s economic and social fabric:**
  - Continue to invest strategically to increase market reach and develop new audiences and products to boost tourism across Ontario and provide an environment in which cultural activities can thrive.
  - Transform Ontario Place into a year-round, multi-use waterfront destination. As a first step, the final design of the new Urban Park and William G. Davis Trail was unveiled in 2015, and construction is underway.
  - Identify opportunities, working with the Ministry’s tourism and cultural agencies, for high-profile programming to increase visitor attendance and promote Ontario as a cultural tourism destination.

- Through the Ontario Arts Council, continue to provide strategic investments and other services to develop Ontario artists and arts organizations, and promote art in communities across the province.
- Through the Ontario Trillium Foundation, continue to support strong and healthy community initiatives throughout Ontario.
- Through the Metropolitan Toronto Convention Centre, Canada's largest convention centre, continue to attract international and national conventions. In 2016-17, the Centre's target is 580 events, up from 554 in 2015-16.
- Through the Niagara Parks Commission, continue to operate and support many programs and services in Niagara Falls and along the Niagara River, both independently and in collaboration with community partners. In 2016, the Commission will open a new zipline attraction and aerial adventure course at the Grand View Marketplace and Thompson's Point locations.
- At Huronia Historical Parks, continue to build community presence through enhancements to existing products and the introduction of new programming and special events.
- At Fort William Historical Park, continue to develop existing products and new experiences, including opportunities to engage with the community on heritage and tourism initiatives.

## **Ministry Programs and Activities**

The Ministry delivers a number of programs to help achieve government priorities, including supporting a dynamic business environment, increasing talent and skills among Ontarians, reducing poverty, inequality and exclusion, and promoting a healthier population.

### **Tourism**

The Ministry provides policy, research, investment and development activities that support a stronger, more competitive tourism industry and help create a supportive and dynamic business environment. In collaboration with tourism industry stakeholders, other Ontario ministries and agencies, and federal and provincial governments, the Ministry works to strengthen partnerships, coordinate planning, build on Ontario's national and international profile, and generate increased tourism visitation and spending.

**Tourism Sector Support and Promotion** – The Ministry, along with its tourism agencies, delivers a strategic set of coordinated programs and activities to maximize the industry's growth and contribution to Ontario's economy. This includes planning and economic development through Regional Tourism Organizations.

**Tourism Investment and Research Services** – Through investment attraction and sector research, the Ministry works to maximize opportunities for growth and

development in the tourism sector and actively attracts and supports private sector investment and development initiatives in Ontario. These initiatives include targeted investments to attract or enhance festivals and events.

**Ontario Place Transformation** – Working with partners such as Ontario Place Corporation, the Provincial Development Facilitator and Infrastructure Ontario, the Ministry is implementing a phased approach to revitalization starting with the Urban Park and William G. Davis Trail.

## **Culture**

The Ministry helps to build capacity for the conservation of Ontario's heritage and the sustainability and growth of Ontario's arts sector and creative economy. It strengthens policies and programs that contribute to making Ontario a leader in cultural production and a province rich in cultural, heritage and archaeological resources and attractions.

**Ontario's Creative Economy Programs and Services** – The Ministry provides grants, business development assistance and tax credits to stimulate cultural production, investment and job creation in creative economy sectors: film and television production, recorded and live music, book and magazine publishing and interactive digital media.

**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, R.S.O. 1990, c. P 44*, supports two special library service boards, and provides an operating grant program, 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 deliver services and programs that are responsive to evolving local needs and help Ontarians learn and succeed in the knowledge-based economy.

**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, R.S.O. 1990, c. O.18* (except in respect of Part III), and licenses archaeologists.

## **Sport and Recreation**

The Ministry's programs promote a culture that values sport, recreation and physical activity and champions the social and economic benefits of active, engaged living for

all Ontarians. To support the achievement of the government's priority for a healthier population, Ministry programs aim to increase capacity within the sport and recreation sector and provide opportunities for all Ontarians to embrace an active lifestyle.

**Athlete Development** – The Ministry helps Ontario's high-performance athletes through athlete development and coach and official education, sport science and training services. The Ministry supports provincial sport and multi-sport organizations to oversee the development and delivery of amateur sport. The Ministry delivers the Ontario Games program, including summer and winter youth games, 55+ games and parasport games. It promotes Ontario as an attractive venue for hosting high-profile national and international sporting events through strategic investments.

**Active Communities** – The Ministry supports the delivery of local programs that promote an active, engaged lifestyle and increased levels of physical activity for all Ontarians, including children and youth. The Ministry also provides overall coordination for provincial interests in trails, parkland, open space and water-based recreation resources.

**Active Aboriginal Communities** – The Ministry is providing support to develop a high functioning, networked regional sport and active recreation system led by the Indigenous community.

### **Agencies and Attractions**

The Ministry supports 14 provincial agencies and 2 directly operated tourism attractions.

**Tourism Agencies and Attractions** – Tourism agencies and attractions promote economic growth and job creation by offering a range of educational, recreational, cultural and entertainment programs for residents and visitors.

**Culture Agencies** – Culture 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.

**Ontario Trillium Foundation** – This agency is mandated to build healthy and vibrant communities throughout Ontario by strengthening the capacity of the voluntary sector through investments in community-based initiatives.

**Table 1: Ministry Planned Expenditures 2016-17 (\$M)**

Operating	1,145.3
Capital	194.1
<b>TOTAL</b>	<b>1,339.4</b>

## HIGHLIGHTS OF 2015-16 ACHIEVEMENTS

The following are highlights of the Ministry's achievements for 2015-16. For detailed results, please refer to the Annual Report.

### Tourism

- Continued work to enhance the economic impact of the tourism sector by building on the successful implementation of the regional tourism model. The model supports enhanced partnerships, better-integrated marketing activities and increased emphasis on performance measurement, product development, investment and workforce development.
- Began initial discussions with tourism industry stakeholders to inform the development of a Strategic Framework for Tourism in Ontario, to be launched in 2016. The Framework will build on key themes identified in the *2009 Discovering Ontario Report* and the Tourism Industry Association of Ontario's *Mapping Ontario's Tourism Future* report.
- Continued implementation of the Tourism Investment Strategy through completion of in-market investment programs and ongoing support of major investment projects with a whole-of-government approach.
- Supported well over 200 festivals and events through the Celebrate Ontario program. Examples include: the Ottawa International Chamber Music Festival (Chamberfest), Supercrawl in Hamilton, the Cinéfest Sudbury International Film Festival and the Kemptville Live Music Festival.

### Culture

- Held the Culture Talks engagement process between October and December 2015 to speak with Ontarians across the province, including First Nations, Métis and Inuit communities. The results of these conversations will inform the development of Ontario's first Culture Strategy to be released in 2016-17.
- Implemented changes to Ontario's film and television tax credits to improve the sustainability of these financial supports while maintaining the province's competitiveness in both foreign and domestic production.
- Announced an investment of \$6 million in 2015-16, increasing to \$10 million annually beginning in 2016-17, in a revised Interactive Digital Media Fund.

Expanded the Fund to support early-stage development activities, and worked closely with stakeholders to focus financial support on key entertainment products.

- Announced investment of \$15 million annually in the Ontario Music Fund. In 2015-16, the Fund provided development assistance to 158 music organizations, including record labels, live music presenters and industry trade associations.
- In the 2015 Provincial Budget, \$1.5 million for Soulpepper Theatre Company was provided under a multi-year agreement (2015-2019) to commence a four-year strategy to create a permanent province-wide repertory touring circuit.
- The Ministry supported several successful exhibitions including the Royal Ontario Museum's *Pompeii: In the Shadow of the Volcano*, the Art Gallery of Ontario's *J.M.W. Turner: Painting Set Free* and the McMichael Canadian Art Collection's *Transforming Spirit: The Cameron/Bredt Collection of Contemporary Northwest Coast Art*.

## **Sport and Recreation**

- In November 2015, released Game ON – The Ontario Government's Sport Plan. The Plan is athlete-focused, results-oriented and outlines a series of actions the government will take to strengthen the amateur sport sector in Ontario.
- Assumed responsibility for the Ontario Games Program, launched renewed guidelines and secured the rights to the 2021 Canada Games.
- Through the Ontario Sport and Recreation Communities Fund, funded 14 provincial and 109 local regional projects engaging over 377,000 Ontario participants and 22,000 volunteers.
- Increased the number of First Nations participating in the Community Aboriginal Recreation Activators (CARA) program by seven communities with funding from the Ontario Youth Action Plan 2.0. Currently 27 First Nations participate in the CARA program.
- Selected as the host province for the 2017 North American Indigenous Games – the largest sporting and cultural gathering of Indigenous Peoples in North America to promote physical, mental, emotional and spiritual growth.
- With its partners, delivered the largest and most successful Pan Am/Parapan Am Games ever, creating an estimated 26,000 jobs and expected to boost Ontario's real GDP by \$3.7 billion.
- Ensured the Games were delivered on or under projected budgets, including the Athletes' Village which successfully hosted approximately 10,000 athletes and officials for the Games. The Athletes' Village is currently being transformed into a brand new, mixed use community in the heart of down town Toronto.

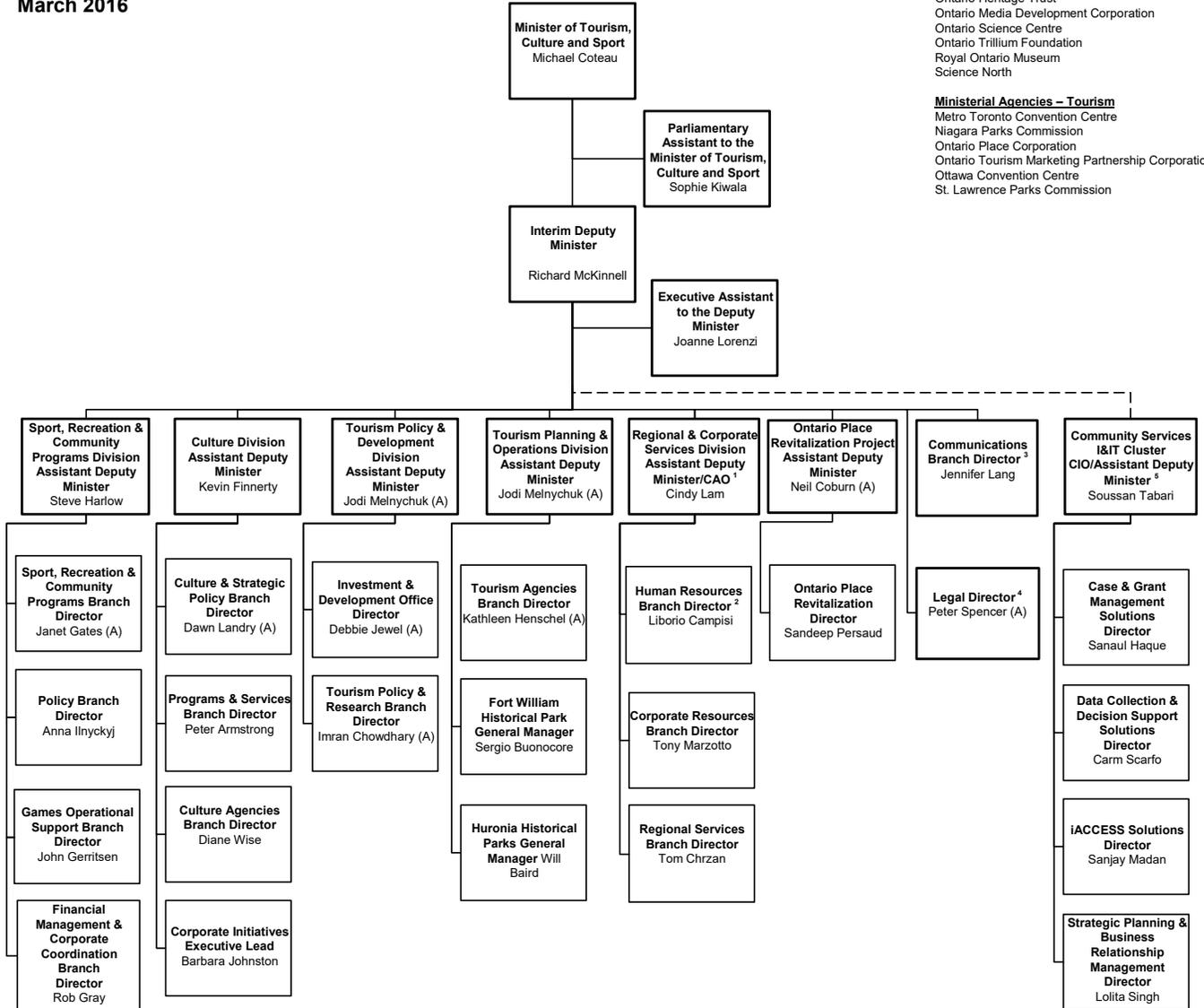
## **Agencies and Attractions**

- The Metro Toronto Convention Centre's 2015-16 gross revenues forecast is \$62.7 million and is expected to generate an estimated \$488 million in economic activity for the province.
- Continued progress was made towards the phased revitalization of Ontario Place into a year-round, landmark waterfront destination. In June 2015, the final design for the urban park and waterfront trail was unveiled, and it was announced that the trail would be named for William G. Davis, who was Premier in 1971 when Ontario Place first opened.
- The Ontario Science Centre and Science North continued working together on an International Market Development Initiative in China and South East Asia to pursue business opportunities and collaboration with other science centres.
- By 2015-16 year-end, the Ontario Arts Council will have provided annual operating support to over 500 professional not-for-profit arts organizations.

# MINISTRY ORGANIZATION CHART

## Ministry Organization Chart Ministry of Tourism, Culture and Sport

March 2016



### Ministerial Agencies – Culture

McMichael Canadian Art Collection  
Ontario Arts Council  
Ontario Heritage Trust  
Ontario Media Development Corporation  
Ontario Science Centre  
Ontario Trillium Foundation  
Royal Ontario Museum  
Science North

### Ministerial Agencies – Tourism

Metro Toronto Convention Centre  
Niagara Parks Commission  
Ontario Place Corporation  
Ontario Tourism Marketing Partnership Corporation  
Ottawa Convention Centre  
St. Lawrence Parks Commission

1 Administratively reports to Ministry of Citizenship, Immigration and International Trade. Provides services to Ministry of Citizenship, Immigration and International Trade, Ministry of Tourism, Culture and Sport and Ontario Seniors' Secretariat.

#### Dual Reporting Relationships:

2 Reports to ADM, Regional and Corporate Services Division, Ministry of Citizenship, Immigration and International Trade and ADM, HR Service Delivery, Ministry of Government and Consumer Services.

3 Reports to DM, Ministry of Tourism, Culture and Sport and DM, Corporate Communications and Associate Secretary of the Cabinet.

4 Reports to DM, Ministry of Tourism, Culture and Sport and Assistant Deputy Attorney General, Ministry of the Attorney General.

5 Reports to Corporate Chief Information and Information Technology Officer, Treasury Board Secretariat.

(A) Denotes "Acting"

## **AGENCIES, BOARDS AND COMMISSIONS (ABCs)**

The Ministry is responsible for the following provincial agencies:

**McMichael Canadian Art Collection (MCM):** Based on a 1965 donation by the McMichael family, the MCM is the only major public art gallery devoted to the collection and exhibiting 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 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 Media Development Corporation (OMDC):** The OMDC 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 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. The OPC is working to revitalize Ontario Place in partnership with the Ministry.

**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.

**Ontario Tourism Marketing Partnership Corporation (OTMPC):** The OTMPC promotes Ontario as a travel destination, including joint marketing initiatives in cooperation with the tourism industry, governments and agencies.

**Ontario Trillium Foundation (OTF):** The OTF, a not-for-profit corporation, makes strategic investments of government funding to build healthy and vibrant communities through the arts, culture, sports and recreation, human, social services and the environment.

**Ottawa Convention Centre Corporation (OCC):** The OCC manages a world-class convention facility in Ottawa. Following extensive redevelopment, the Ottawa Convention Centre re-opened in April 2011. 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 conducts public programming throughout Northern Ontario in the origins, development and progress of science and technology and their relationship to society.

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

### Summary of ABCs' Financial Data:

Name	2016-17 Expense Estimates	2016-17 Revenue Estimates	2015-16 Expense Interim Actuals	2015-16 Revenue Interim Actuals	2014-15 Expense Actuals	2014-15 Revenue Actuals
McMichael Canadian Art Collection	7,775,000	7,319,350	7,281,850	6,721,226	9,198,592	9,067,320
Metro Toronto Convention Centre	57,163,300	64,333,100	55,549,600	62,900,000	54,668,527	63,658,897
Niagara Parks Commission	94,608,100	95,589,000	92,042,500	95,447,900	114,712,000	97,222,000
Ontario Arts Council	62,622,400	62,422,400	62,698,700	62,498,700	62,690,202	62,893,182
Ontario Heritage Trust	12,704,900	11,537,660	12,780,000	10,106,910	11,832,000	11,666,000
Ontario Media Development Corporation	57,810,604	56,360,994	46,334,538	46,578,580	40,432,000	41,143,000
Ontario Place Corporation	8,477,000	8,710,000	13,614,000	14,502,500	7,165,000	8,103,000
Ontario Science Centre	37,467,000	36,170,000	41,354,000	40,485,000	32,572,494	32,718,708
Ontario Tourism Marketing Partnership Corporation	42,110,500	40,580,500	56,752,700	55,736,700	49,919,000	50,721,000
Ontario Trillium Foundation	140,375,000	140,375,000	130,710,900	130,710,900	124,749,767	124,749,767
Ottawa Convention Centre	23,911,900	19,700,000	22,638,800	18,817,400	23,030,230	18,601,240
Royal Ontario Museum	73,806,000	73,777,000	69,253,000	69,253,000	67,257,000	66,622,000
Science North	18,720,815	18,720,814	16,003,929	15,832,529	19,226,403	18,564,294
St. Lawrence Parks Commission	14,867,091	17,938,094	14,998,700	17,790,600	20,307,000	22,244,000

## **DETAILED FINANCIAL INFORMATION**

### **MINISTRY OF TOURISM, CULTURE AND SPORT SUMMARY**

The Ministry of Tourism, Culture and Sport provides leadership for the fast-growing tourism, culture and sport sectors of the provincial economy which are fundamental to the prosperity and quality of life of Ontario citizens.

The Ministry works with the tourism sector to stimulate economic growth, investment and competitiveness in the rapidly changing world of travel and leisure.

By providing leadership within the arts and culture community, the Ministry helps grow the creative economy, build a dynamic cultural environment with vibrant liveable communities in Ontario and encourage stewardship of heritage assets.

The Ministry helps broaden participation in sport and recreation to enable Ontarians to lead healthy, active lifestyles and enhances opportunities for high-performance athletes to achieve success. Hosting high-profile sport events increases job creation and encourages economic growth.

**Table 2: Combined Operating and Capital Summary by Vote**

**MINISTRY OF TOURISM, CULTURE AND SPORT**  
**Table A1: Operating and Capital Summary by Vote**

Votes/Programs	Estimates 2016-17 \$	Change from Estimates 2015-16 \$	%	Estimates 2015-16* \$	Interim Actuals 2015-16 * \$	Actuals 2014-15* \$
<b>OPERATING EXPENSE</b>						
Ministry Administration Program	9,765,400	2,935,700	43.0	6,829,700	7,819,344	8,056,543
Tourism Program	125,353,900	(7,705,500)	(5.8)	133,059,400	136,323,363	142,822,209
Sport, Recreation and Community Programs	57,667,000	3,885,400	7.2	53,781,600	57,407,217	54,036,684
Culture Program	245,318,100	(6,320,500)	(2.5)	251,638,600	246,344,380	245,724,702
Ontario Trillium Foundation Program	90,001,000	(25,000,000)	(21.7)	115,001,000	115,000,000	115,000,000
Ontario Cultural Media Tax Credits	414,042,500	(25,650,400)	(5.8)	439,692,900	429,364,300	421,791,294
Pan/Parapan American Games Secretariat	-	(194,298,800)	(100.0)	194,298,800	148,719,192	228,927,662
<b>Total Operating Expense to be Voted</b>	<b>942,147,900</b>	<b>(252,154,100)</b>	<b>(21.1)</b>	<b>1,194,302,000</b>	<b>1,140,977,796</b>	<b>1,216,359,094</b>
Statutory Appropriations	83,187	-	-	83,187	222,187	65,968
<b>Ministry Total Operating Expense</b>	<b>942,231,087</b>	<b>(252,154,100)</b>	<b>(21.1)</b>	<b>1,194,385,187</b>	<b>1,141,199,983</b>	<b>1,216,425,062</b>
Consolidation & Other Adjustments:						
Ontario Place Corporation	5,529,900	1,259,900	29.5	4,270,000	4,611,400	4,989,000
Metro Toronto Convention Centre	47,883,600	595,000	1.3	47,288,600	46,577,700	46,146,373
Ontario Tourism Marketing Partnership Corporation	1,550,000	(999,000)	(39.2)	2,549,000	7,517,200	(4,445,390)
Ontario Science Centre	13,931,000	388,000	2.9	13,543,000	13,411,000	11,745,741
Ontario Trillium Foundation	3,425,000	(1,061,700)	(23.7)	4,486,700	3,350,700	1,670,609
Royal Ontario Museum	31,823,000	3,960,700	14.2	27,862,300	27,629,000	26,282,000
Ontario Arts Council	1,166,000	245,700	26.7	920,300	1,249,000	2,055,445
Ottawa Convention Centre	16,358,000	1,309,300	8.7	15,048,700	15,149,400	15,606,000
Niagara Parks Commission	81,435,500	4,002,100	5.2	77,433,400	78,727,800	77,610,601
TO2015	-	(290,099,400)	(100.0)	290,099,400	302,299,880	175,575,000
<b>Total Including Consolidation &amp; Other Adjustments</b>	<b>1,145,333,087</b>	<b>(532,553,500)</b>	<b>(31.7)</b>	<b>1,677,886,587</b>	<b>1,641,723,063</b>	<b>1,573,660,441</b>
<b>CAPITAL EXPENSE</b>						
Ministry Administration Program	2,000	-	-	2,000	2,000	-
Tourism Program	1,000	-	-	1,000	1,000	-
Sport, Recreation and Community Programs	97,374,200	97,374,200	-	-	-	-
Tourism and Culture Capital Program	46,254,500	8,948,900	24.0	37,305,600	29,531,835	39,872,818
Culture Program	1,000	-	-	1,000	1,000	-
Ontario Trillium Foundation Program	25,000,000	25,000,000	-	-	-	-
Pan/Parapan American Games Secretariat	-	(420,162,400)	(100.0)	420,162,400	420,162,400	-
<b>Total Capital Expense to be Voted</b>	<b>168,632,700</b>	<b>(288,839,300)</b>	<b>(63.1)</b>	<b>457,472,000</b>	<b>449,698,235</b>	<b>39,872,818</b>
Statutory Appropriations	672,500	668,500	16,712.5	4,000	4,000	-
<b>Ministry Total Capital Expense</b>	<b>169,305,200</b>	<b>(288,170,800)</b>	<b>(63.0)</b>	<b>457,476,000</b>	<b>449,702,235</b>	<b>39,872,818</b>
Ontario Place Corporation	600,000	23,000	4.0	577,000	800,000	840,000
Metro Toronto Convention Centre	9,279,700	558,000	6.4	8,721,700	8,971,900	8,522,154
Ontario Tourism Marketing Partnership Corporation	2,024,000	550,000	37.3	1,474,000	1,487,200	1,096,920
Ontario Science Centre	235,000	(5,666,000)	(96.0)	5,901,000	5,976,000	5,996,000
Ontario Trillium Foundation	505,100	(8,200)	(1.6)	513,300	513,000	507,075
Royal Ontario Museum	9,754,000	(2,543,000)	(20.7)	12,297,000	11,200,000	8,265,988
Ontario Arts Council	250,000	50,000	25.0	200,000	250,000	75,118
Ottawa Convention Centre	5,276,100	(27,700)	(0.5)	5,303,800	5,290,000	5,283,000
Niagara Parks Commission	9,171,000	442,800	5.1	8,728,200	7,598,200	6,252,151
Colleges	(12,297,300)	(12,297,300)	-	-	-	-
<b>Total Including Consolidation &amp; Other Adjustments</b>	<b>194,102,800</b>	<b>(307,089,200)</b>	<b>(61.3)</b>	<b>501,192,000</b>	<b>491,788,535</b>	<b>76,711,224</b>
<b>CAPITAL ASSETS</b>						
Ministry Administration Program	2,000	-	-	2,000	2,000	-
Tourism Program	34,521,000	11,130,000	47.6	23,391,000	12,011,000	3,190,001
Sport, Recreation and Community Programs	6,222,200	6,222,200	-	-	-	-
Culture Program	1,000	-	-	1,000	1,000	-
Pan/Parapan American Games Secretariat	-	(7,674,200)	(100.0)	7,674,200	7,674,200	25,253,481
<b>Total Capital Assets to be Voted</b>	<b>40,746,200</b>	<b>9,678,000</b>	<b>31.2</b>	<b>31,068,200</b>	<b>19,688,200</b>	<b>28,443,482</b>
<b>Ministry Total Capital Assets</b>	<b>40,746,200</b>	<b>9,678,000</b>	<b>31.2</b>	<b>31,068,200</b>	<b>19,688,200</b>	<b>28,443,482</b>
<b>Ministry Total Operating and Capital Including Consolidation and Other Adjustments (not including Assets)</b>	<b>1,339,435,887</b>	<b>(839,642,700)</b>	<b>(38.5)</b>	<b>2,179,078,587</b>	<b>2,133,511,598</b>	<b>1,650,371,665</b>

\* 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 2016 Ontario Budget.

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## APPENDIX: 2015-16 ANNUAL REPORT

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### 2015-16 ACHIEVEMENTS

#### Tourism

- Continued work to enhance the economic impact of the tourism sector by building on the successful regional tourism model that supports enhanced partnerships, better-integrated marketing activities and increased emphasis on performance measurement, product development, investment, and workforce development.
- Began initial discussions with tourism industry stakeholders to inform the development of a Strategic Framework for Tourism in Ontario, to be launched in 2016. The Framework will build on the 2009 *Discovering Ontario Report* and the Tourism Industry Association of Ontario's *Mapping Ontario's Tourism Future* report to identify priorities to continue to strengthen and grow the competitiveness of the tourism sector in Ontario.
- Through the Celebrate Ontario program, supported well over 200 festivals and events, the largest number of events ever funded by this program. Events included the Ottawa International Chamber Music Festival (Chamberfest), Supercrawl in Hamilton, the Cinéfest Sudbury International Film Festival and the Kemptville Live Music Festival.
- Built on the success of the Celebrate Ontario program by increasing stakeholder training on quality application development, revising program guidelines and improving application efficiency by merging the Tourism Event Marketing Program with the Celebrate Ontario program.
- Through the Tourism Development Fund, supported 20 projects aimed at building industry capacity, developing new tourism products and attracting increased investment to Ontario (e.g., the Grand River Access Improvement Project, Strategic Planning Update for the Federation of Ontario Bed & Breakfast Accommodation).
- Continued implementation of the Tourism Investment Strategy through completion of in-market investment programs and ongoing work with local municipalities and the Economic Development Council of Ontario. The Ministry advanced its work using a one-window approach and continued relationship-building with international, federal and provincial government representatives. Activities resulted in the identification of 18 new prospects, 14 prospects that have progressed to qualified leads, 5 completed investments and 76 new contacts added to the investment Customer Relationship Management system.
- Completed research projects to identify investment opportunities in attractions and inland waterways. Findings will support targeted investment outreach in 2016-17.

## Culture

- Continued to build a ‘culture of heritage conservation’ in Ontario, working with other ministries and provincial agencies, municipalities and heritage stakeholders. This includes both the government-wide implementation of the Standards and Guidelines for Conservation of Provincial Heritage Properties and the Ministry’s role in the land use planning process review of the Official Plan and Official Plan amendment, Renewable Energy Projects and Environmental Assessment.
- Continued to support research and innovation projects in public libraries with the Ontario Libraries Capacity Fund.
- Completed transfer of capital funding of nearly \$18 million, under a multi-year agreement (2010-2016) for the construction of a new performing arts complex in downtown St. Catharines, now named First Ontario Performing Arts Centre, which opened in November, 2015.
- Concluded Ontario’s capital funding support for La Nouvelle Scène, a francophone theatre in Ottawa. In partnership with the federal government, Ontario provided a total of \$2.7 million towards the construction of this new facility.
- In the 2015 Provincial Budget, \$1.5 million for Soulpepper Theatre Company was provided under a multi-year agreement (2015-2019), to commence a four-year strategy to create a permanent province-wide repertory touring circuit.
- Held the Culture Talks engagement process between October and December 2015 to speak with Ontarians across the province, including First Nations, Métis and Inuit communities, about what culture means to them. Held 11 town hall meetings, 24 community conversations, 12 meetings with Indigenous communities, and collected 685 responses to the discussion paper and over 200 ideas through an online forum. The results will inform the development of Ontario’s first Culture Strategy to be released in spring 2016.
- Modernized the Ontario Interactive Digital Media Tax Credit, targeting support to the core Interactive Digital Media sector, clarifying eligibility rules and streamlining administration. Implemented changes to Ontario’s film and television tax credits to improve the sustainability of these financial supports while maintaining the province’s competitiveness.
- Announced an investment of \$6 million in 2015-16, increasing to \$10 million annually beginning in 2016-17, in a revised Interactive Digital Media Fund that was expanded to support early-stage development activities and focus on key entertainment products.
- Announced the newly permanent investment of \$15 million annually in the Ontario Music Fund. In 2015-16, it provided development assistance to 158 music organizations, including record labels, live music presenters and industry trade associations.
- Supported the marketing and promotion for the 40th anniversary of the Toronto International Film Festival in September 2015 and the 25th anniversary of the Toronto LGBT Film Festival, which took place in May 2015.

- The Royal Botanical Gardens completed work to rejuvenate its historic Rock Garden site. This project was supported by federal and provincial cost-sharing efforts and includes enhanced facilities and landscapes.

## **Sport and Recreation**

- In November 2015, released Game ON – The Ontario Government’s Sport Plan. The Plan is athlete-focused, results-oriented and outlines a series of actions the government will take to strengthen the amateur sport sector in Ontario.
- Constituted a Minister’s Advisory Panel on Sport, made up of sector leaders, officials and athletes, to provide advice on the implementation of Game ON.
- Delivered a Roundtable on Women and Girls in Sport which provided an opportunity for the Premier and Minister to engage with experts and hear from athletes on this important issue.
- Provided funding for the Canadian Sport Institute Ontario (CSIO) to attract high-performance athletes/para-athletes, and to attract National/Provincial Sport Organizations to locate their training centres at the facility. Currently 17 Provincial Sport Organizations and 20 National Sport Organizations use the CSIO for training and high-performance programming.
- Provided funding to Own the Podium to assist in achieving sustainable and improved podium performances at the Olympic and Paralympic Games.
- Introduced the *Supporting Ontario’s Trails Act* which, if passed, will enable the trails community to more effectively develop, operate and promote trails in Ontario.
- Assumed responsibility for the Ontario Games Program, launched renewed guidelines and secured the rights to the 2021 Canada Games.
- Delivered the 2015-16 Ontario Sport and Recreation Communities Fund, which funded 14 provincial and 109 local regional projects engaging over 377,000 Ontario participants and 22,000 volunteers, training over 4,700 individuals in fundamental movement skills and providing employment for over 475 staff.
- Delivered Ontario’s After School Program by targeting priority communities / populations and engaging over 130 organizations that serve over 21,000 children and youth in 432 sites across the province.
- Increased the number of First Nations participating in the Community Aboriginal Recreation Activators (CARA) program by seven communities with funding from the Ontario Youth Action Plan 2.0. Currently 27 First Nations participate in CARA.
- Selected as the host province for the 2017 North American Indigenous Games . Ontario committed to support the hosting of the 2017 North American Indigenous Games by the Aboriginal Sport & Wellness Council of Ontario.

## **Pan/Parapan American Games (Games)**

- With its partners, delivered the largest and most successful Games ever, hosting more than 10,000 athletes, coaches and delegates from 41 countries who competed in 51 sports at more than 40 venues. Key results:
  - The Games created an estimated 26,000 jobs and are expected to boost Ontario's real GDP by \$3.7 billion by 2017.
  - Ontarians are already benefitting from 25 new and renovated sports facilities, which are providing more than 90,000 hours of community sport and recreation use for the public on an annual basis.
  - The successful development of the Athletes' Village has been the catalyst for the accelerated revitalization of the West Don Lands. It hosted approximately 10,000 athletes and officials for the Games and is being transformed into a new mixed-use community featuring Corktown Common Park, a new streetcar line, a YMCA, George Brown College's first ever student residence, affordable housing and new condominiums.
  - All 10 Infrastructure Ontario managed sport venues were completed in time for the Games, and came in significantly under budget.
  - It is estimated that 1.4 million locals and visitors attended one or more of the seven celebration sites located across Toronto. Ontario's Promotion, Celebration and Legacy Strategy supported: Ontario's Celebration Zone at Harbourfront Centre, Nathan Phillips Square programming during the Games, and activations and pavilions hosted by Latino-Hispanic, Caribbean, Indigenous, Francophone and LGBTQ communities.
- As a result of the Games, 250 kilometres of gaps on the Trans Canada Trail in Ontario were completed, providing a continuous route of over 2,000 kilometres.
- The Aboriginal Trail Markers along the Trans Canada Trail Ontario and the Aboriginal Communities Youth Project created business, leadership and learning opportunities for Indigenous artists and youth.
- Launched the Sport Legacy Fund, which helps the long-term development of amateur sport by supporting the ongoing operation and maintenance of three key legacy facilities from the 2015 Pan Am/Parapan Am Games.
- Developed and delivered a number of Promotion and Celebration initiatives, including the IGNITE Ontario program, which provided support to communities across Ontario to host celebrations and inspired Ontarians to participate in the Games.
- Positioned Ontario as a leading jurisdiction for volunteerism via a province-wide web-based program and an online volunteer and resources database (Spark Ontario) to connect volunteers with organizations. More than 23,000 Games volunteers received Volunteer Certificates, recognizing their Games activities, training and skills.

## Agencies and Attractions

- The Royal Ontario Museum's exhibition, *Pompeii: In the Shadow of the Volcano*, was an overwhelming success attracting over 270,000 visitors.
- The Ontario Science Centre and Science North continued working together on an International Market Development Initiative in China and South East Asia to pursue business opportunities and collaboration with other science centres.
- In 2015-16, the Ontario Trillium Foundation successfully implemented its new outcomes-based investment approach.
- In 2015-16, the Ontario Arts Council provided annual operating support to over 500 professional not-for-profit arts organizations across the province.
- The Ontario Tourism Marketing Partnership Corporation (OTMPC) continued to improve its websites to provide consumers with a better user interface, more appealing visuals and new tools such as interactive maps. OTMPC targeted the sports tourism consumer and supported Pan/Parapan Am Games marketing.
- The Niagara Parks Commission improved the Journey Behind the Falls and the Incline Lower Plaza to create more welcoming, accessible facilities. Construction of the new zip line and aerial adventure course began and is set to open in 2016.
- St. Lawrence Parks Commission invested in new cabins, upgraded campsites, and a new online reservation system and website for its campgrounds, improving the use and enjoyment of its parks and campgrounds, trails and beaches.
- The Metro Toronto Convention Centre's 2015-16 gross revenues forecast is \$62.7 million and is expected to generate an estimated \$488 million in economic activity for the province.
- The Ottawa Convention Centre's 2015-16 gross revenues forecast is \$15.5 million. In 2015, the Centre hosted its largest convention ever, hosting more than 1,600 guests at Loblaw's 10-day National Kick Off and Vendor Show.
- In 2015, Huronia Historical Parks celebrated 400 years of Francophone presence in Ontario through program enhancements and special events, such as the unveiling of a plaque from the Province of Quebec to the Province of Ontario.
- Continued progress was made towards the phased revitalization of Ontario Place into a year-round, landmark waterfront destination for all Ontarians and visitors to enjoy. On June 24, 2015 the final design for the urban park and waterfront trail was unveiled, and it was announced that the trail would be named for William G. Davis, who was Premier in 1971 when Ontario Place first opened.

**Table 3: Ministry Interim Actual Expenditures 2015-16**

	<b>Ministry Interim Actual Expenditures (\$M) 2015-16 *</b>
<b>Operating</b>	<b>1,641.7</b>
<b>Capital</b>	<b>491.8</b>
<b>Staff Strength ** (as of March 31, 2016)</b>	<b>860.58</b>

\* Interim actuals reflect the numbers presented in the *2016 Ontario Budget*.

\*\* Ontario Public Service Full-Time Equivalent positions.